

Cabinet

Wednesday, 6 September 2017

Additional Information

Appendices referred to in the following Agenda items:

8. Swindon Skills and Employment Strategy and the outcome of the Post 16 Area Review – Appendices 1 and 2
9. Draft Economic Strategy – Appendices 1 and 2
10. References from other Council Bodies – Health and Wellbeing Board – Appendices 1 – 3
11. Swindon Borough Local Development Scheme 2017 – Appendix 1

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Skills and Employment Board Strategy 2017-2020

(A refresh of the 2013 – 2016 Strategy)

Final Draft V1



TABLE OF CONTENTS

Foreward	3
Introduction: Responding to new challenges and opportunities	4
Vision	4
alignment with the swindon and wiltshire strategic economic plan	5
Management and delivery of the Swindon strategy	8
The Skills and Employment Board Structure	10
Skills for Growth.....	12
Apprenticeships.....	13
The challenges and opportunities for Apprenticeship Growth.....	13
Where are we now with Apprenticeship Growth?	14
Our Priorities for Apprenticeship Growth	15
Careers and Enterprise.....	16
The challenges and opportunities for Careers and Enterprise	16
Where are we now with Careers and Enterprise?	17
Our priorities for Careers and Enterprise.....	17
Higher Education	20
The challenges and opportunities for Higher Education.....	20
Where are we now with Higher Education?.....	21
Priorities for Higher Education.....	22
Skills for Inclusion.....	24
Young people	24
The Challenges and opportunities for Young people.....	24
Where are we now with young people?	25
Priorities for Disadvantaged young people.....	26
Community and Adult Learning.....	27
The Challenges and the opportunities for Adult learning.....	27
Where are we now with adult learning?	28
Priorities for adult learning	29
5. Performance measures summary	31

FOREWARD

This Skills and Employment Board Strategy 2017-2020 sets out Swindon's ambitions for learning and skills development amongst the adult workforce.

It refreshes and builds on the Skills and Employment Board Strategy 2013-16 which has been successful in achieving:

- The successful implementation of the Raising Participation Age Strategy
- The introduction of the Swindon and Wiltshire Employability Charter and Pledge
- The launch of the Careers and Enterprise Company Enterprise Adviser Network
- The launch of the first Jobfest for young people aged 16 – 24 years, now in its 2nd year
- The implementation of the Apprenticeship Growth Strategy in partnership with employers
- The implementation of the Community Learning Trust, a partnership between Community Learning Providers
- Effective partnership working to shape the ESIF spending specifications
- The submission of a Local Growth Fund bid for Higher Education

The development of the refreshed Strategy is founded on the outcomes of a workshop in June 2016 when partners identified the priorities and actions necessary to take forward the work of the Board. The workshop was attended by a wide range of stakeholders and employers, and partnership work has been key to the success of our work to date. We look forward to further strengthening those relationships across Swindon and Wiltshire in the years ahead.

The significant changes to the learning landscape ushered in by the Apprenticeship Vision for 2020; the Post 16 Skills Plan; the new flexible Adult Education Budget; a White Paper setting out the government's plans to reform the higher education and research system; and the Post 16 Area Review, provide us with new and exciting opportunities to shape an efficient and effective skills system to meet Swindon's needs. Forecasts indicate that thousands of new jobs will be created in Swindon in the coming years with many demanding new skills and higher qualifications. Delivering strong economic growth, improved productivity and full employment in Swindon will, in part, be dependent on how we respond to this skills challenge. We want to see opportunity for all and to make sure that everyone can benefit from Swindon's success.

In recent research more than 1 in 3 local employers reported that skills gaps are a barrier to business growth, with employers citing a lack of technical, practical and job-specific skills as key to growth. In developing the Strategy our aim is to work closely with employers to ensure that they play a central role in the design and delivery of skills solutions to support economic growth. We have set out a number of ways in which to involve businesses more effectively in shaping the curriculum and providing opportunities for young people.



Mike Godfrey
Chair of the Swindon Skills and Employment Board

INTRODUCTION: RESPONDING TO NEW CHALLENGES AND OPPORTUNITIES

VISION

“By 2030, Swindon will have all of the positive characteristics of a British city with one of the UK’s most successful economies; a low-carbon environment with compelling cultural, retail and leisure opportunities and excellent infrastructure. It will be a model of well managed housing growth which supports and improves new and existing communities.

Swindon will be physically transformed with existing heritage and landmarks complemented by new ones that people who live, work and visit here will recognise and admire. It will remain, at heart, a place of fairness and opportunity where people can aspire to and achieve prosperity, supported by strong civic and community leadership.”

In 2015 the Council launched its vision for Swindon and one of the Council’s Priorities to support this vision is to: **“Offer education opportunities that lead to the right skills and right jobs in the right places.”** This Pledge provides the framework for our Strategy which aims to identify and develop the ambitions and actions necessary to fulfil this Pledge in relation to Swindon’s adult workforce.

The draft Economic Strategy for Swindon sets out our ambition ‘to grow Swindon’s economy, create jobs and attract inward investment, to create wealth and prosperity for the local people and communities, ensure our residents have the skills they needs and to promote Swindon as a key location for employment and for people to live’. Our vision for Swindon’s Economy is that by 2026, Swindon will aim to be the UK’s most innovative, productive, fastest-growing city, and will grow sustainably by up-skilling our workforce to enable our businesses to compete, whilst enhancing residents’ quality of life.

The strategy outlines six ambitious objectives for skills and are as follows:

- Meet the skills and technical needs of Swindon businesses.
- Inspire young people to further their skills and education.
- Grow the number of businesses who use apprenticeships.
- Increase number of Swindon residents with degree-level qualifications.
- Drive higher level apprenticeships that meet the technical needs of employers.
- Reduce the proportion of young people who are not in education employment or training (NEET)

ALIGNMENT WITH THE SWINDON AND WILTSHIRE STRATEGIC ECONOMIC PLAN

Our Strategy is also written to align with Swindon and Wiltshire LEP's Strategic Economic Plan and Skills and Talent Strategy which both prioritise skills, acknowledging that the LEP area needs an appropriately skilled and competitive workforce to achieve its growth ambitions through business sustainability and growth.

An extract of the Strategic Economic Plan January 2016, page 13, is over page and details the SWLEP Strategic Objective 1 – Skills and Talent. Priority Actions under the priority 'Skills System' are all fully integrated into Swindon Skills and Employment Strategy under the Skills for Growth and the Skills for Inclusion Objectives.

The Post 16 Area Review

The Gloucestershire, Swindon and Wiltshire Post 16 Area Review took place between September 2016 and February 2017. The review was part of national post 16 reforms which focuses on Sixth Form Colleges and Further Education Colleges. The guidance outlines that Government expects the area reviews to “enable a transition towards fewer, larger, more resilient and efficient providers, and more effective collaboration across institution types.”

Reviews aim to achieve the following but it should be noted that the focus is on point 1, delivering institutions that are financially viable.

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

The recommendations from the review

The issues arising from the area review, will be addressed through:

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

Ensure the skills system meets the needs of employers and learners and facilitate collaborative approaches to the delivery of provision as outlined in the Post 16 Area Review recommendation.

Strategic Objective 1: Skills and talent - we need an appropriately skilled and competitive workforce to achieve our growth ambitions.

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The SWLEP has identified four themes in its Skills Plan under which action will be progressed to achieve this objective. These are:

- **Improve the skills system.** Making the education and skills system more effective and responsive to the needs of employers and learners;
- **Skills for growth.** Helping businesses develop skilled workforces that will support long term sustained growth and improved productivity within the local economy;
- **Skills for inclusion.** Supporting the development of an inclusive economy, helping people to overcome barriers to employment, to enter and stay in the workforce; and
- **Maximise the impact of skills.** Delivering the wider priorities within the Strategic Economic Plan i.e. as an enabler to achieve other SEP priorities.

Priority actions

Skills system:

- Ensure there is a robust and responsive post 16 education and skills sector operating to meet the needs of learners and employers which is financially efficient, sustainable and operates from campuses which are fit for purpose;
- Improve progression routes to employment in the post 16 education sector, with strong employer involvement in the curriculum to ensure improved employability;
- Deliver options to enhance higher education participation across Swindon and Wiltshire meeting the demand for higher level and degree-level qualified employees locally; and
- Ensure that the learning and skills offer reflects the needs of the area, including the priority sectors, providing effective Science Technology Engineering and Maths (STEM) skills.

Skills for growth:

- Develop a skilled and competitive workforce meeting the needs of employers;
- Develop higher level skills provision through smarter engagement between the higher and further education sectors and business;
- Achieve a higher proportion of individuals employed in higher skilled and higher value-added roles (Level 4 and above) in priority sectors; and
- Embed apprenticeships as an established route to employment and maximise the opportunities to grow higher and degree apprenticeships.

Skills for inclusion:

- Improve educational attainment, exceeding the national average, at age 16 (including English and Maths) and at age 19;
- Realise the potential of residents with barriers to employment, including young people and older workers and develop innovative approaches to providing support; and
- Ensure impartial and independent professional careers advice and guidance is operating across schools and colleges.

Enabler of other priorities:

- Ensure military service leavers and existing employees have clear pathways to new skills and flexible learning.

MANAGEMENT AND DELIVERY OF THE SWINDON STRATEGY

The Strategy will be managed by the Employment and Skills Board. The Board is an employer-led group which includes: local business representatives, members of the Local Enterprise Partnership, employer organisations, Voluntary Sector and Public Sector commissioners. The chair of the LEP Skills and Talent Sub-group is a member of this Board and clear linkages with the LEP are therefore in place.

Following the Post 16 Area Review, work to '**Ensure the skills system meets the needs of employers and learners**' and facilitation of collaborative approaches to the delivery of provision as outlined in the Post 16 Area Review recommendations, is being coordinated by the LEP wide Strategic Planning Group. Progress will be reported at each Skills and Employment Board meeting and any follow up action required will be agreed.

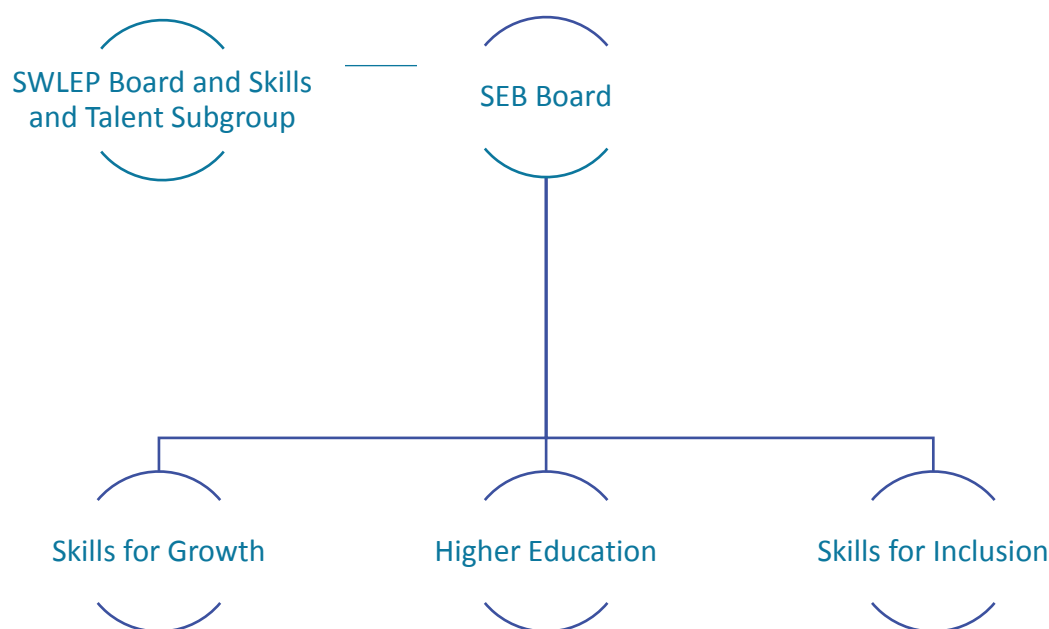
The Board Sub Groups are responsible for the delivery of activities to achieve the priorities. Each Sub Group will develop an Action Plan with outcomes to be reported to the Board on a regular basis. The Sub Groups have been streamlined since the original strategy to provide a more efficient structure as follows:

Skills for Growth	
Responsibility: Skills for Growth has responsibility for skills for the future and present workforce, including growth of apprenticeships and the development of employability skills for young people in schools and colleges through Careers and Enterprise initiatives.	
This Group is aligned to:	
Swindon Draft Economic Strategy to 2026	<ul style="list-style-type: none"> Meet the skills and technical needs of Swindon businesses. Inspire young people to further their skills and education. Grow the number of businesses who use apprenticeships.
SBC Priority 2: Offer education opportunities that lead to the right skills and right jobs in the right places.	<ul style="list-style-type: none"> Pledge 18: Increase the number of businesses employing young people as an apprentice from 15% to 20%.
Swindon and Wiltshire LEP Strategic Economic Plan, January 2016: Strategic Objective One	<ul style="list-style-type: none"> Skills and Talent – we need an appropriately skilled and competitive workforce to achieve our growth ambitions (The Skills System and Skills for Growth)

Higher Education
Responsibility: Higher Education has responsibility for developing the Higher Education offer to meet business higher skills needs.
This Group is aligned to

Swindon Economic Strategy to 2026	<ul style="list-style-type: none"> ▪ Increase number of Swindon residents with degree-level qualifications.
SBC Priority 2: Offer education opportunities that lead to the right skills and right jobs in the right places.	<ul style="list-style-type: none"> ▪ Pledge 19: Secure a range of options to access higher education in Swindon
Swindon and Wiltshire LEP Strategic Economic Plan, January 2016: Strategic Objective One	<ul style="list-style-type: none"> ▪ Skills and Talent – we need an appropriately skilled and competitive workforce to achieve our growth ambitions (The Skills System)
Skills for Inclusion	
<p>Responsibility: Skills for Inclusion has responsibility for reducing, worklessness and future exclusion by improving the participation of young people and adults in learning, and securing progression to sustainable employment.</p>	
This Group is aligned to	
Swindon Draft Economic Strategy to 2016	<ul style="list-style-type: none"> • Inspire young people to further their skills and education. • Reduce the proportion of young people who are not in education employment or training (NEET)
SBC Priority 4: Help people to help themselves whilst always protecting the most vulnerable children and adults.	<ul style="list-style-type: none"> • Contribute to the SBC Transition Programme that aims to improve outcomes for young people and adults with an Education, Health and Care Plan.
Swindon and Wiltshire LEP Strategic Economic Plan, January 2016: Strategic Objective One	<ul style="list-style-type: none"> • Skills and Talent – we need an appropriately skilled and competitive workforce to achieve our growth ambitions (The Skills System and Skills for Inclusion)

THE SKILLS AND EMPLOYMENT BOARD STRUCTURE



The successful implementation of the Strategy will require the active collaboration of all partners. Reflecting this, the principles of collaboration, partnerships and employer engagement have been at the heart of the Plan development process.

The Skills and Employment Board will have overall responsibility to set a strategy and monitor delivery. Individual sub-groups are expected to develop their own action plans with outcomes and performance measures which will be reported to the board on a regular basis.

European Social Fund (ESF) projects, part of the European Structural and Investment Funding (ESIF), scoped and informed by the Swindon and Wiltshire LEP are all commissioned by three main ESF co-financing organisations:

- Department for Work and Pensions
- Skills Funding Agency
- Big Lottery

These projects will be coordinated and integrated into the work of the Skills and Employment Board. Our role will be to review performance reports, understand issues and challenges and where possible facilitate and enable. The skills related programmes are as follows:

ESIF and Higher Futures – Skills and employment projects continuum – October 2016

Building Bridges	Employability support	Skills coaching for younger people	Older workers	Raising aspirations STEM careers	Workforce skills brokerage	Higher Futures
<ul style="list-style-type: none"> • Big Lottery funding of Community First-led partnership • £4m project (£2m ESF) • Commenced summer 2016 – for 24 months • 1800 + participants • People most disadvantaged in workplace, who have most difficulty sustaining employment • Tailored and integrated interventions, into-employment support, sponsored employment, volunteering, access to skills courses, work experience and CEIAG 	<ul style="list-style-type: none"> • DWP tender • Commences late 2016 • £3m ESF • 36 months • 1842 participants • Tackle worklessness - moving the max. no. of unemployed & inactive people into sustained employment • Linked to Work Programme but community-based 	<ul style="list-style-type: none"> • SFA contract to Learn Direct began May 2016 • £1m ESF • 18 months duration • 500 learner starts • Providing skills to tackle the effects of disengagement and under-achievement • To address local skills shortages. 	<ul style="list-style-type: none"> • SFA contract award offer imminent • £0.95m ESF • 18 months duration • Enable older workers to identify and unlock potential and increase vocational skills • Reduce unemployment amongst older people 	<ul style="list-style-type: none"> • SFA contract award offer imminent • £1.24m ESF • To increase participation rates in Higher Education and in Apprenticeships, • CEIAG for NEET / at risk of NEET • Focus on studying and entry into STEM careers • Inspire and inform young people to progress in their education and employment goals 	<ul style="list-style-type: none"> • SFA contract award offer imminent • £4m ESF • 18 months duration • Businesses to obtain demand-led skills packages from the open market of training providers using the skills broker service. • Key sector SMEs workforces • Giving lower waged workers opportunity to upskill • L&M skills 	<ul style="list-style-type: none"> • Not ESIF Funded - £1.4m "City Deal" • Delivers L4 and HND / Degree • Brokers skills delivery with university and college providers • Focus on military leavers • Flexible, modular approach • Accreditation of prior learning (APL) • Partnership delivery – local authorities, Army, HE and business
<ul style="list-style-type: none"> • Non-accredited • Employability support • Multi-agency • Basic Skills 	<ul style="list-style-type: none"> • Basic skills • Up to QCFL2 	<ul style="list-style-type: none"> • Basic skills / • Up to QCFL2 	<ul style="list-style-type: none"> • Basic skills • Up to QCFL2 	<ul style="list-style-type: none"> • QCFL 2+ • Apprenticeships • Traineeships • CEIAG, experience & placements 	<ul style="list-style-type: none"> • Intermediate and higher skills • QCF Levels 2 and 3+ 	<ul style="list-style-type: none"> • Level 4+ • HND/ Degree, ACL

SKILLS FOR GROWTH

Skills for Growth include Swindon's ambitions to create 'a **higher skilled, higher earning population – the right skills for the right jobs in the right places**'.

- Grow our **apprenticeship start volumes and the number of employers** who are using apprentices as a route to improving the higher level skills of their workforce; and
- Exploit **Careers and Enterprise** initiatives used by all Swindon's secondary schools to inform their ambitious and measurable careers education plan that raise young people's aspirations, provides opportunities to engage with employers and the world of work and have measurable outputs.

Our 'Skills for Growth' goals and outputs are designed to address **SWLEP** skills challenges. The following is an extract from the SWLEP Strategic Economic Plan January 2016, Objective One, Skills for Growth:

Skills for growth:

- Develop a skilled and competitive workforce meeting the needs of employers;
- Develop higher level skills provision through smarter engagement between the higher and further education sectors and business;
- Achieve a higher proportion of individuals employed in higher skilled and higher value-added roles (Level 4 and above) in priority sectors; and
- Embed apprenticeships as an established route to employment and maximise the opportunities to grow higher and degree apprenticeships.

In particular our work will impact positively on SWLEP priorities:

Education attainment 16-19 (increase to 85.4% 19 year olds with a Level 2, from 83.3%); and the percentage of our residents aged 16 to 64 years who are able to respond to employer demand for Level 4 qualifications (increase to at least national 37.1% from 28.8%).

In addition we will contribute to the Skills for Inclusion challenge of careers advice in schools, and the Skills System by improving employer engagement in schools.

APPRENTICESHIPS

THE CHALLENGES AND OPPORTUNITIES FOR APPRENTICESHIP GROWTH

Apprenticeships are changing, and in its Apprenticeship Vision for 2020¹ and the national Post 16 Skills Plan², the government sets out its ambitious plans for three million more apprenticeships by 2020 and the creation of a simplified Post 16 education and technical training offer. But the challenge is not just to secure an increase in the volume of apprenticeships but to improve their *quality* as well so that they are seen as a prestigious path to successful careers, in all sectors of the economy and at all levels.

To bring about change the government has introduced a number of reforms. In April 2017 funding will be changed and the introduction of the apprenticeship levy will require some of the largest employers to invest in apprentices; this is likely to significantly increase the demand from employers wanting to engage with the apprenticeship programme.

At the same time, reforms mean that apprenticeships are becoming truly employer-led, with the new apprenticeship standards being designed by employers to meet the needs of employers in that sector. Once an apprentice completes an apprenticeship based on a new standard, the objective is that they will be a fully competent and productive employee in that job role.

To deliver the higher skills that the economy needs, from September 2016, Higher and Degree apprenticeships will be advertised on UCAS along with university applications to widen access to the professions. These apprenticeships are designed by employers, universities and professional bodies and already exist for such diverse occupations as Solicitor, Software Developer, Accountant, Dental Technician and Space Engineer.

Against this backdrop, there are huge opportunities to grow provision in Swindon and meet the skills needs of our economy. Our aim is to be equally ambitious with a total of **10,250** starts by 2020 to contribute to the national target of 3million.

This will require an increase in starts year on year, but at present both young people and employers lack an awareness of the potential of apprenticeships to offer a valuable work-based professional and technical alternative to academic routes and higher education. Swindon has double the national average of large employers (with 200+ employees) and with the introduction of the levy it is crucial that providers are ready to respond to this new demand and are able and prepared to develop and deliver the ‘off-the-job’ training needed for the new employer-designed standards.

Alternative solutions are available for some employers who express an interest in filling vacancies with apprentices but are unsure how it will work for them. For these businesses one option is to use our local Apprenticeship Training Agencies, Longwater and Swindon Apprenticeship Solutions as a first step.

¹ https://www.gov.uk/government/uploads/system/uploads/attachment_data/file/482754/BIS-15-604-english-apprenticeships-our-2020-vision.pdf

² https://www.gov.uk/government/uploads/system/uploads/attachment_data/file/536043/Post-16_Skills_Plan.pdf

Skills and qualification needs are rising, and there are significant opportunities to meet these needs through the increased provision of Higher, Advanced and Degree Apprenticeships in our growth sectors. Working with employers we aim to deliver new apprenticeship routes to develop the higher level skills to secure Swindon's continued growth and to complement our ambitions to secure more higher education provision in the town. We are fortunate to have Higher Futures, a SWLEP City Deal project that is working locally with businesses to broker and facilitate opportunities to develop and deliver Higher and Degree apprenticeships. This aspect of Apprenticeship growth will also be addressed by our Higher Education Strategy.

We see the need to grow both the *demand* for apprenticeships and the *supply* of potential candidates; therefore our priorities are to work with the three target groups: people, businesses and providers to simultaneously work to stimulate the supply of and demand for apprenticeships.

WHERE ARE WE NOW WITH APPRENTICESHIP GROWTH?

- Statistics from the National Apprenticeship Service show that there were 1560 starts in 2013-14, 1790 in 2014-15 and 1,920 in 2015/16. This represents 1 apprentice per 58 employees in the workforce in Swindon.
- Trend data shows that Swindon has performed better than nationally in relation to growth in the number of apprenticeship starts since 2005/06, with a reversal of the decline seen in recent years. Since 2013/14 starts have increased by 14% in 2014-15 and by 7% in 2015-16. In 2015-16 Swindon performed better than nationally with a 7% rise compared to 1%; we had the third largest increase in the Southwest and had the largest increase from 2015 to 2016 out of all local authorities nationally.
- Fewer young people in Swindon (4%) start an apprenticeship as a Key Stage 4 destination than in the South West (6%) and in England (5%).
- Higher apprenticeships starts have been lower than the national average since 2012/13. In 2014/15 Swindon had 3% higher apprentice starts compared to 4% in England.
- The percentage of SEN Young People who started an apprenticeship as a Key Stage 4 destination in 2013/14 is low (3%) when compared to the South West (7%) and England (5%)
- Apprenticeships are concentrated in Business, Administration and Law, Retail and Commercial Enterprise and Health, Public Services and Care. Most apprenticeships (59%) are Intermediate level apprenticeships, with 38% at Advanced level and 3% at Higher Level.
- Traineeship numbers in Swindon in 2015/16 remain low with 56 enrolments (double the number from the previous year).
- Swindon and Wiltshire Councils are agreeing a shared Apprenticeship Growth Strategy to minimise costs and maximise impact and opportunities.

OUR PRIORITIES FOR APPRENTICESHIP GROWTH

With Wiltshire Council the following priorities have been agreed. Areas for collaboration are identified and we will work together to maximize impact of all activities.

i) Increase the number of young people taking up apprenticeships and traineeships with 10,250 apprenticeship starts between 2015 and 2020.

We will:

- Improve awareness of apprenticeships as a route to higher level in schools and colleges. Target young people, parents and staff. Coordinate this with the Careers and Enterprise project and the national Apprenticeship campaigns to gain maximum benefit and impact.
- Coordinate for the benefit of schools and colleges local, regional and national initiatives, such as the ESF funded, Apprenticeship Ambassador Network, and the Careers Education Company funded work.

ii) Pledge 18, of SBC vision Priorities and Pledges, to increase the number of businesses employing young people in the borough as an apprentice to 20% (280 more employers)

The City and Guilds LEP report July 2016 identified the top 5 concerns/ questions employer's asked about apprenticeships; funding updates (including the levy), how to get started, recruitment, how to find training providers/ co-deliver and the work readiness of young people. We can help them to take on apprentices by doing the following:

We will:

- Use innovative approaches and work with partners, stakeholders and key intermediaries to promote to employers the benefits of using apprenticeships as an integrated part of their plans for a sustainable and higher skilled workforce.
- Exploit the use of social media and the national Skills Funding Agency Apprenticeship Campaign Get in Go Far.

iii) To support employers and providers work effectively together to develop and grow by 20% higher and degree apprenticeships to meet local skills needs in our priority sectors.

We will:

- Develop and implement a LEP wide Higher and Degree Apprenticeship growth plan that targets our key sectors (Higher Futures).
- Maximise the impact of Higher Futures to benefit employers. Higher Futures is an ambitious project which will work with local employers to develop a highly skilled workforce for Wiltshire and Swindon, maximising the economic potential of the area and addressing the growing skills gap through the provision of part-time, flexible, university level skills provision to military leavers and local employees.
- Where appropriate, we will support independent and new types of providers to play their part in developing new programmes, particularly in our nearest universities.

CAREERS AND ENTERPRISE

THE CHALLENGES AND OPPORTUNITIES FOR CAREERS AND ENTERPRISE

The Careers and Enterprise Company (CEC) was set up because the nature of employment is changing. Jobs continue to be created but young people are struggling to get them, in part because those young people are not getting the inspiration and information they need. Research by the Gatsby Foundation has set out what is required to inspire and prepare young people for the world of work.

The evidence suggests that there is too little good information for young people and too little understanding of what works in careers and enterprise education. Employers and schools work in different worlds and it takes time for collaboration between the two to develop new worthwhile and sustainable programmes. Consequently, examples of excellent practice are patchy and remain local, spreading to other areas only slowly if at all, and the transition from education to employment is not always smooth.

In addition it is recognized that the current post 16 landscape is complex and too difficult to navigate. The national Skills Plan³, BIS July 16, proposes simplified education and technical training offer that will commence implementation in 2018.

The Careers and Enterprise Company and other government initiatives aims to address this challenge by:

- Recruiting senior and strategic business people from the public, private or third sector to become Enterprise Advisers, and using the local Enterprise Advisers and the national Network, to develop strategic and measurable careers, enterprise and employer engagement plans for schools and colleges.
- Encouraging employers to scale up their existing school engagement activities.
- Working with employers and providers to implement the new Technical Routes described in the national Skills Plan (BIS, July 2016), and in particular in the STEM sectors.
- Increasing opportunities for students to have exposure to the world of work. The more contact points there are between business and young people, the better their future employability options.

Raising Participation Age projects in Swindon have left the area well-placed to exploit the opportunities provided by the launch of the Careers and Enterprise Company. The free review of Careers Education offered to all schools and colleges by Swindon Borough Council, and commissioned through Adviza on behalf of the National Careers Service, helped both the cement good working relationships with schools and colleges and ensured those providers were well-aware of their strengths and priorities for development in terms of careers education and employer engagement.

³ https://www.gov.uk/government/uploads/system/uploads/attachment_data/file/536043/Post-16_Skills_Plan.pdf

WHERE ARE WE NOW WITH CAREERS AND ENTERPRISE?

- All Swindon Secondary Schools and Colleges were invited to benefit from being engaged in the network. Seventeen schools and colleges are currently matched with their Enterprise Adviser and working to develop Employer Engagement Strategies (November 2016). The Swindon and Wiltshire Enterprise Adviser Network is the most developed in the Southwest.
- Project funding has been agreed until at least end of August 2017, co-funded by Swindon Borough Council and the Careers & Enterprise Company.
- Education Business Partnership, funded through the Careers & Enterprise Company, has begun its project to help grow apprenticeships in the Swindon area, and support schools and employers in developing work experience opportunities. The forthcoming Careers & Enterprise Company mentoring scheme will similarly complement the work of the Adviser Network.
- New Careers and Enterprise projects coming on board during 2017 that will require coordination to build a cohesive and accessible offer to schools.
- The national Skills Plan (BIS, July 2016) has laid out its ambitions to create improved and simplified technical routes towards higher level skills. By 2018 this will commence implementation.

OUR PRIORITIES FOR CAREERS AND ENTERPRISE

i) To recruit and train a sustainable Enterprise Adviser network of 20 Enterprise Advisers.

We will:

- Engage with employers, employer groups and business engagement organisations to secure a sustainable Enterprise Adviser Network of 20 employers, and to raise awareness of opportunities for employers to work with schools and colleges.
- Provide leadership and training to support the effective delivery of the project through the Enterprise Advisers.
- Celebrate the good practice through Enterprise Adviser forums and ensure Enterprise Advisers are linked into the right staff and Governors in schools and colleges, and into local and national networks.

ii) To engage and support 20 schools and colleges to become active members of the Enterprise Adviser Network.

We will:

- Engage with senior leaders and delivery staff in 20 schools and colleges by building on existing relationships with schools, Governors, Head teachers, and the Careers Network.
- Work with the Swindon Careers Network to manage concerns, share best practice and develop the project.
- Promote and celebrate the project to Heads, staff and Governors in all schools and colleges.

- iii) **All 20 schools and colleges in the Enterprise Adviser Network will develop and implement an Employer Engagement Plan to deliver better employability skills, careers awareness and improve aspirations through contacts with employers and the world of work.**

We will:

- Support the needs assessment and development of Engagement Plans which will be realistic and have associated measureable impact.
- Facilitate monthly meetings between Enterprise Advisers and their matched school or college.
- Work in partnership with businesses, schools, colleges, relevant local and national projects and providers to create and promote career pathways in the priority sectors such as science, engineering, maths and technology and the high volume service industries such as construction, hospitality, retail and care.
 - Coordinate, maintain and develop resources and stakeholder opportunities to support schools, colleges and EAs: ‘what works’; Careers and Enterprise Company tools and resources; local opportunities / events / services; and resources and opportunities for specific young people, eg. SEND
- Work in partnership with Wiltshire Council to share best practice and progress.

Skills for Growth Performance Measures

Contributing to SBC Pledge 18 and 19, SWLEP SEP Objective One,

Objective	Outputs
Achieve SBC Pledge 18 by 2019/20	280 more employers with an apprentice start by 2019/20
Grow the number of apprentice starts	Achieve 10,250 apprenticeship starts between 2015 – 2020 (lifetime of current government)
To support employers and providers to work effectively together to develop and grow by 20% higher and degree apprenticeships to meet local skills needs in our priority sectors.	Higher and degree apprenticeship starts grow by 20% annually – 124 starts by 2019/20 (50 starts in 2014-15), contributing to an increase of Swindon’s residents with a L4 qualification (SWLEP SEP). (Reference Higher Futures)
A sustainable Enterprise Adviser network is recruited and supported to deliver the aims of the CEC project.	A network of 20 Enterprise Advisers is maintained and matched with schools and colleges.
All 20 schools and colleges in the Enterprise Adviser Network will develop and implement an	All 20 schools have an Employer Engagement Plan that underpins their Careers Education Plan, with measurable outcomes against

measurable Employer Engagement Plan / Careers Education Plan	educational achievements (qualifications at L2) by age 19 years and addresses CEC identified Cold Spots. Contributes to the SWLEP SEP Skills for Growth and Skills for Inclusion.
Fully integrate local and national initiatives to join up the dots and avoid duplication	Fully integrate ESF and other Skills for Growth projects and provision, eg. Higher Futures, ESF Raising Aspirations, ESF Skills Coaching, Skills for the Workforce

HIGHER EDUCATION

Swindon's Higher Education strategy has ambitions to:

Secure a range of options to access Higher Education in Swindon that is responsive to employer need, contributes to narrowing the participation gap, makes sustained improvements in participation rates for young people and offers an opportunity for upskilling whilst in employment.

Our 'Higher Education' goals and outputs are designed to address **SWLEP** skills challenges. The following is an extract from the SWLEP Strategic Economic Plan January 2016, Objective One, Skills System:

- Deliver options to enhance higher education participation across Swindon and Wiltshire meeting the demand for higher level and degree-level qualified employees locally; and
- Ensure that the learning and skills offer reflects the needs of the area, including the priority sectors, providing effective Science Technology Engineering and Maths (STEM) skills.

THE CHALLENGES AND OPPORTUNITIES FOR HIGHER EDUCATION

In recent years, Higher Education has moved up the political agenda with recent government strategies making clear the linkages between higher education and improved productivity. The HM Treasury Productivity Plan 2015⁴ highlights the role of HE as local anchor institutions, in terms of raising aspirations and broadening the talent pool through both young and older learning, increasing the capacity to support local productivity and to make areas more competitive, improving and sharing prosperity.

Stemming from the Productivity Plan, the Minister for Universities and Science has set an ambition to **"Double the proportion of people in HE from disadvantaged backgrounds by 2020"**. HEFCE analysis suggests that this will mean an increase in participation of 2-3% per annum compared with the current trend of 1%.

In 2014 BIS published its strategy on access to HE⁵ and its unifying ideal is that everyone with the potential to benefit from higher education should have equal opportunity to do so. In order to make progress, the strategy aims to:

- Make significant and sustained improvements in the participation rates for the most disadvantaged groups and in the diversity of the student population.
- Narrow the gap in the participation rates in and across higher education between advantaged and disadvantaged groups.

⁴

https://www.gov.uk/government/uploads/system/uploads/attachment_data/file/443898/Productivity_Plan_web.pdf

⁵ The national strategy for access and student success in higher education, 2014

The cap on student numbers has been lifted and this will enable higher education to expand further.

This supportive strategic context will enable Swindon and the LEP to further develop its activity to secure Higher Education opportunities for local residents.

For many years, the Council has pursued a strong and consistent strategic drive towards Higher Education in Swindon, prioritising higher education development through all its relevant policies and strategies. Foremost amongst these is the Vision for Swindon 2015 which has a pledge to, “secure a range of options to access Higher Education in Swindon.”

Wider support for this drive towards Higher Education (HE) also comes from the Swindon and Wiltshire Local Enterprise Partnership. Its Strategic Economic Plan has a strong thread running through it on the need for action to address the absence of a university presence in Swindon and Wiltshire.

With Swindon identified as a HEFCE⁶ ‘cold spot’, where fewer young people enter HE than would be expected given their prior attainment, Swindon Borough Council and its partners want to play their part in narrowing the participation gap and to make sustained improvements in participation rates for young people.

As well as the need to improve participation amongst young people there is a clear need to up-skill the current workforce and to raise the aspirations and achievement of the future workforce so that local people can benefit from the jobs being created. In order to meet these needs and deliver economic growth, we need to work with employers to drive forward a more responsive skills system including the provision of higher education.

There is significant latent potential to achieve higher level skills within our workforce and among those completing further education. The alignment of local strategy with central government ambitions, combined with the lifting of the cap on student numbers therefore offers real possibilities to realise Swindon’s ambitions.

WHERE ARE WE NOW WITH HIGHER EDUCATION?

- Swindon has had decades of very low participation in Higher Education (HE) with the 10th lowest participation rate in the country amongst young people.
- More than half of all wards in Swindon have some of the lowest participation rates in the country and this situation has persisted for years. Latest data shows that the wards with the lowest percentage of young HE participants were the same wards as a decade earlier. The proportions of young people going into Higher Education from Parks and Penhill wards (7.6% respectively) had the 5th and 6th lowest rate of participation in England. Only 9% of pupils on Free School Meals attend university; this is the second lowest rate in the country and well below the average of 23%.
- Yet projections suggest that to 2022, 64% of all jobs (including replacement demand) will require a Level 4 qualification or above, including related skills at a higher level.

⁶ HEFCE: The Higher Education Funding Council for England

- Higher Futures is a new skills development programme aimed at ensuring the workforce in Swindon and Wiltshire is able to gain higher level skills and qualifications (NVQ level 4, HND, Degree and above). It offers employers specialist impartial support and advice to identify their skills needs and gaps, and develop tailored training solution with Universities and Colleges.
- By 2025, Swindon is projected to have a population of over a quarter of a million and without any change, none of these residents have local or ready access to higher education which meets the needs of local employers.

PRIORITIES FOR HIGHER EDUCATION

The current priorities are to

- Increase the range of options for accessing HE in Swindon
- Improve HE participation in Swindon to national average or better
- Increase the percentage of young people (<25) moving from level 3 into HE.
- Develop a LEP wide strategy for Higher Education, ensuring the needs of Swindon's employers and learners are clearly articulated.
- Following the Post 16 Area Review recommendation, prepare a bid for an Institute of Technology in partnership with FE Colleges, Universities, employers and the LEP.

Higher Education Performance Measures	
Objective	Outputs
Create greater learner demand by raising aspiration & achievement amongst Swindon residents (young & old)	<p>Increase the number of Swindon residents with a level 4 and above (university level) qualification from 24% to be in line with national average (31%).</p> <p>Increase the number of 18/19 year olds progressing to University from 27% to be in line with national average (37%).</p>
Increase the access to HE in Swindon	<p>Increase the HE offer in Swindon to exceed the current position of: Approx. 900 HE learners in Swindon (Swindon College 390; New College 515). + Oxford Brookes deliver BSc/MSc in Adult Nursing and FD in Operating Department Practice. October 2016 numbers are approx. 520 students.</p>
Engage with Swindon Employers to develop an attractive & sustainable curriculum that maximises the uptake of the improved HE offer in Swindon.	<p>Extend the current offer of subjects:</p> <p>Engineering/Construction, Education, Business /Management, Art/Design, Health and Social Care</p>
To support employers and providers work effectively together to double the	Percentage of Higher and degree apprenticeship double by 2019/20 (50 starts in 2014-15). (Note:

percentage of higher and degree apprenticeships to meet local skills needs in our priority sectors.	this objective and output is linked to the Higher Futures Plan)
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SKILLS FOR INCLUSION

Skills for Inclusion will work to create Swindon as a place of opportunity for young people and adults. It will improve the participation of:

- All young people who are NEET* or at risk of becoming NEET, aged 16-18 (academic years 12 and 13), and up to 25 years for Looked After Children/Care Leavers and those with an Education Health and Care Plan; and
- Adults who are NEET and at risk of exclusion for whatever reason.

This group aims to enable access to effective progression routes that lead to employment and therefore reduce the chances of future exclusion for these groups.

*NEET: Not in education, employment or training.

Our 'Higher Education' goals and outputs are designed to address **SWLEP** skills challenges. The following is an extract from the SWLEP Strategic Economic Plan January 2016, Objective One, Skills for Inclusion:

Skills for inclusion:

- Improve educational attainment, exceeding the national average, at age 16 (including English and Maths) and at age 19;
- Realise the potential of residents with barriers to employment, including young people and older workers and develop innovative approaches to providing support; and
- Ensure impartial and independent professional careers advice and guidance is operating across schools and colleges.

Note: the third bullet above is addressed within the Skills for Growth objectives and outputs. It is relevant to the Swindon Skills for Inclusion because good careers advice and guidance underpins our ambitious adult education progression and destination targets.

YOUNG PEOPLE

THE CHALLENGES AND OPPORTUNITIES FOR YOUNG PEOPLE

The Post 16 Skills Plan⁷ published in July 2016 provides for the transformation of post 16 learning and the government's ambition is that every young person, after an excellent grounding in the core academic subjects and a broad and balanced curriculum to age 16, is presented with two choices: the

⁷ <https://www.gov.uk/government/publications/post-16-skills-plan-and-independent-report-on-technical-education>

academic or the technical option. The academic option is already well regarded, but the technical option must also be world-class. There should be appropriate bridging courses to make movement between the two options easily accessible.

To achieve this, the Skills Plan ushers in a radical overhaul of the post-16 vocational qualification system to replace 20,000 courses with “15 high-quality routes”. The first ‘pathfinder’ routes will be taught from September 2019 and will be two-year college based programmes suitable from the age of 16, as well as those aged 19+, with close alignment to the new apprenticeship standards.

All 15 routes will be rolled-out for teaching by September 2022 and four of the 15 routes will be “primarily delivered through apprenticeships.” A new, employer-led Institute for Apprenticeships will regulate quality across apprenticeships and its remit will be expanded to cover all technical education.

Quality work placements within each programme will be critical, and every 16–18 year-old student following a two-year, college-based technical education programme will be entitled to one.

In addition, the reform of school and college accountability measures will provide new data on how young people progress at school or college, and is intended to encourage providers to focus on achieving the best outcomes for all their students, irrespective of their starting points and will help all providers place an equal focus on destinations.

With Swindon having one of the highest proportions of young people in the country choosing technical options at 16, the reforms being introduced provide a real opportunity to support Swindon’s young people and adults in new ways to enable them to secure sustained skilled employment and meet the needs of our growing and rapidly changing economy.

WHERE ARE WE NOW WITH YOUNG PEOPLE?

- From 2013 to 2016 the September Guarantee rate for year 11 students in Swindon grew to be among the highest in the country. Numbers remaining in learning in March of the following year were strong and better than the national average over the same period but fell below national for the first time in 2016. Numbers remaining in learning into year 13 broadly matched the national picture from 2013 to 2015 but fell well below national in 2016. In March 2016 Swindon was ranked in the bottom quartile of authorities on this measure, largely as a consequence of larger numbers of students moving into employment without training in year 13, rather than continuing in learning.
- Falling trends in the proportion of 16 and 17 year olds who are recorded as NEET in Swindon match those found nationally. Slightly fewer 16 year olds are NEET compared to nationally, in Swindon, but slightly more 17 year olds.
- Until 2016, the proportion of both 16 and 17 year olds in Swindon, in unknown destinations, was consistently below the national average. In 2016 figures for both years were above the national average, with Business Support Team colleagues increasingly stretched to deliver a wide range of services within localities and not consistently prioritizing their “tracking” role.

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- The majority of young people who are tracked but are not found to be in learning or NEET are in employment without training. In March 2016, in Swindon, the rates were 1.6% at 16, compared to a national figure of 0.9%, and 5.8% at 17, with a national figure of 3.2%. This equates to approximately 40 16 year olds and more than 150 17 year olds in Swindon.
 - Education Employment and Training (EET) rates for key vulnerable groups of 16 to 18 year olds are below those of their peers and of similar cohorts nationally. For Looked After Children/Care leavers and Young Mothers/Pregnant Teenagers (typical cohorts 110 in both cases) the gap from the national group is small and not likely to be statistically significant. For LDD learners (cohort typically close to 400) the official EET rate is 76% compared to the equivalent national figure of 81%.
 - While the proportions of vulnerable groups in positive destinations are only a little below national averages, the attainment of some of these young people is a cause for concern.
 - Attainment gaps at KS4 and KS5 for vulnerable groups are wider than the national average. At 19 the gap in attainment by Free School Meal status is the widest for three years and only very small proportions of these groups enter Higher Education.
 - With neither of Swindon's FE Colleges having a positive 'value added' score for Level 3 vocational/technical courses, the on-going post-16 area review is a crucial opportunity to ensure that opportunities for vulnerable groups are prioritised.
 - Recent research (Dec. 2015) in Swindon showed that employers across all sectors of the economy have entry level occupations. However, significant minorities struggle to recruit to those positions because of difficulties in finding personnel with the right attitude, motivation and work ethic. Skills most in demand for these recruits are less about specific qualifications but focus on attitudes and behaviours, team-working, customer care and oral communication skills.

PRIORITIES FOR DISADVANTAGED YOUNG PEOPLE

- i) Ensure all young people NEET or at risk of NEET have opportunities to progress to a positive and appropriate destination after the age of 16 and achieve at least level 2 by 19 years.**

We will:

- Put in place robust tracking arrangements to identify young people who are not engaged in education or training or who have left provision, reducing the numbers of 16 and 17 year olds in unknown destinations.
- Work with SBC teams in Children, Families and Community Health, and Adult Social Care to promote options and choices to secure effective referral and participation in relevant and fit for purpose education and training.
- Work in partnership with the voluntary sector, ESIF funded projects and other relevant provision that can support disadvantaged young people to re-engage and stay engaged.

- ii) Reduce the performance and employment gap between disadvantaged young people and their peers**

We will:

- Work with providers and employers to provide sector routes that lead to employment or further learning.
- Work with Providers and other stakeholders such as DWP to support the development of Traineeships, Supported Internships and Supported Employment opportunities.
- Work with the SBC Transitions Team to review, plan activities / actions that when implemented will contribute towards the improvement of participation and employment rates of these groups.

i) Develop a high quality and diverse curriculum offer which provides high quality destinations to meet the needs of vulnerable young people.

We will:

- Facilitate a joined up approach of education (A levels), training (technical) and employment services that can provide a joined up end to end service that meets the needs of young people who needs cannot be met by the core system alone.
- Work with providers to pilot innovative ways of delivering learning that meets the needs of all young people.
- Support partners to implement the Governments Post 16 Skills Plan (July 2016)

COMMUNITY AND ADULT LEARNING

THE CHALLENGES AND THE OPPORTUNITIES FOR ADULT LEARNING

Learning is an important vehicle for social mobility, and is beneficial both for individuals and for society as a whole. It is particularly important in the current context of rapid technological change, longer working lives and an ageing population. Numerous studies have demonstrated that learning as an adult (including non-accredited learning) brings many benefits including better health and wellbeing, greater social engagement, increased employability and greater capacity for parents to help their children to learn.

The Marmot Strategic Review of Health Inequalities in England concluded that reducing health inequalities requires action on six policy objectives, one of which makes explicit the links between employment and well-being:

- Give every child the best start in life
- Enable all children young people and adults to maximise their capabilities and have control over their lives
- Create fair employment and good work for all
- Ensure a healthy standard of living for all
- Create and develop healthy and sustainable places and communities
- Strengthen the role and impact of ill-health prevention

Employment projections show that skills needs are rising and those without the skills for employment will find it increasingly difficult to find work so there is a need to build on the work

already being undertaken, to continue with activities proposed in this plan and to help more people that are out of work to access employment opportunities.

A fundamental change to adult learning is the transfer of control of the Adult Education Budget (AEB) from 2017 to local government areas through devolution agreements. Transferring the AEB will enable local areas and colleges and other training organisations to reshape their local adult education provision. The principal purpose of the AEB is to engage adults and provide the skills and learning they need to equip them for work, an apprenticeship or further learning. It also enables more tailored programmes of learning to be made available, which do not need to include a qualification, to help those furthest from learning or the workplace. Consequently, colleges and other training organisations will have more flexibility to respond to the needs of their local area. This will enable the funding of programmes that really make a difference by including locally designed learning activity alongside qualifications, or instead of them.

In clarifying their skills priorities, local areas can influence the pattern and nature of provision for those learners that need support to engage and progress in learning to reach a full Level 2 or 3 and this will provide Swindon with the opportunity to tailor its adult and community learning to meet local needs.

The introduction of new adult (19+) learner outcome measures for further education from 2017, will put greater emphasis on destinations (into employment, apprenticeship or further learning) and progression within learning and earnings which will further support the authority in this work.

WHERE ARE WE NOW WITH ADULT LEARNING?

- The proportion of adults (18-65 year olds) with learning disabilities in paid employment, at 4.2% in 2014/15, is well below the national rate of 7.0%.
- The national Indices of Multiple Deprivation (IMD) 2015 show that Swindon is a place of contrasts. Overall it is amongst some of the least deprived parts of England, however pockets of deprivation exist, and 8 of Swindon Local Super Output Areas (LSOAs) are in the most deprived 10% nationally, whilst others are in the most privileged 10%.
- 1% of the Swindon workforce are registered as Job Seekers (1,400 people) compared with 1.5% in England. 24% of claimants are aged between 18 – 24 years and 24% are 50+ years.
- Worklessness, i.e. those on a range of out of work benefits, is below average, but some wards have very high rates of worklessness. These include Penhill where 24% are on out of work benefits; Parks (19%); Walcot (15%) and Gorse Hill and Pinehurst (14%).
- Swindon has a lower proportion of adults who have low skills levels. There are only 68.9% of adults who have achieved a Level 2 or above qualification compared to 77.6% in the southwest and 73.6% in Great Britain.
- The 2011 Census found long term health problems or disability limited the day to day activities of 15.4% (32,302) of people in Swindon.

- In Swindon, there are an estimated 25,000 individuals with depression or common mental health problems.

PRIORITIES FOR ADULT LEARNING

i) **Objective One: increase the number of 19-24 year olds that are in learning and work to at least that of 25-49 year olds**

We will:

- Bring together employers and providers to create employer led sector groups that identify skills needs and contribute to shaping the curriculum.
- Build on existing resources and expertise of providers to create the sector pathways.
- Work with partners to grow access to Traineeships, Supported Internships and apprenticeships.
- Identify and target priority learners, including those 'known' to SBC, who would benefit from the skills and employment services to widen participation amongst key groups.

ii) **Objective Two: Engage our disadvantaged communities in learning to support their progression**

We will:

- Work in partnership, through the Skills and Employment Board structure, to continue to develop the established Swindon Community Learning Partnership (Trust), working with partners and stakeholders to identify new opportunities to engage and progress our priority learners.
- Create where possible a joined up curriculum that minimizes duplication, maximizes the use of public funding, capitalizes on each partners resources and expertise, and makes available a commercial offer for those that can afford to pay.
- Work in partnership to ensure all learners who have not yet achieved L2 or above are able to access ESOL, English, Maths and IT.
- Promote awareness of and referrals to the ESIF funded project provision, ensuring that their benefit is maximized.

Skills for Inclusion Performance Measures

Objective	Outputs
Ensure all young people NEET or at risk of NEET have opportunities to progress to a positive and appropriate destination after the age of 16.	Reduce NEETs and unknowns for each year group to below the national average, to achieve 3% for 16 year olds and 5% for 17 year olds by 2018. 95.4% in learning/ apprenticeship by 2018.

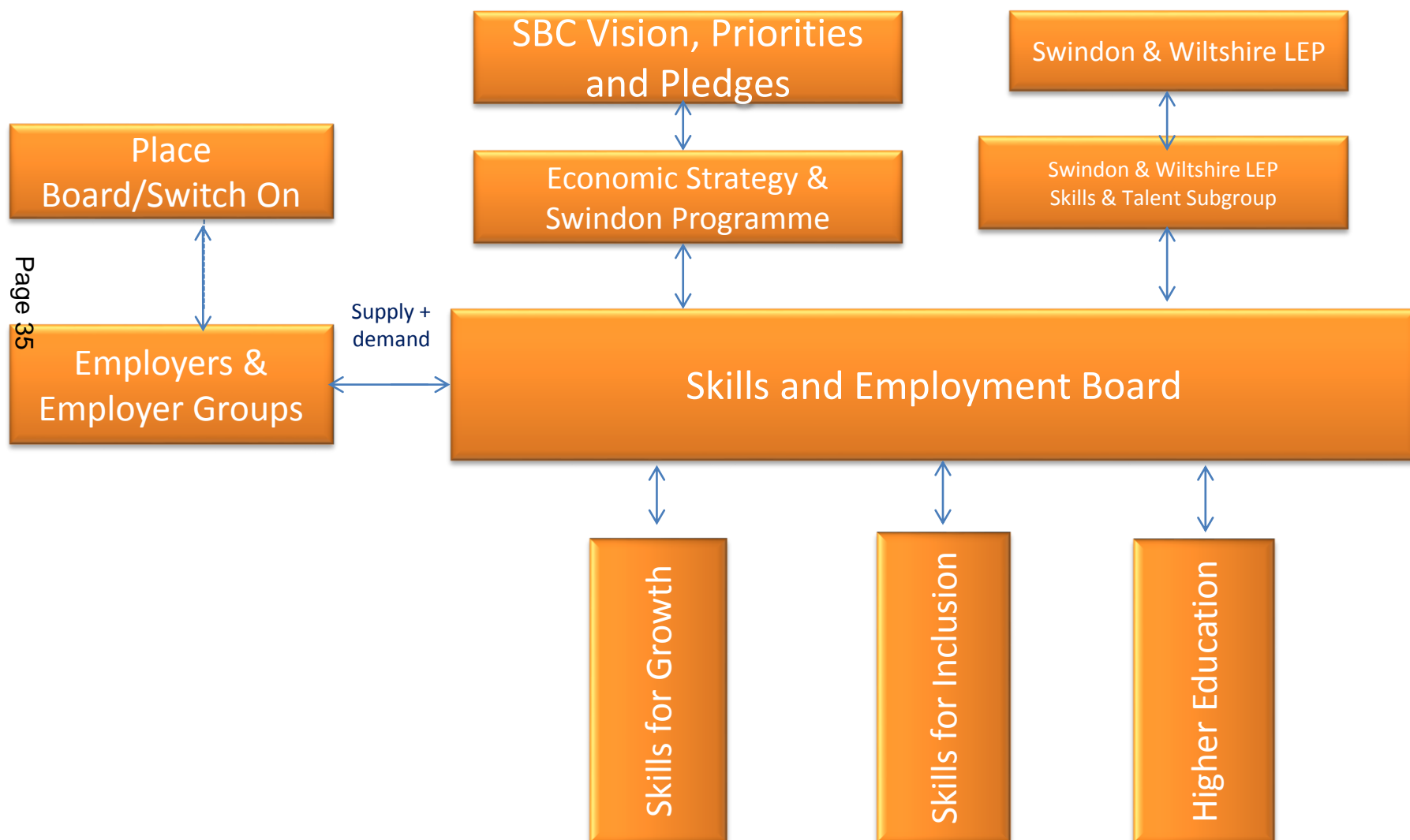
<p>Increase the proportion of young people from vulnerable groups in learning, in particular Looked After Children/Care Leavers and holders of EHCPs</p> <p>Support the Work of the 'Reducing Demand' Swindon Programmes to support more adults with Learning Disabilities into work.</p>	<p>Improve EET destinations for 16 to 18 year old Looked After Children/Care Leavers from 63% to 70%. Increase the figure for LDD learners from 78% to 83%. (July 2018)</p>
<p>Increase the number of 19-24 year olds that are in learning and work to at least that of 25-49 year olds</p>	<p>Percentage claimant count of 19-24 years is no more than 25-24 years. In March 17 this was 2.8% and 1.4% respectively.</p>
<p>Engage our disadvantaged communities in learning to support their progression</p>	<p>ESF project interventions are maximised / meeting of local targets.</p> <p>Swindon has an active Community Learning Partnership that jointly plans progression opportunities, eg. sector routes.</p>

5. PERFORMANCE MEASURES SUMMARY

Skills for Growth	
Strategic Objective	Performance Measure – what we will achieve
<p>Achieve Apprenticeship Growth with 10,250 starts between 2015 – 2020</p> <p>SBC Pledge 18</p> <p>SWLEP SEP Objective One (L2 by 19 years target and proportion of residents with a L4)</p>	280 more employers with an apprentice start by 2019/20
	Achieve 10,250 apprenticeship starts between 2015–20
	Higher and degree apprenticeship starts grow by 20% annually – 124 starts by 2019/20 (50 starts in 2014-15) *Led by Higher Futures
	All secondary schools / colleges have Employer Engagement Plans that underpin their outcome focused Careers Education Plan (address CEC Cold Spots).
	Fully integrate ESF and other funded work, Eg Higher Futures, ESF Raising Aspirations, ESF Skills Coaching and other
Higher Education	
Strategic Objective	Performance Measure – what we will achieve
<p>Increase the HE offer in Swindon to exceed the current position.</p> <p>SBC Pledge 19</p> <p>SWLEP SEP Objective One (Proportion of residents with a L4 target)</p>	<p>Increase the number of Swindon residents with a level 4 and above (university level) qualification from 24% to be in line with national average (31%).</p> <p>Increase the number of 18/19 year olds progressing to Higher Education from 27% to be in line with national average (37%).</p>
	<p>Increase the HE offer in Swindon to exceed the current position of; 900 HE learners in Swindon (Swindon College 390; New College 515). Oxford Brookes deliver BSc/MSc in Adult Nursing and FD in Operating Department Practice. October 2016 numbers are approx. 520 students.</p>
	<p>Extend the current offer of subjects by working with employers and providers: Engineering/Construction, Education, Business/Management, Art/Design, Health and Social Care</p>
Skills for Inclusion	
Strategic Objective	Performance Measure – what we will achieve
<p>Inclusive solutions to realise the potential of young people and adults and increase percentage of EET outcomes</p> <p>SWLEP SEP Skills System, Skills for Growth and Skills for Inclusion</p>	<p>Reduce NEETs and unknowns for each year group to below the national average, to achieve 3% for 16 year olds and 5% for 17 year olds by 2018. 95.4% in learning/ apprenticeship by 2018.</p>
	<p>Improve EET destinations for 16 to 18 year old Looked After Children/Care Leavers from 63% to 70%. Increase the figure for LDD learners from 78% to 83%.</p>
	<p>Percentage claimant count of 19-24 years is no more than 25-24 years. In March 17 this was 2.8% and 1.4% respectively.</p>
	<p>ESF project interventions are maximised to progress those at risk of exclusion and meeting local targets.</p> <p>Swindon has an active Community Learning Partnership that jointly plans progression opportunities, eg. sector routes.</p>

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Swindon – Skills and Employment Governance



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SWINDON

ECONOMIC STRATEGY

TO 2026

(REVISED)

By 2026, Swindon will aim to be the UK's most innovative, productive, fastest-growing city, and will grow sustainably by upskilling our workforce to enable our businesses to compete, whilst enhancing residents' quality of life.

CONSULTATION
DRAFT



FOREWORD

"Swindon's Economic Strategy to 2026 provides us with a clear strategic approach to economic development, and determines how we allocate resources to improve our economic performance. Swindon is recognised as one of the UK's most productive, fast-growth, high value economies. Over the next ten years, our focus is on continuing to create high value jobs, encouraging innovation and internationalisation whilst ensuring that our residents have the right skills to benefit from accelerated and inclusive growth. Swindon town centre regeneration will play a crucial role in attracting new business to drive the growth of our economy over the next ten years."

Cllr Garry Perkins, Cabinet Member for Economy Regeneration & Skills

This draft Economic Strategy for Swindon sets out our ambition to grow Swindon's economy, create jobs and attract investment, to create wealth and prosperity for local people and communities, ensure our residents have the skills they need and to promote Swindon as a key location for employment and for people to live. We welcome your thoughts on the draft strategy.

By 2026, Swindon will aim to be the UK's most innovative, productive, fastest-growing city, and will grow sustainably by upskilling our workforce to enable our businesses to compete, whilst enhancing residents' quality of life.

It is an important time to launch the Economic Strategy, as significant employment and housing market development is underway. Swindon is one of the UK's fastest growing and productive cities: witnessing strong growth in population, housing and our economy¹. The Government's Industrial Strategy and Housing White Paper present us with particular opportunities, while Britain's exit from the European Union will present particular risks. It is important that growth is inclusive, affording opportunities to all our residents who wish to access opportunities and work.

Swindon sits at the meeting point of four Local Enterprise Partnerships (LEP): the Swindon and Wiltshire LEP of which the local authority is a member, the Gloucestershire LEP to the north, and the Oxfordshire LEP to the North East, with the Thames Valley-Berkshire LEP at its south east border.

It is important that Swindon remains outward looking, given our geographic location and large number of multinational businesses and we are building strong strategic partnerships with the UK's fast growth cities (Oxford, Cambridge, Milton Keynes, Norwich) and with the Greater Thames Valley Initiative.

The Swindon and Wiltshire Local Enterprise Partnership (SWLEP) plans for, and identifies priorities to accelerate the growth of our economy, as illustrated in the Swindon and Wiltshire Strategic Economic Plan. To support the Swindon-M4 growth zone, the Plan identifies the need to build upon our known strengths in advanced manufacturing and commerce and making our urban area attractive to investors. The regeneration of Swindon town centre, the delivery of major housing developments and employment sites at Junctions 15 and 16 have been identified as having the greatest potential for growth.

SWLEP have negotiated Growth Deals aimed at growing the economy. Swindon is investing in its' future. There is £0.5 billion of planned investment for the Town Centre over 5-10 years that will create 10,000 jobs and deliver 1,000 homes; and £100 million secured through the Local Growth Fund to deliver significant transport infrastructure improvements to support growth and maintain our position as a competitive business location.

A thriving economy is important, not just for Swindon's businesses but also for our residents who are hard-working and resourceful. The quality of the borough's housing, environment and its connectivity are catalysts for our economic prosperity and to support the future growth and regeneration of the borough as a place to live, work, invest, visit and do business.

"By 2030, Swindon will have all of the positive characteristics of a British city with one of the UK's most successful economies; a low-carbon environment with compelling cultural, retail and leisure opportunities and excellent infrastructure. It will be a model of well managed housing growth which supports and improves new and existing communities. Swindon will be physically transformed with existing heritage and landmarks complemented by new ones that people who live, work and visit here will recognise and admire. It will remain, at heart, a place of fairness and opportunity where people can aspire to and achieve prosperity, supported by strong civic and community leadership."

Cllr David Renard, Leader of Swindon Borough Council

¹ Source: Centre for Cities report, 2016







SWINDON: OUR APPROACH TO GROWTH

OUR VISION FOR SWINDON

By 2026, Swindon will aim to be the UK’s most innovative, productive, fastest-growing city, and will grow sustainably by upskilling our workforce to enable our businesses to compete, whilst enhancing residents’ quality of life.

We intend to use Swindon’s excellent location and connectivity, (SEE FIGURE 1), comparative cost advantages, nationally important business clusters in our priority sectors, and ambitious town centre regeneration programme to drive economic growth and prosperity within the borough. Through the Local Plan, we will ensure that sufficient land and is allocated to ensure we have the capacity to accommodate significant levels of employment and housing growth to 2026.

Swindon’s status as one of the UK’s fastest growing cities, and our position as the UK’s 7th most ‘investable’ city in the UK is driving transformational change.

Why are investment conditions in Swindon so favourable? (FIGURE 1)

Outstanding motorway connections to key locations in the South East and South West via the M4 (via Junctions 15 and 16), with access to five major cities within an hour. Planned investment of £100 million to improve our local and strategic road network to support the delivery of new homes and new jobs.

Strong strategic rail connections which will be further improved, from 2018, with the electrification of the main GWR line, reducing journey time to London to just 45 minutes. The arrival of new faster trains, increased capacity and services and the completion of Crossrail providing will further improve access to the financial heart of London and Heathrow Airport.

One of the most cost competitive locations in the south of England, with amongst the lowest land costs and commercial rates.

Large-scale regeneration of Swindon town centre. The 100 hectare ‘arc of investment opportunity’ surrounding the railway station includes Kimmerfields central business district, Carriageworks, North Star and the Swindon Museum and Art Gallery. These projects will deliver 1,000 new homes, 10,000 new jobs, and a state-of-the-art transport interchange and result in £500 million investment in the town centre.

FIGURE 1: ECONOMIC RANKING OF SHORTLISTED CITIES AND TOWNS:

MILTON KEYNES	1
READING	2
LUTON	3
PETERBOROUGH	4
WARRINGTON	5
NORTHAMPTON	6
SWINDON	7
OXFORD	8
BOURNEMOUTH	9
NOTTINGHAM	10
SOLI HULL	11
BRIGHTON	12
SOUTHAMPTON	13
CARDIFF	14
DERBY	15
SOUTHEND	16
COVENTRY	17
ABERDEEN	18
TELFORD	19
HUDDERSFIELD	20



10 YEAR OUTCOMES

20,000
NEW JOBS CREATED



10,000

**MORE JOBS
IN OUR
KEY SECTORS**

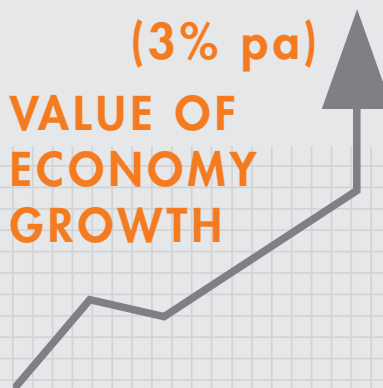
(PHARMACEUTICALS, AUTOMOTIVE,
AEROSPACE, BANKING,
PROFESSIONAL SERVICES &
THE DIGITAL ECONOMY)



**£8.4
BILLION**

(3% pa)

**VALUE OF
ECONOMY
GROWTH**



22,000

**NEW
HOMES**



7,500

RESIDENTS WITH DEGREE LEVEL QUALIFICATIONS

(A 40% INCREASE REFLECTING OUR AMBITION TO DEVELOP A UNIVERSITY)

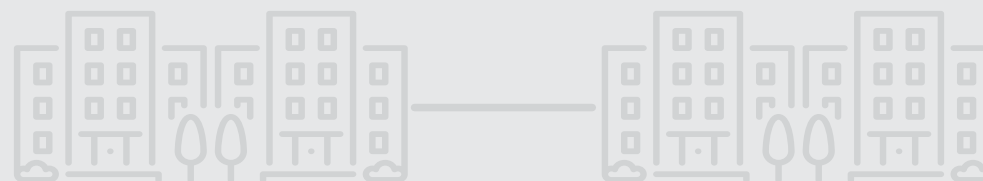


30,000

NEW APPRENTICES

£0.5billion

INVESTMENT IN TOWN CENTRE

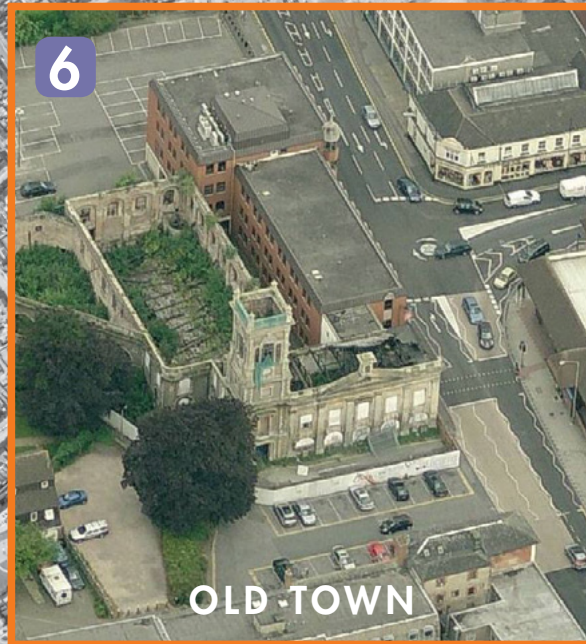


DELIVERY OF TOWN CENTRE MASTERPLAN

CREATING 10,000 NEW JOBS & 1,000 NEW HOMES

TOWN CENTRE DELIVERY PLAN

Page 46



*For illustration purposes only.

1 KIMMERFIELDS

New central business district at the heart of the town centre.
45 minutes from London Paddington.




£350M INVESTMENT, PARTNER – MUSE DEVELOPMENTS

-  6,000 jobs created
-  600,000 sq ft Grade A office accommodation
-  450 homes
-  150,000 sq ft retail
-  150 bed hotel
-  New bus interchange

2 CARRIAGEWORKS

A new home for the thriving digital and creative sector where first class innovation and world heritage standard history combine to create the perfect high growth business environment for start-ups, scale-ups and education institutions.



£4M INVESTMENT

-  1,100 jobs created
-  100,000 sq ft office
-  30,000 sq ft retail, cafes, bars

3 SWINDON MUSEUM & ART GALLERY

The anchor for Swindon's new cultural quarter and a home for the finest modern art collection outside London.

£25MILLION INVESTMENT

-  Attracting 100,000 visitors per annum
-  37,500 sq ft exhibition and viewing space to showcase Swindon's heritage assets

4 NORTH STAR

Regional leisure hub for family days out to complement and enhance the iconic Oasis with 175m ski slope, cinema, and bowling, minutes from the railway station.

£100M INVESTMENT, PARTNER – TBC

-  750 jobs created
-  150,000 sq ft retail and leisure (restaurants, bowling, indoor golf, cinema)
-  170 metre ski slope
-  New hotel

5 ASPEN HOUSE

£20M INVESTMENT

-  70,000 sq ft
-  180 homes

6 CORN EXCHANGE (LOCARNO)

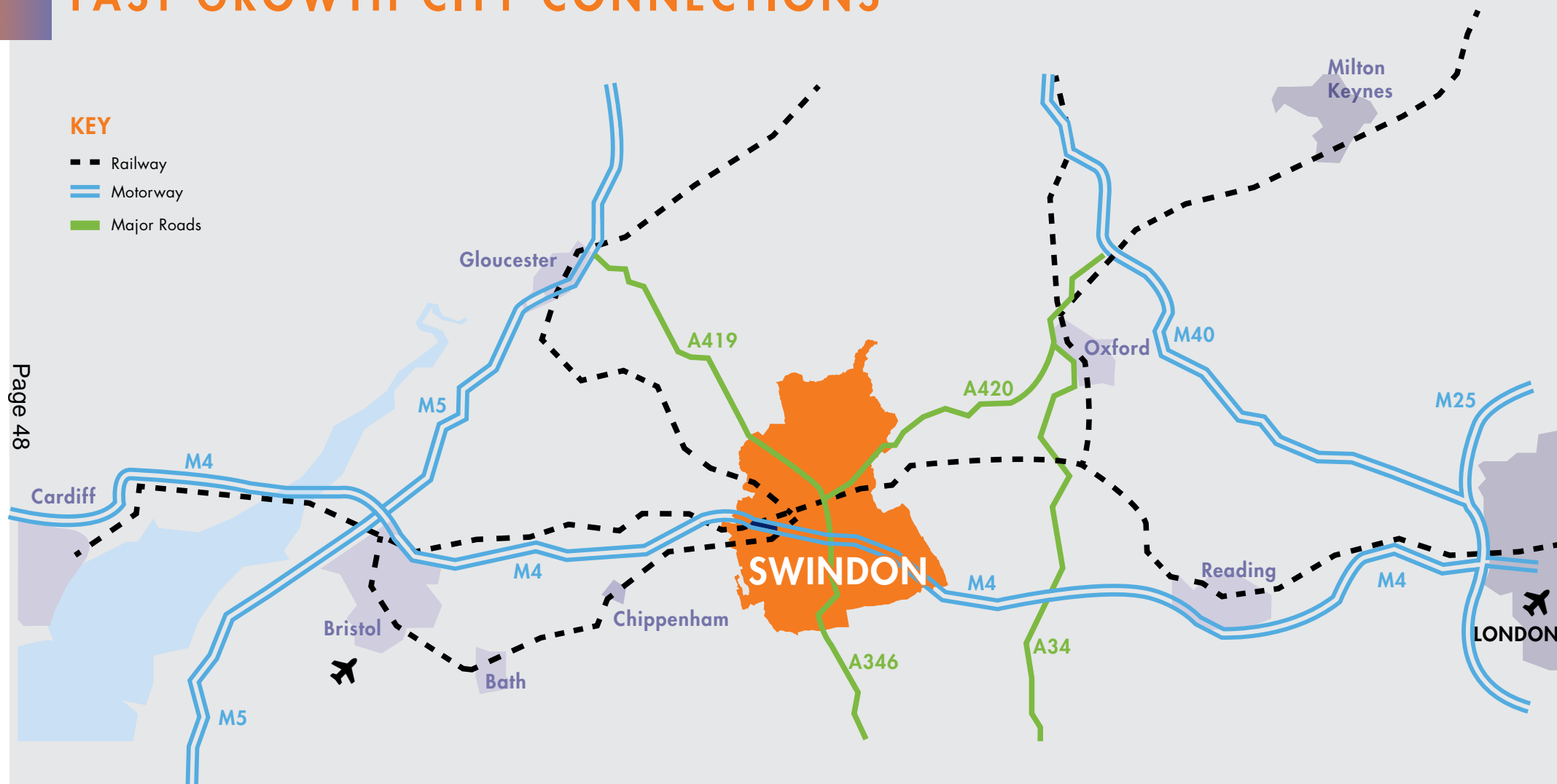
High quality mixed use redevelopment to restaurants, shops, bars and apartments in the heart of the Old Town.

-  Create 100 jobs
-  30,000 sq ft restaurant and retail

FAST GROWTH CITY CONNECTIONS

KEY

- Railway
- Motorway
- Major Roads



STRATEGIC DEVELOPMENT MAP

EXISTING EMPLOYMENT LAND

- 01 Blackworth
- 02 Groundwell West
- 03 Groundwell
- 04 South Marston Park
- 05 G Park
- 06 South Marston Airfield (Honda)
- 07 Europa/Britannia
- 08 Keypoint
- 09 Kembrey Park
- 10 Parsonage Farm (BMW)
- 11 Techno
- 12 Elgin
- 13 Bridge End Road
- 14 Gypsy Lane South
- 15 Isis/Stratton Road
- 16 Drakes Way
- 17 Greenbridge
- 18 Hillmead
- 19 Cheney Manor
- 20 Rivermead
- 21 Hawksworth
- 22 Rivermead
- 23 Westmead
- 24 Delta
- 25 Iceland Distribution Centre
- 26 Rushey Platt
- 27 Windmill Hill
- 28 Blagrove/Euroway
- 29 Dorcan
- 30 Central Trading Estate
- 31 Pipers Way (Intel)
- 32 Pipers Way (Nationwide)
- 33 Pipers Way (Nationwide HQ)

PROPOSED RESIDENTIAL

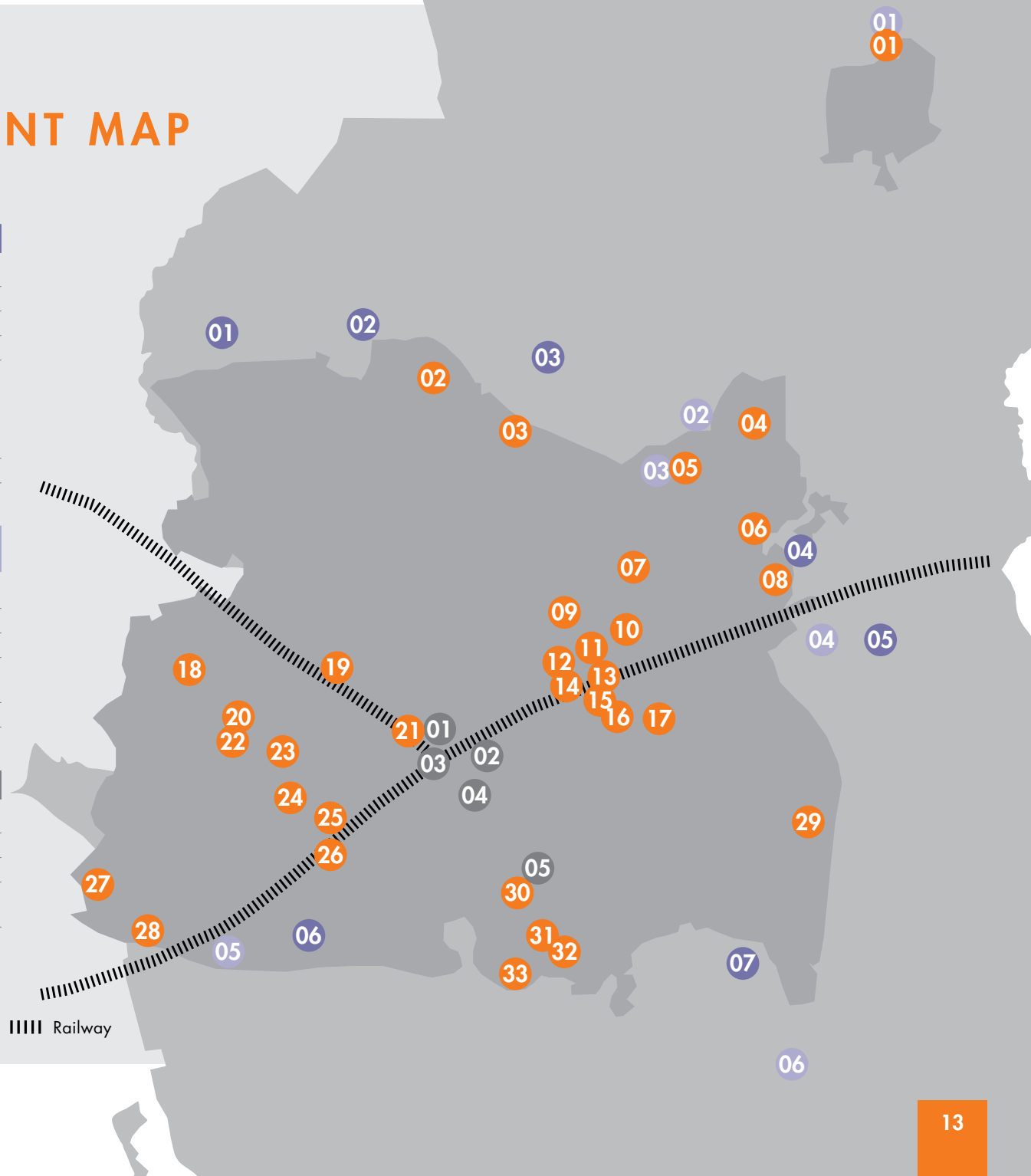
- 01 Tadpole Garden Village
- 02 Abbey Farm
- 03 Kingsdown
- 04 South Marston Brownfield
- 05 New Eastern Villages (including Rowborough and South Marston Village Expansion)
- 06 Wichelstowe
- 07 Badbury Park (Commonhead)

PROPOSED EMPLOYMENT LAND

- 01 North of Blackworth
- 02 Catsbrain Farm
- 03 G Park (Remainder)
- 04 The Hub (New Eastern Villages)
- 05 Wichelstowe
- 06 Commonhead

PROPOSED MIXED USE

- 01 North Star
- 02 Kimmerfields
- 03 Carriageworks
- 04 Aspen House and Granville Street
- 05 Corn Exchange (Locarno)





ACCELERATING OUR GROWTH AMBITION

Swindon's Economic Strategy (2012-26) identified economic priorities to facilitate growth in Swindon and it is worthwhile reflecting on Swindon's successes since the original strategy was launched.

- > Swindon is on target to achieve 11,000 apprenticeship starts between 2013/14 and 2018/19.
- > A new University Technical College opened in 2014, specialising in engineering to meet the needs of employers.
- > There is significant and wide engagement between the Council, schools, colleges and businesses and a Higher Education strategy is being developed.
- > Between 2012 and 2014, 5,000 jobs were created mainly in business and professional services, education, health, scientific and technical.
- > Employment in automotive manufacturing increased by 1,000 jobs in 2016 and Honda invested £267 million in Swindon which is the centre for Honda Civic production for export to global markets.
- > The Regent Circus development completed in 2015, giving impetus to town centre regeneration with investment of £50 million by Standard Life Investments.
- > The leisure offer is improving, with the creation of Swindon's Museum and Art Gallery Trust, the recruitment of a Director and pending Heritage Lottery Fund application. There is also much greater more co-ordinated promotion of arts and culture, and a developer is secured for the North Star leisure development.

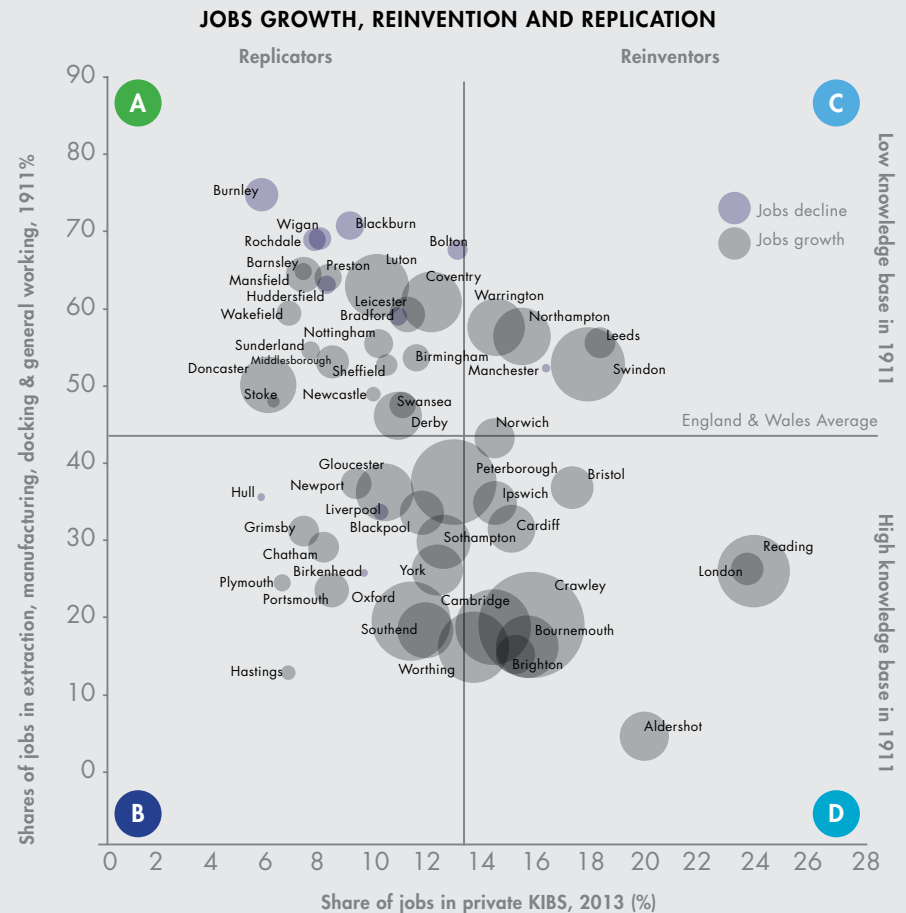
The Economic Strategy sets out our proactive approach to creating wealth, jobs, housing and new business opportunities over the next ten years and how we will ensure that the people who live in the borough are able to take advantage of these opportunities.

We will focus on our existing strengths and our base of established business sectors to build an outstanding, sustainable business environment to accelerate our economic growth. We will keep our approach under review, updating the action plan every few years, so we are responsive to economic circumstances, and work with our partners and the private sector to make it a reality.

Swindon's economic success is thanks to significant investment in both rail and road infrastructure that occurred in the 19th and 20th centuries. The first event – the building of the railway line between London and Bristol – occurred in the mid 1800s. This not only improved Swindon's strategic connectivity, but the siting of the Locomotive works (which employed 14,000 people at its' peak), transformed Swindon from a small market town into a railway town, boosted the population considerably and also provided the town with a skilled workforce with a reputation for engineering excellence. This reputation was further compounded by the subsequent growth in the automotive sector – with Pressed Steel Fisher factory producing sheet metal pressings and bodywork for the railway, before its' eventual takeover from Rover (now BMW). The opening of the M4 in the early

1970s, provided Swindon with two junctions (J15 and J16) which further improved Swindon's strategic accessibility, and therefore its appeal as a location for corporate headquarters: WHSmith, Intel, Nationwide, National Trust and Honda UK Manufacturing are amongst the global business brands who have chosen to locate their headquarters in the town.

Swindon's economy is growing strongly, well diversified and dominated by innovative knowledge-based companies. We have a reputation for reinventing ourselves, based on our adaptable and skilled labour force. As figure 5 shows, Swindon has successfully replaced jobs in declining industries with new, more knowledge-focussed areas of activity and are one of only six urban areas in the country to make this change.



A SNAP SHOT OF SWINDON'S ECONOMY

DEMOGRAPHICS

Swindon borough is one of the UK's fastest growing cities, with full employment and a population of c. 220,000.

The population has grown by 25% over the last 25 years: that's TWICE the national average and is destined to grow by a further 22% by 2036.

However, we have pockets of worklessness in our most deprived wards that we need to address.

TOTAL POPULATION: 217,200

Population increase: **25%** ('91 – '15)

Working age population: **140,200** (65%)

Economically active: **82%**

Residents in employment: **79%**

Employment: **69.6%**

Self employment: **9.1%**

Population of by 2026: **250,000**
(+ 30,000 or 15%)

AVERAGE ANNUAL EARNINGS

Swindon is centrally located on the M4 between Bristol and Reading; and has a catchment of 1.9 million people within an hour.

This makes it an ideal location for business and residential development. It is also on the Great Western Railway and is under an hour to London (45 minutes post electrification).

Swindon salaries are lower than Oxford, Reading, Milton Keynes and Bath.



RESIDENT BASED



WORKPLACE BASED

TRANSPORT – COMMUTING PATTERNS

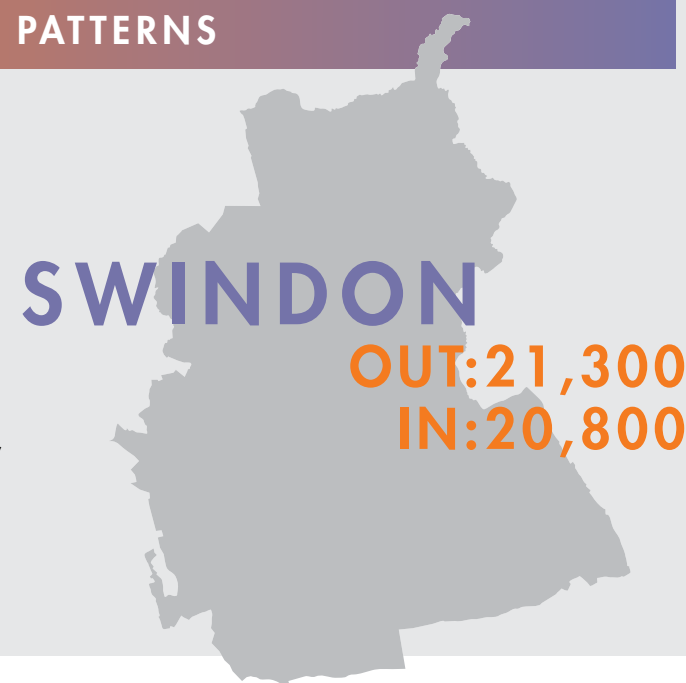
Swindon plays an important role as a location for living and employment; however whilst population has grown strongly over the last few decades, employment has not.

10,000 more people commute **out** of the borough for employment in 2011 compared to 2001. Healthy, vibrant communities are encouraged by sustainable economic development.

68% commute by private vehicle (ave city – 63%)

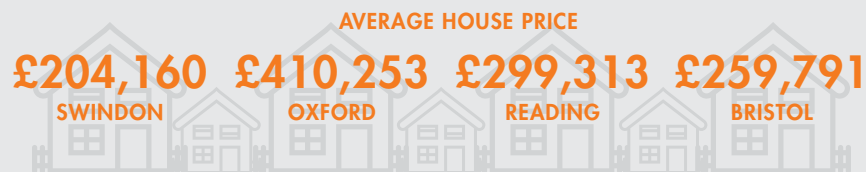
More people commute into work in Swindon from Wiltshire, Gloucester, West of England; slightly less from Oxfordshire and Thames Valley.

Workforce wages are slightly higher than resident wages in Swindon.



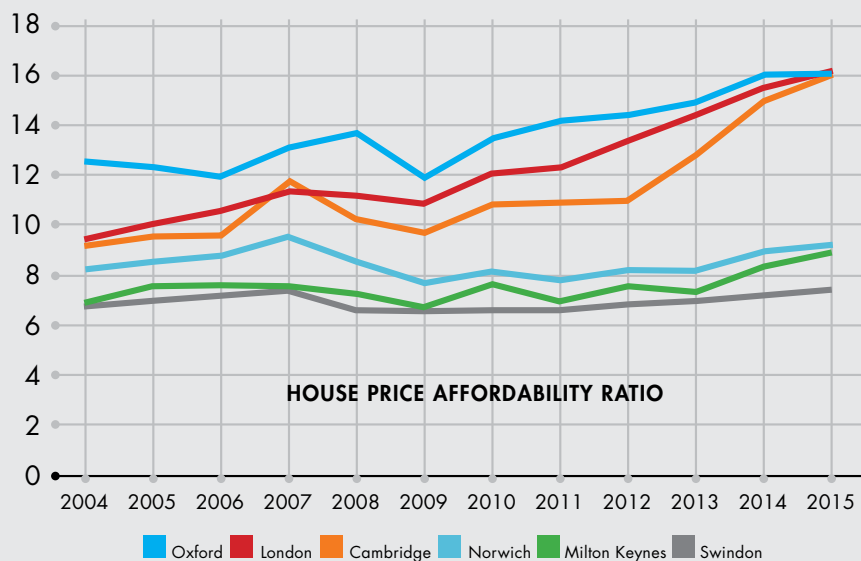
HOUSING

Swindon is one of the most affordable housing market areas in the south of the country.



AN AREA OF RAPID HOUSING GROWTH: +22,000 homes to 2026

HOUSE PRICE TO EARNINGS RATIO:
 Bristol 8.2 Oxford 11.7 Reading 8.5 Swindon 6.4



SCHOOLS

Swindon performs at close to the national average for sustained learning destinations, post 2016.

Swindon has seen strong growth in apprenticeships.

Swindon imports 4,000 graduates from neighbouring authorities to meet the needs of its businesses.

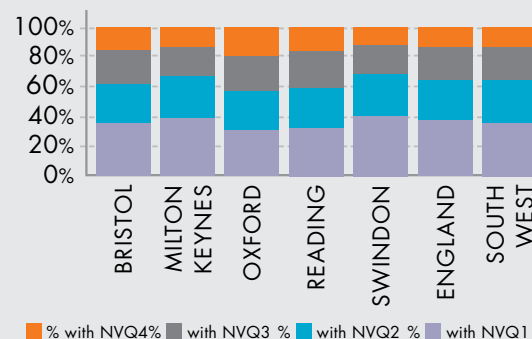
17 schools and colleges are matched with Enterprise Advisers.
91% of schools rated as good / outstanding in 2016.
67% of pupils achieved expected level in Reading.
60% in Writing **70%** in Maths 2016.
54% of children achieve 5+ GCSE's A* – C in 2016.
82% of graduates are employed in high skilled occupations.
5 of the Top 10 UK universities are within an hour of Swindon.

SKILLS

Swindon has had decades of very low participation in Higher Education (HE) with the 10th lowest participation rate in the country amongst young people.

Residents are more likely to have NVQ levels 1 and 2 qualifications than nationally and less likely to have university level 4 qualifications.

RESIDENTS QUALIFICATIONS SOURCE: ANNUAL POPULATION SURVEY JAN – DEC 2015



BUSINESS SIZE

Swindon's economy is dominated by small businesses, however our economy is more than twice as dependent on large businesses who employ more than 250 people, as England as a whole.

Our largest businesses include: Nationwide, Honda, RWENpower, Research Councils UK, Zurich, BMW, National Trust, Intel, WHSmith HQ, Catalent (pharmaceuticals), and English Heritage. The borough's strong advanced manufacturing base will continue to drive economic growth, together with financial services and professional services and the digital economy. In 2016, 1.4 million sq ft industrial floorspace was sold/let.



DISTRIBUTION OF ENTERPRISES BY SIZE OF EMPLOYMENT

ENTERPRISE SIZE	0-9	10-49	50-249	250+
MILTON KEYNES	89.2%	8.3%	1.8%	0.7%
READING	88.5%	9%	1.9%	0.6%
OXFORD	84.6%	11.7%	2.8%	0.9%
SWINDON & WILTSHIRE LEP	89.4%	8.7%	1.6%	0.3%
CITY OF BRISTOL	87.5%	10.3%	1.8%	0.4%
SWINDON	88%	9.1%	2.1%	0.8%
ENGLAND	88.8%	9.2%	1.6%	0.4%
SOUTH WEST	88.7%	9.5%	1.4%	0.3%

Source: UK Business Counts – Enterprises



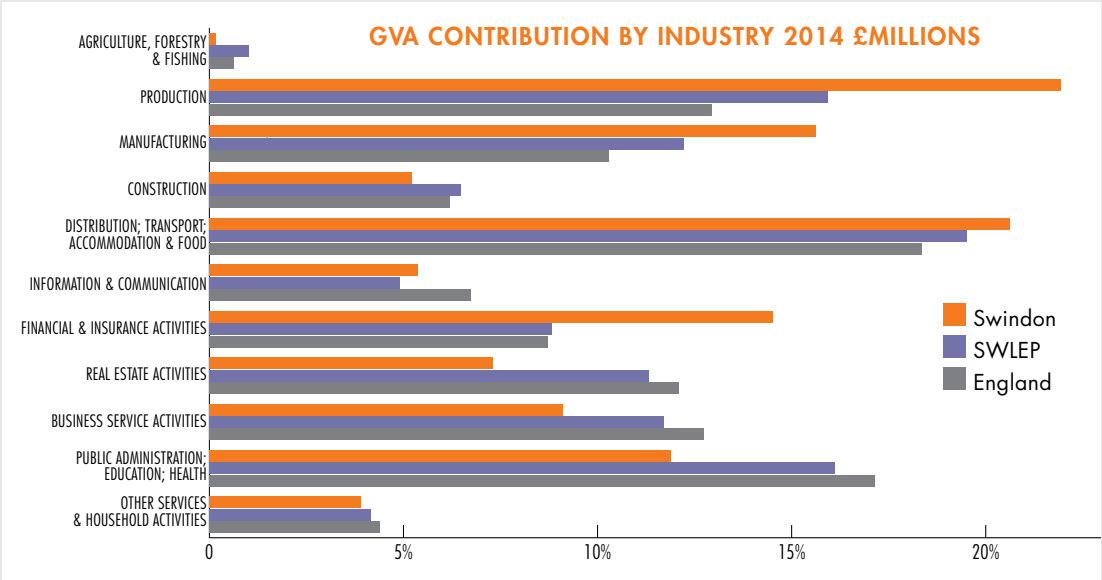
Source: ONS BRES 2014

SWINDON'S ECONOMY IS WORTH £6.6 BILLION

SWINDON'S PRODUCTIVE ECONOMY PLACES US 10TH IN THE UK LEAGUE TABLES IN TERMS OF OUTPUT (GVA) PER WORKER.

This is projected to grow by 3% to 2026 but we believe this could be more by adopting the proactive approach to growth and economic development set out in this strategy. Swindon plays an important role in the SWLEP economy: 41% of the SWLEP economy is produced by one-third of the population and 28% of the businesses.

Recently, Swindon's competitiveness has been in decline relative to the fastest growing comparators. To improve the productive capacity of our economy, we need increased investment in infrastructure, skills and to enhance the conditions which encourage business investment and growth.



Source: Gross Value Added (Income Approach) by SIC07 industry at current basic prices, ONS





PRIORITY SECTORS

The following sectors and industries either have strong representation in Swindon or have good prospects for growth. These are consistent with the priority sectors in the SWLEP's Strategic Economic Plan and include:

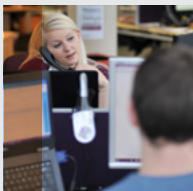
- > Automotive & Aerospace
- > Pharmaceuticals
- > The Digital Economy
- > Banking and Professional services
- > Low carbon



> Automotive & Aerospace

This sector creates value worth £450 million every year (Gross Value Added) to Swindon's economy and is growing at 4% year-on-year growth in value terms. Although employment in this sector nationally is in decline, we anticipate modest growth in Swindon over the next twenty years as our key companies continue with their growth and expansion plans and we market Swindon as an advanced manufacturing hub for the South of England.

Swindon has the 7th largest employment cluster of automotive manufacturing in the UK, with over 7,000 people employed in this sector. With companies such as Honda, BMW, TS Tech and Dynamatic Technologies Ltd, Swindon is at the fore-front of advanced engineering. These companies are attracted to Swindon because of our industrial heritage, our accessible location on the M4 and the skills of our workforce.



> Digital economy

This sector creates value worth £274 million every year (Gross Value Added) to Swindon's economy and is growing at 4% year-on-year growth in value terms. If this sector grows in the way predicted, then it will mean growth of over 3,000 employees in Swindon between 2016 and 2026; taking total employment in the sector to 10,000 employees. Swindon is geographically close to the Bristol and Bath digital tech cluster which is recognised to be a

globally significant cluster (and 2nd largest in the UK), and the businesses here report few barriers to growth.

Swindon is in the top third nationally in terms of employment in the digital economy, with companies such as: Excalibur IT, Cisco, INTEL, Swindon Silicon Systems, Siemens, Dialog Semiconductor, Allied Telesis and Appsbroker (affiliated with Google). "Fintech" (or financial technology) is a specific growth area which spans the digital and financial service sectors which are both strong in Swindon. We have the 8th highest concentration of Knowledge Intensive Businesses (KIB) in the UK with companies such as Rendermedia pioneering Virtual Reality applications for major clients such as Airbus.



> Financial and Professional Services

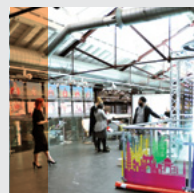
This sector creates value worth £1 billion every year (Gross Value Added) to Swindon's economy and is growing at over 10% year-on-year growth in value terms. If this sector grows in the way predicted, then it will mean 4,000 more employees in Swindon between 2016 and 2026; taking total employment in the sector to nearly 20,000 employees by 2026. Swindon's location on the London-Bristol railway line is a significant advantage and we are working with

the Department for International Trade to realise Swindon's potential as a Financial Services centre of excellence. Companies such as Nationwide choose to locate their UK headquarters here, and we have significant representation from other corporates such as: Zurich, Handelsbanken, Arval and RSM as well as regional accountancy and legal practices such as Royds Withy King, Thrings, and Morris Owen.



> Pharmaceuticals

Swindon has particular strength in the manufacture of pharmaceuticals, with over 1,000 high value jobs. Swindon's location in the centre of southern England, and our comparative cost advantages (amongst the lowest commercial property and residential prices in the south) make us an ideal choice for knowledge-intensive businesses. We have the 8th largest employment cluster in the UK with companies such as Patheon, Catalent, Becton Dickinson and Biomet Pharma, to name a few.



> Low carbon economy

Swindon is at an extremely exciting stage of development in its progress towards a low carbon economy and securing its benefits. The Council target of 200MW of renewable energy by 2020 has driven the creation of three publicly backed solar farms, incorporating innovative finance models into Council and community investments.

Swindon has a growing reputation for innovation in low carbon technologies.

The town is a focus for Hydrogen technologies demonstrated by the business-led Swindon Hydrogen Hub which seeks to promote commercial use of the technology in automotive and stationary applications. Swindon is currently the only town outside London with two hydrogen refuelling stations and Toyota and Hyundai have developed fuel cell vehicles.

Recycling Technologies, in partnership with Warwick University is looking to deliver a sustainable solution to the world's plastics problem by decomposing plastics at high temperatures, to turn waste into oil at lower cost than discarding the waste product. Johnson Matthey Fuel Cells is a global business dedicated to the supply of high quality fuel cell components for automotive and stationary applications, and is developing battery technologies that will enable the mass adoption of all-electric cars in the long term.

Public Power Solutions, the Council's wholly owned energy company, in addition to their solar work are examining other routes to market for innovative energy applications such as battery storage and smart microgrids, to demonstrate the potential for smart and low carbon energy systems.



OUR VISION FOR SWINDON

By 2026, Swindon will aim to be the UK's most innovative, productive, fastest-growing city, and will grow sustainably by upskilling our workforce to enable our businesses to compete, whilst enhancing residents' quality of life.

We are bold and ambitious in our plans, and will capitalise on our existing economic assets and address the underlying weaknesses in our economy. To achieve our vision, we aim to:



1 Grow the economy, strengthen and diversify the business base and create jobs that deliver enhanced opportunities for innovation and exporting.

2 Enhance Swindon's competitive position as one of the UK's most productive economies by providing the conditions to attract investment, accelerate housing delivery and create high value employment.

3 Create a fast growth high value economy by improving our education outcomes and upskilling our residents to enable our businesses to grow and compete.

4 Enhance the attractiveness of Swindon as a place to live, visit and do business by delivering transformational change in the town centre through significant improvements to the leisure, cultural and evening economy.

Allied to these aims is the overarching objective for Swindon to be a more inclusive place, with reduced worklessness and improved health and well-being outcomes.



SWINDON: INVESTING IN

Page 60



OUR ECONOMIC OPPORTUNITIES:

- > A high value, knowledge-intensive economy with innovative companies and high number of national HQs.
- > Nationally recognised clusters in financial and professional services, advanced manufacturing and the digital economy.
- > Strong and improving strategic road and rail connections.
- > Rapid population growth over last four decades makes Swindon one of the UK's 'fastest growing cities'.
- > High employment rates, strong technical skill-set and growth in apprenticeships enhance employability.
- > Competitively priced commercial rents, relatively low land values and house prices.
- > Ambitious £0.5 billion programme of investment for Town Centre, delivering over 10,000 new jobs, 100 new homes and 4 million additional visitors each year.
- > Successful delivery of renewable energy schemes.

OUR ECONOMIC CHALLENGES:

- > Slower productivity gains (relative to fast growth neighbours) over the last five years could undermine our very productive, competitive economy.
- > Educational attainment and schools performance.
- > Low rates of higher education participation.
- > Lower rates of business start-up and survival.
- > Weaknesses in the transport infrastructure.
- > Lack of available, high quality employment land.
- > Poor image and reputation of Swindon.
- > Need for town centre regeneration and to address shortage of town centre office stock.
- > Competitively priced commercial rents produce low yields so deter investment.
- > Pockets of worklessness in our most deprived wards.



THEME 1: BUSINESS GROWTH

AIM:

TO GROW THE ECONOMY, STRENGTHEN AND DIVERSIFY THE BUSINESS BASE AND
CREATE JOBS THAT DELIVER ENHANCED OPPORTUNITIES FOR INNOVATION AND EXPORTING.

AMBITIOUS OBJECTIVES:

1. Increase the number of business start-ups and improve survival rates.
2. Support innovation and knowledge based growth.
3. Raise the number of businesses exporting.
4. Work in partnership with our Top 100 employers.
5. Create and maintain a positive identity for Swindon.

HOW WILL WE ACHIEVE THESE OBJECTIVES?

- Deliver an integrated and accessible Business Growth and Inward Investment Service.
- Identify root causes of business failure and barriers to growth and establish interventions.
- Work with partners to deliver tailored business support through referrals to Swindon Wiltshire Growth Hub DIT trade advisers and European funded programmes including SME Growth, Innovate to Succeed I2S.
- Create incubator and shared workspaces to support business start-ups and micro-enterprises and deliver grow on space for high growth businesses.
- Improve supply chain opportunities for locally based companies.
- Carry out proactive and responsive account management with our Top 100 businesses.
- Proactively market Swindon and key development sites at a national and international level through Switch on to Swindon place marketing campaign.
- Work with Department for International Trade and commercial agents to convert foreign direct investment and domestic enquiries into new investment and jobs.
- Build on our nationally significant clusters in digital and creative technologies, financial and professional services and advanced manufacturing (automotive and pharmaceuticals) to create centres of excellence.
- Play an active role in the development and implementation of the SWLEP Strategic Economic Plan.



THEME 2: LAND INFRASTRUCTURE

AIM

● TO ENHANCE SWINDON'S COMPETITIVE POSITION AS ONE OF THE UK'S MOST PRODUCTIVE ECONOMIES BY ATTRACTING INVESTMENT, ACCELERATING HOUSING DELIVERY AND
● CREATING HIGH VALUE EMPLOYMENT.

AMBITIOUS OBJECTIVES:

1. Plan for long-term infrastructure needs.
2. Support accelerated delivery of strategic housing schemes.
3. Unlock accessible, high quality employment land.
4. Strengthen digital connectivity.
5. Develop Swindon as a nationally significant player in the UK's energy sector.

HOW WILL WE ACHIEVE THESE OBJECTIVES?

- Prepare the new Swindon Transport Strategy 2036, to complement SWLEP proposals and set out future transport projects which support a growing economy.
- Identify resources and lobby government agencies including Highways England and Network Rail to deliver investment in Swindon's strategic road and rail networks connecting Swindon to national and international markets.
- Deliver transport packages that enable sustainable development of 8,000 new homes and 40 hectares of employment land at New Eastern Villages (the UK's largest urban extension) and 3,500 new homes and 12.5 hectares of strategic employment land at Wichelstowe.
- Deliver capacity improvements at M4 Junctions 15 and 16 to safeguard our unrivalled connectivity.
- Allocate 60 hectares of additional employment land over the Local Plan period to 2036 and accelerate delivery of existing undeveloped employment land.
- Encourage delivery of Superfast and Fibre Broadband to cover 95% of commercial and domestic premises by 2017.
- Investigate the potential for early adoption of 5G.
- Work with partners to identify innovative energy and power solutions to provide energy security.
- Launch financial instruments (Bonds, ISAs) to finance local energy supply schemes.
- Develop low carbon transport solutions, including hydrogen, which provide a viable alternative to fossil fuel vehicles.
- Support and encourage the growth and development of business innovation in recycling technologies and low carbon through our Business Growth Service.



THEME 3: EDUCATION & SKILLS

AIM:

TO CREATE A FAST GROWTH, HIGH VALUE ECONOMY BY IMPROVING EDUCATION OUTCOMES AND UPSKILLING OUR RESIDENTS TO ENABLE OUR BUSINESSES TO GROW AND COMPETE.

AMBITIOUS OBJECTIVES:

1. Raise the aspirations of young people and their families.
2. Grow the number of businesses who utilise apprenticeships.
3. Increase number of Swindon residents with degree-level qualifications.
4. Establish accessible technical routes that meet the needs of employers.
5. Reduce the proportion of young people who are not in education employment or training (NEET).
6. Provide all adults who want to work access to adult learning opportunities.

HOW WILL WE ACHIEVE THESE OBJECTIVES?

- Deliver Swindon Challenge to raise achievement in schools.
- Create strategic partnerships with outstanding providers to improve school performance.
- Deliver the Apprenticeship Growth Plan to increase Apprenticeships at all levels including Higher and Degree Apprenticeships as a route to a higher skilled, sustainable workforce.
- Improve access to higher education through development of a Higher Education Strategy for Swindon that is consistent with the approach taken by the Swindon and Wiltshire Local Enterprise Partnership.
- Work with Higher Education providers to increase supply of higher education options available to Swindon residents and beyond.
- Raise aspiration of residents to improve progression to Higher Education by working with schools and businesses.
- Develop post 16 technical routes with providers to increase the percentage of young people progressing into Apprenticeships, and achieving L2 English and Maths.
- Improve the percentage of 16 and 17 year olds who are in education, employment and training at 16 and 17 and reduce the number 'not in education employment or training' (NEET) and unknown destinations by ensuring appropriate referrals to relevant provision including European Social Fund projects.
- Work with learning providers, partners and employers to develop skills training that meets the needs of businesses, focussed on bringing SMEs together where they do not have the scale to devise their own in-house training.
- Work with training providers through our Adult Education Budget.
- Plan to ensure that all adults who want to work have access to opportunities to enable them to get into work with a focus on our most deprived communities and areas of persistent worklessness.

* Refer to Education Business Plan and Education & Learning Improvement Strategy

A woman with brown hair tied back, wearing a dark blue dress with a white and gold floral pattern, is looking down at a light-colored lace garment hanging on a rack. She is in a clothing store, with other clothes and handbags visible in the background. The text 'THEME 4: TOWN CENTRE REGENERATION' is overlaid in large white letters. A purple rectangular graphic element is positioned behind the word 'THEME'.

THEME 4: TOWN CENTRE REGENERATION

AIM

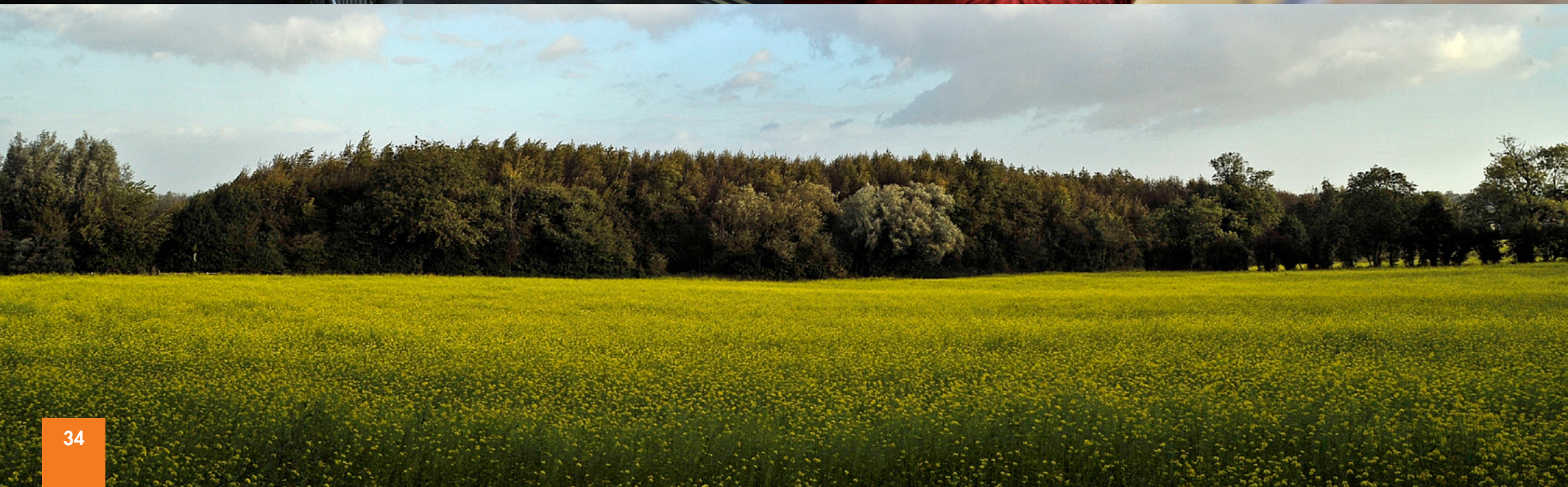
- TO ENHANCE THE ATTRACTIVENESS OF SWINDON AS A PLACE TO LIVE, VISIT AND DO BUSINESS BY DELIVERING TRANSFORMATIONAL CHANGE IN THE TOWN CENTRE THROUGH SIGNIFICANT IMPROVEMENT TO THE LEISURE, CULTURAL AND EVENING ECONOMY.
-

AMBITIOUS OBJECTIVES:

1. Reconnect the town centre to its Railway Heritage.
2. Increase the supply of town centre office stock.
3. Offer more housing opportunity and choice.
4. Improve the retail, leisure and cultural offer.
5. Aid people in getting to and around the town centre.

HOW WILL WE ACHIEVE THESE OBJECTIVES?

- Transformation of Swindon Station to provide a high quality gateway to Swindon and provide a catalyst for regeneration of the surrounding area, including the Carriage Works, North Star and Kimmerfields sites.
- Redevelop the “Carriageworks” to deliver over 100,000 sq ft high quality office space for start-up and high growth knowledge based, digital and creative businesses in a heritage environment.
- Promote the “Carriageworks” offer to business, research and university sector.
- Deliver a new central business district with Grade A office accommodation that addresses current shortages and attract new occupiers, 45 minutes from London.
- Attract further central Government back office functions and employment to Swindon to build on the success of the UK Research and Innovation at North Star.
- Deliver new homes at Aspen House and Kimmerfields.
- Work with partners, including InSwindon, to reduce vacancies and improve dwell times, footfall and spending in the town centre.
- Enable the redevelopment of the Corn Exchange “Locarno” into 35,000 sq ft mixed use development with restaurants, retail and new homes.
- In partnership with the Swindon Museum and Art Gallery Trust, build a new home for our nationally recognised modern art collection.
- Work in partnership to deliver a regional leisure hub at North Star, anchored by a 175m ski slope with dramatically improved linkages to the Town Centre.
- Deliver the Town Centre Movement Strategy, including the new Bus Exchange and Fleming Way improvement scheme.





Equality and Opportunity

This underpinning imperative, to reduce dependency and improve resilience through a strong and growing economy which benefits everyone, will have the following high level outcomes.

Improving life chances by providing with the skills and tools which enable them to be productive thus improving mental health outcomes, reducing dependency on welfare and raising aspirations. A strong economy offers more opportunity for employment which brings in a wage and reduces pressure on families and the welfare system.

Enabling people to move around the borough by means other than the car, offering cheaper alternatives including walking and cycling will also deliver improved health outcomes.

Greater housing opportunity and choice can support an ageing population through lifetime homes, keep them out of care for longer and create strong, resilient communities who look out for each other. Accelerating housing delivery will help keep house prices stable, improving accessibility and affordability for local people. That and ready access to other tenures can ultimately help reduce the demand on social housing.

By 2026, Swindon will be the UK's most innovative, productive, fastest-growing city, and will grow sustainably by upskilling our workforce to enable our businesses to compete, whilst enhancing residents' quality of life.

In partnership with



TO SWINDON

An associated delivery plan will set out the detail on the actions underpinning the strategy, with associated timescales.

If you have any comments or suggestions on this consultation draft, then please contact:

Economy@swindon.gov.uk
01793 464747

1. Consultation Summary Tables

Vision

Vision	Theme	No. of Comments	Response	Recommendation
	Town Centre Regeneration	17	33% of respondents stated that Town Centre Regeneration should be a priority.	Theme 4 - Town Centre Regeneration responds to this.
	Strategy & Delivery	10	20% of respondents would like to see more evidence about how the strategy will be delivered	Delivery Plan/Action Plan will demonstrate this. Further explanation around the next steps and how the delivery plan will be formed and referenced at the beginning of the strategy.
	Infrastructure	5	10% of respondents would like to see improvements to infrastructure to help support and mitigate growth	Theme 3 - Land & Infrastructure responds to this. There were concerns that there is no reference to health care which has now been addressed.
	Marketing & Perceptions	4	8% of respondents think changing perceptions of Swindon and re-marketing the town need to be prioritised.	Theme 1 - Business Growth now responds to this, Switch onto Swindon campaign and Ambassadors programme will help with this
	Heritage	2	A number of comments were mentioned about preserving the heritage of the town centre	Whilst the importance of heritage is mentioned, more emphasis has been placed on this throughout the strategy. Included as part of the vision.

Themes

Business Growth

Business Growth	How strongly do you agree that this is an appropriate focus for Swindon?	Responses
	Strongly agree	22%
	Agree	59%
	Don't know/unsure	4%
	Disagree	7%
	Neither	7%
	Strongly disagree	0%

Business Growth	Theme	No. of Comments	Response	Recommendation
	Strategy & Business Engagement	6	24% of respondents stated the strategy for business growth needs to be tweaked including; ALL business should focussed on, not just top 100 / diversification of types of business	Theme 1 - States business diversification is the aim; however, this has been re-emphasised throughout the document. Made tweaks to wording to ensure the 'Top 100' businesses are not referred to in the strategy.
	Skills & Education	5	20% of respondents raised skills and education as an issue for business growth and that, they needed to be improved before business growth would take place.	Theme 3- Education and Skills addresses how skills and education are going to be improved to meet business need.
	Infrastructure	5	20% of respondents felt that infrastructure should be improved to support and encourage business growth. This included roads, broadband and employment land.	Theme 2 - Land & Infrastructure sets out what infrastructure aspirations will be brought forward.

	Town Centre Regeneration	5	20% stated that town centre regeneration is also key for business growth. Including attracting retailers, employers and employees to the area.	Theme 4 - Town Centre Regeneration identifies how it will attract new business but message about improving the town centre offer for both existing and new residents has been emphasised.
	Delivery	3	There were again some concerns around how some of the objectives were going to be delivered.	Further explanation around the next steps and how the delivery plan will be formed has been included upfront.

Note: % of comments made not total respondents.

Housing, Land & Infrastructure

Housing, Land & Infrast.	How strongly do you agree that this is an appropriate focus for Swindon?	Responses
	Strongly agree	36%
	Agree	42%
	Don't know/unsure	1%
	Neither	5%
	Disagree	2%
	Strongly disagree	13%

Housing, Land & Infrast.	Theme	No. of Comments	Response	Recommendation
	Infrastructure	11	Around 30% of respondents stated infrastructure improvements were important and that sufficient improvements were needed to match growth aspirations. These include; broadband improvements, better quality employment land and improved roads. Health not being mentioned as part of this theme was also raised again.	Mainly addressed within the theme however health and community infrastructure within this section has now been included.
	Housing	10	Over 25% discussed housing, there was a concern about the of type housing. Some respondents are worried Swindon will become a commuter town others are concerned that it will be a location for starter homes due to affordability. A number of respondents felt that extra housing was not needed and Swindon should grow sustainably. Housing should be built on brownfield land whilst green field land should be preserved.	More emphasis has been placed on a balanced mix of tenure for all housing i.e. affordable, family homes, young professionals etc. within this section.
	Green Space / Environment	6	Over 15% of respondents felt that green space needs to be given careful consideration	Sustainable development has been referenced in this section.

	Town Centre Regeneration	5	Close to 10% felt that town centre regeneration and culture and leisure were key to attracting people to the area to live and work.	Theme 4 - As above, Town Centre Regeneration identifies how it will attract new business. Message about improving the town centre offer for both existing and new residents has been emphasised.
	Delivery	2	As with previous comments, the delivery of how and when what is proposed will be delivered has been questioned.	Further explanation around the next steps and how the delivery plan will be formed has been included upfront.

Note: % of comments made not total respondents.

Education & Skills

Education & Skills	How strongly do you agree that this is an appropriate focus for Swindon?	Responses
	Strongly agree	46%
	Agree	38%
	Don't know/unsure	1%
	Neither	7%
	Disagree	3%
	Strongly disagree	4%

Education & Skills	Theme	No. of Comments	Response	Recommendation
	University	10	35% of respondents mentioned a University is needed to address skills shortages and education levels across Swindon.	A higher education strategy is being developed for Swindon and Wiltshire. Swindon Borough Council are engaging with a number of higher education providers to ensure that residents have enhanced access to more options for higher education
	Schools	5	Around 20% of respondents felt stated that school performance should be improved and addressed, especially as schools in Swindon are currently under performing nationally.	Theme 3 - Covers this, however a stronger message of how this may be achieved has been included within this section.
	Apprenticeships/Vocations	3	10% of respondents feel more apprenticeships and vocational courses should be available. With one respondent stating the current process of recruiting apprentices has not been good.	Theme 3 – States that apprenticeships and vocational education will be a priority. Ambitious apprenticeship growth targets are on target to be met.

	Aspirations	2	7% of respondents felt that the aspirations of children and also parents need to be improved to help raise educational attainment.	Theme 3 - Reference to raising of aspiration. Wording will be changed to address these concerns.
	Delivery	2	A number of responses state their concern about how these improvements will be delivered, particularly in times of austerity,	Further explanation around the next steps and how the delivery plan will be formed has been included in the early sections of the strategy.

Town Centre Regeneration

Town Centre Regen.	How strongly do you agree that this is an appropriate focus for Swindon?	Responses
	Strongly agree	52%
	Agree	34%
	Don't know/unsure	1%
	Neither	5%
	Disagree	3%
	Strongly disagree	4%

Town Centre Regen.	Theme	No. of Comments	Response	Recommendation
	Town Centre Regeneration (Holistic)	35	Over 70% of respondents stated that Town Centre Regeneration was required and the town centre as a whole needs investment.	These were overall comments of support for town centre regeneration rather than specifics..
	Heritage	10	Over 15%of respondents commented on the importance of preserving the heritage of Swindon TC as part of the Town Centre Regeneration	Theme 4 - Refers to heritage preservation as part of the Carriage Works, but there is no specific reference to enhance/preserve other heritage sites. A more general aim to preserve the heritage of the town centre as part of the regeneration process has been included.
	Competition	10	Close to 15%of respondents stated that regeneration should aim to bring Swindon in line with competing centres such as Milton Keynes, Oxford and Bristol.	Theme 4 - No direct reference to competing with other centres. However, some of the aims & objectives have been re-worded to reflect future ambition to improve the town centre offer and compete with other regional centres. Swindon retail and leisure needs assessment highlights ambitions to maintain Swindon's market share, and this evidence has been referred to.

	Office Stock	7	Around 10% of respondents felt that there is too much office stock within the town centre and the vacant office stock should be used for housing.	Theme 4 - New office stock relates to Grade A office stock, rather than general office stock. A number of offices have already been converted to residential with some more in the pipeline. Feedback from agents is that office stocks are at 15-year low; and feedback from businesses suggest more options for office stock in the town centre now required urgently.
	Culture & Leisure	3	A number of comments stated that the culture and leisure offer in the town centre needs to be improved. This would encourage more people to visit the town centre as well as live and work in Swindon.	Theme 4 – Drawn out the messages relating to the North Star Leisure Hub and SMAG more strongly to address this issue.

Note: % of comments made not total respondents.

Priority Sector

Automotive & Aerospace

Automotive & Aerospace	How important do you think this sector is to the Swindon economy and local employment?	Responses
	Very important	67%
	Fairly important	24%
	Don't know/ unsure	3%
	Not very important	3%
	Not at all important	3%

Automotive & Aerospace	Do you have any further comments to add?	No. of Comments	Response	Recommendation
	Strategy	5	Over 30% of respondents raised the point of whether the automotive industry is still a prominent sector. A number of respondents stated that it fluctuates and Swindon should not put all its eggs in one basket	Aerospace and Adv. Engineering are also included within this section. Advanced engineering has also been stated in the title of this particular sector. However the point remains that Swindon has high employment in adv manufacturing (10,000 employees or 15% of all workforce - significantly more than would be expected on a pro rata basis). Swindon is developing closer linkages with the The strategy now details the work with Midlands Engine over the next few years to grow the supply chain and

				attract more inward investment in this sector.
	Brexit	4	Around 25% of respondents felt that Brexit was a risk with a number of comments stating that the Swindon economy was not diverse enough.	The implications of Brexit and the council's response are reflected within the Economic Strategy. Whilst it is referenced at the beginning, Brexit has been given further prominence throughout the document.
	Diversification	4	Close to 25% of respondents stated concerns regarding diversification and dependence on this sector.	There are a number of priority sectors highlighted as part of this strategy which demonstrates ambitions for greater diversity. More emphasis could be put on diversifying the size of businesses in Swindon.
	Skills	2	Around 10% of respondents mentioned skills. These were not specific to aerospace and automotive however.	Theme 2 - These are addressed in this section of the strategy.
	Encourage Fintech	1	Encouraging Fintech was also suggested.	Fintech is included within financial services. Fintech is a growing sector in Swindon

Note: % of comments made not total respondents.

Digital

Digital	How important do you think this sector is to the Swindon economy and local employment?	Responses
	Very important	71%
	Fairly important	22%
	Don't know/ unsure	3%
	Not very important	3%
	Not at all important	1%

Digital	Do you have any further comments to add?	No. of Comments	Response	Recommendation
	Encourage Growth	8	Over 45% of respondents felt this was an area that needed further encouragement for growth.	Comments were of support for this sector and therefore do not require a response.
	Skills	4	25% of respondents felt that skills were a barrier for this particular sector	Whilst skills for digital have not been specifically referenced within the strategy, Theme 3 sets out the councils ambitions to improve skills for key sectors and businesses within Swindon.
	Strategy	3	Around 15% commented on the strategy of prioritising digital. Sector fluctuations were a concern as well as the value to the local residents, as skills would need to be imported.	Links to the recommendation above regarding skills and ensuring that Swindon can or will have the skills to meet its priority sectors.

	Compete	2	Over 10% were concerned that Swindon may not compete with other digital hubs such as Bristol	The strategy now indicates that Swindon could potentially complement digital clusters such as Bristol and London
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Note: % of comments made not total respondents.

Financial & Professional

Financial & Prof.	How important do you think this sector is to the Swindon economy and local employment?	Responses
	Very important	72%
	Fairly important	22%
	Don't know/ unsure	1%
	Not very important	5%

Financial & Prof.	Do you have any further comments to add?	No. of Comments	Response	Recommendation
	Diversification	4	Over 25% of respondents felt that Swindon needs to diversify away from finance. A number of comments felt that overreliance on this sector could have a severe impact in the wake of another economic down turn.	There are a number of priority sectors highlighted as part of this strategy which demonstrates ambitions for greater diversity. Swindon is a major centre for financial services and is likely to continue to be. Professional services (accountancy, legal) has been a major source of employment growth in Swindon in last 5 years
	Strategy	3	13% of respondents stated that this not be the correct strategy. Respondents commented about the actual value to the local economy due to jobs in this sector being of low value, due to on shoring etc.	This sector provides a large amount of employment in Swindon and generates a significant proportion of GVA, therefore it is difficult to discount as a priority sector.

	Greater value to local economy	3	13% felt that Swindon does not benefit from this high value sector due to lower paid jobs being located in Swindon.	Whilst this may be the case compared to London these jobs still generate a significant proportion of GVA in Swindon.
	Skills	1	6% stated there weren't the necessary skills to grow this sector in Swindon.	Links to the previous recommendation regarding skills and ensuring that Swindon can or will have the skills to meet its priority sectors.
	University	1	6% stated a university is needed in Swindon	This is a common theme throughout the report and politically charged. A higher education strategy for Swindon and Wiltshire is being developed. Relationships with higher education providers are being increasingly developed to provide more options for residents to access HE

Note: % of comments made not total respondents.

Pharmaceuticals

Pharmaceuticals	How important do you think this sector is to the Swindon economy and local employment?	Responses
	Very important	57%
	Fairly important	32%
	Don't know/ unsure	1%
	Not very important	10%

Pharmaceuticals	Do you have any further comments to add?	No. of Comments	Response	Recommendation
	Skills	2	25% of comments referred to lack of skills available to drive this sector. Respondents felt that local people and school children should be upskilled to match the labour demand in this sector	As above.
	Education	1	13% stated that education is key in supporting this sector with a particular focus on a University	As above.
	Compete/Complement	1	13% of comments referred to Swindon complementing the life sciences sector which is prominent in Oxford and Cambridge. Comments also stated that it would help Swindon retain skills and compete with Bristol and London.	It has now been highlighted within the strategy how Swindon could complement Oxford which is a hub for health sciences.

	Strategy	1	13% of comments stated that there has been a decline in large pharmaceutical companies in favour of a more diverse industrial structure.	Whilst this may be true in some cases, Swindon could still play a role in complementing the med tech sector in Oxford and which is still growing. Pharmaceuticals also falls under Life Sciences which is one of the LEPs priority sectors.
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Note: % of comments made not total respondents.

Low Carbon

Low Carbon	How important do you think this sector is to the Swindon economy and local employment?	Responses
	Very important	47%
	Fairly important	38%
	Don't know/ unsure	2%
	Not very important	11%
	Not at all important	2%

Business Responses

Age	Age	Count
	35 to 64 years old	6

How long have you lived in Swindon?	Length of time	Count
	Over 5 years	6

In which sector/sectors does your business currently oper...	Sector	Count
	Accommodation & food	1
	Electricity, gas & steam supply	1
	Financial & insurance	1
	Information & communication	1
	Manufacturing	1
	Other service	2
	Professional, science & tech	2
	Real estate	1
	Wholesale & retail	2

If so please provide more detail...	Sector	Count
	Pharmaceuticals	1

	Signage and Media	1
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Size	0 to 4	4
	10 to 49	3
	250+	3
	5 to 9	2

Vision - Business Responses

Vision	Agree	7
	Disagree	1
	Strongly agree	4

Vision Comments	Response	No. of Comments	Recommendation
	As a vision, it's good, but it's short on detail especially with respect to transport. If we are looking to reinvent Swindon for a new age, we need to look at improving transport links around the circumference, rather than just radially as we currently do. A monorail system linking the residential suburbs, the business zones and the retail areas.	1	The delivery plan will contain more detail. A Transport Strategy for Swindon is being worked on that will take into account longer term strategic transport needs. The Strategy needs to be ambitious, and to attract funding from local, regional and national government. Improved way-finding will take place as part of the Transport Strategy, and the car parking strategy has a number of recommendations about improving signage. These are being worked up into business cases - in order to gain investment in transport projects, we must be able to demonstrate that the benefits exceed the costs, over
	I agree with this strongly finding myself and our company wanting to play an active part and full integration in these plans and where we can help with the delivery.	1	
	I think it plays to the audience rather than the towns strengths. Every town everywhere has a similar vision and none but the largest will achieve it. A skinny man does not aspire to be a weightlifter. I am not suggesting you downscale ambition, simply focus on what the town is good at. This is not a "most innovative" place and will never gain the investment to be one. It's a feeder town for innovation and could be the BEST at feeding the areas that are exploding such as London/Cambridge....	1	

	If this was the plan I would agree to some extent but unless the transport strategy allow cars into the Town and stops favouring empty buses it will fail. We need more people living in homes in the Town Centre in houses as well as apartments - with parking and open green spaces for people to meet. Shops will then be better supported and stop trying to compete with the Outlet Village we supported.	1	timescales set out by DfT and other investors. The Local Plan recognises the potential role of the town centre in meeting housing need and a number of schemes are being developed to increase housing supply in the town centre.
	Town centre ambiance and atmosphere needs to be addressed with improved wayfinding, cleaning and car parks. Only then can you deliver enhanced attractiveness as a place to live, work and play	1	
	We really must sort out the Town centre- it's a really sorry state at the moment and appears to be getting worse	1	
	With the road and rail network we should be a bigger business hub, that said both of these need improving.	1	

Themes - Business Responses

Business Growth

Business Growth	Agree	7	
	Strongly agree	5	

Business Growth - Comments	Response	No. of Comments	Recommendation
	Need to look at Town centre rents and business rates if you really want to achieve this	1	Town centre rents are set by private commercial owners. Business rates are set nationally but are likely to reduce in the town centre following a national review of business rates. Skills is a key priority for the council and aligning these to the needs of businesses. The Economic Strategy is an overarching document that sits above other strategies and links them together into a cohesive plan. We do speak routinely to our largest businesses as these are our largest employers. However our business growth
	We want to play a key part growing and training future generations in skills to maintain to business and growth opportunities now and in the future.	1	
	To deliver this you need a young workforce that have employability skills	1	
	Business in the Town are poorly supported. We have an out of date Town Centre Masterplan and the Economic Strategy has cribbed bits of other plans. Neither are 'joined up' and both woefully out of date. The Town Centre Masterplan dates from 2009. Nobody asks businesses what they want - the council has contact details for every business via Business rates.	1	
	BUT .."Work in partnership with our Top 100 employers." the same old trap of thinking that all the best ideas come from the big boys and girls. Such a tired old tune	1	

			service makes SMEs a priority
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Housing, Land & Infrastructure

Housing & Infrastructure	Agree	6
	Disagree	1
	Neither	1
	Strongly agree	3

Housing & Infrastructure - Comments	Response	No. of Comments	Recommendation
	Affordable housing is a critical part of the mix and not just the bare minimum that developers have to include to get planning permission. While the goal is to have a high technology, high wage economy, there will still be the need for the service sector to support this and the workers in these sectors need to be able to afford somewhere decent to live.	1	Swindon is one of the most affordable places to live in the south of England. Land and property prices are low here - which is both good and bad. Good in that it attracts businesses and encourages residents. But bad in that it impacts adversely on the viability of new development. Through our One Public Estate (OPE) programme we are working to ensure mixed tenure housing sites come forward and that they attract key workers (teachers, young professionals, healthcare workers). We recognise that our highly skilled workers tend to live elsewhere and we are working with developers through JV agreements to improve the
	The supply of high-quality employment land, in locations that are attractive to businesses, is a pressing issue for existing companies as they strive to remain competitive. There are simply not sufficient suitable sites in Swindon to allow for the expansion (and retention) of existing manufacturers. Conversely, the lack of available sites deters inward investment, which is currently being deflected to other towns and cities that have been more successful in bringing forward new employment locations. There is also a requirement to bring forward sites which offer a mixture of potential tenures, including options for freehold purchase as well as leasehold arrangements. The Economic Strategy indicates that Junctions 15 and 16 have the greatest potential for growth. We endorse this view and	1	

	But infrastructure is important and currently swindon doesn't have this at the moment. The roads and amenities are lacking.	1	quality of homes to encourage more highly skilled employees to live in the borough to improve sustainability. Allocating sufficient employment land is important to encourage sustainable economic growth - creating jobs to go alongside housing growth. We will do this through our strategic employment land allocations. In a land-locked urban authority, land is in limited supply, and over time it will become more important to utilise our existing land more effectively. Refurbishing and intensifying uses on our existing employment land will become more important over time.
	SBC on one hand are attracting interest from 'Distribution Centres' which take large sites and offer low pay and low skill employment where staff are unable to afford homes nearby. New homes sites simply attract out of Town residents looking for somewhere cheap to live whilst they work elsewhere	1	
	This needs BALANCE with environmental factors. Yep we need more housing but we also aspire to be a great place to live in so lets go and build a ton of homes next to Coate Water....	1	

Education & Skills

Education & Skills	Agree	2
	Neither	2
	Strongly agree	7

Education & Skills - Comments	Response	No. of Comments	Recommendation
	Great aspiration. However having recently tried to recruit an apprentice via New College there's an awful long way to go. I thought their efforts and grasp of the needs of businesses was appalling (I'm talking about the college not the recruits)	1	A significant amount of resource is going into improving schools performance in Swindon. We are addressing aspirations through our work with the Skills Board in Swindon. Work to improve Apprenticeships will continue.
	we wish to be one of the companies introducing training and apprenticeships working with higher education providers in Swindon for the benefit of Swindon.	1	
	Swindon schools are barely adequate, we need to have outstanding schools	1	
	Aspiration is the key	1	
	We need a university	1	
	Create a University campus or equivalent in this Town. Improve quality of vocational education. Create a centre of education for the leisure economy.	1	
	We need a tier one university here. It is the only way you will achieve this	1	

Town Centre Regeneration

Town Centre Regeneration	Agree	2
	Neither	2
	Strongly agree	7

Town Centre Regeneration	Response	No. of Comments	Recommendation
	See my previous comment. The Town centre is awful and appears to be getting worse. I find it quite intimidating to walk through in the day quite often which is terrible	1	Wayfinding will be addressed through the car parking strategy, and transport strategy and business cases are being worked up. Town centre regeneration is a key priority for the council and we put significant financial resource into this. We are working with partners to accelerate housing delivery in the town. We need more office space otherwise Swindon will not attract new businesses. We are developing a business case to improve connectivity between North and South of the railway line. The office stock in Swindon is at 15-year low;
	As said before, the transport links need to improve town wide; also look to bring in more government departments as they are relocated from London.	1	
	Wayfinding needs to be improved. Ambiance of town centre needs improvement e.g. look, cleanliness, safety. These are the basic building blocks on which to improve the rest. Lose the fun fair and be aware of how retail is constricting e.g. who is buying who in the retail world and consolidating their portfolio.	1	
	To the above, we would add that Swindon must also continue to attract new residents who wish to live in the town centre.	1	
	This will need major work and investment. Our town centre is appalling. The lack of shops and roads in and out are poor at best	1	
	Do not build more offices so the same commercial sector can convert them to residential in 5 years. There is less demand for office than residential - this is accepted in other Town Centre but not ours. Increase delivery of houses as well as apartments. Re-zone parts of the Town Centre. We are 30 miles away from other shopping centres and leisure destinations - give people a reason to stay here. Connect to outlet village - find a use for Mechanics Institute and Carriage Works	1	

	that doesn't involve spec office development. Stop ridiculous assumptions about bus use. Stand on a road - look at the empty buses and congested roads!!		with very little in the town centre (see Loveday Swindon Commercial property market Spring 2017 report)
	"Increase the supply of town centre office stock" - no..improve it. There is loads of vacant stock most of it is terrible. Also sorry to be a broken record but high speed comms availability in central Swindon is still in the dark ages in places. How can it be that my firm cannot have fibre in SN1?	1	

Priority Sectors - Business Responses

Automotive & Aerospace

Automotive & Aerospace	Fairly important	3
	Not very important	1
	Very important	8

Automotive & Aerospace - Comments	Response	No. of Comments	Recommendation
	Aerospace and automotive are not a single sector, and businesses in the industry would not identify themselves as such. Both sectors are however important to the region's economy and efforts to promote clustering and supply chain development should continue. Swindon should however seek to build resilience across wider manufacturing sectors and acknowledge that both the aerospace and automotive industries rely on European-wide supply chains that will likely be disrupted by Brexit. Ultimately, should Honda or BMW close their plants (or Airbus close their Bristol operation) then the supply chain impacts will wipe-out the local automotive and aerospace presence.	1	Advanced engineering is a sector that is recognised by DiT and BEIS. We are trying to develop the manufacturing supply chain in Swindon and evidence suggests this is happening, slowly. We aim to accelerate this through work and strategic alliances with the Midlands Engine. Very much agree that increasing economic resilience by encouraging business growth in the SME and
	We are too dependent upon about 4 companies. A naive strategy that increases this could finish the Town if there is a downturn in this one sector. Look at new emissions rules, Brexit and how the companies named are inter	1	

	dependent.		start-up sector is important - this is a key tenant of the strategy.
	Obvious BREXIT concerns here.	1	

Digital

Digital	Fairly important	1
	Very important	11

Digital - Comments	No. of Comments	Recommendation	Response
	Especially if that workforce spend their salaries in their town because it is attractive enough for them to do so	1	
	These sectors rely upon the attraction of global talent and restrictions to migration therefore pose a threat to the growth of these sectors. A focus on skills development is therefore key. Again the growth of such sectors relies upon the provision of high quality employment space.	1	
	Many Indian IT workers are now working in Swindon, staying in Swindon and adding to Swindon's economy. We should identify their IT specialities and assess why there are so important and how we can 'in source' these sectors.	1	

Financial & Professional Services

Financial & Professional Serv.	Fairly important	1
	Very important	11

Financial & Professional Serv.	No. of Comments	Recommendation	Response
	Swindon acts as a near-shore location for many financial / professional services firms. The focus should be on climbing the value chain.	1	Our strategy aims to attract higher value HQ businesses in financial and professional firms. Swindon is increasingly home to larger regional professional firms - this has been one of the key drivers of employment growth over the last five years
	Nationwide suffers from our poor transport network and uses a failed Park & Ride - lets think ahead - where do they want to be located? The above named are all 'out of Town'?	1	

Pharmaceuticals

Pharmaceuticals	Fairly important	4
	Not at all important	1
	Not very important	3
	Very important	4

Pharmaceuticals	Response	No. of Comments	Recommendation
	This is potentially a growth area, although the economic strategy should recognise the decline of 'big-pharma' companies, in favour of a more diverse industrial structure. The comments regarding the commercial property market are misplaced - Swindon is increasingly perceived as lacking high-quality employment land and offices. Addressing this shortcoming is key to supporting this sector.	1	We will reference Wasdell Packaging in this sector. Agree pharms are one of the big growth opportunities over the next five years and the economic strategy will focus on attracting new SMEs in this sector; and also to collaborate with existing companies to encourage growth
	Declining.	1	
	You appear to have missed Wasdell Packaging which packs pharmaceuticals for worldwide export. Currently employing 600	1	

	people in Swindon the Company has plans to increase this to 1200 plus with three years	
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Low Carbon

Low Carbon	Fairly important	4
	Not at all important	1
	Not very important	3
	Very important	4

Low Carbon	Response	No. of Comments	Recommendation
	If we seek to lead the way in carbon reduction we need to look at the housing stock, all the new build needs to be better than the regulations currently require and we need to improve the existing.	1	Agree the housing stock needs to be a priority. Hydrogen is being rolled out across Swindon's fleet
	Changes in tax treatment means this is not a sure bet. No case for some of the proposals. Hydrogen is a headline scheme - years away from practical use.	1	
	I am not convinced of the employment importance more the environmental impact	1	

Additional Comments

Other Formal Responses

Business Growth	Response	Recommendation
	Net economic growth and jobs come from SMEs and new started businesses. (see OECD report).	Theme 1 - Responds to this; as SMEs, start-ups and scales ups are a focus and priority within the strategy.
	Wealth is created by the private sector: the key is to create the circumstances where that can flourish better here (SWILTS) than elsewhere.	Theme 1 - Responds to this; creating the optimal environment for business growth is the overarching ambition within this theme.
	Establish key inter-locking networks that can become self-sustaining	Theme 1 - Responds to this; there are ambitions to further partnership working with Wiltshire Growth Hub, DiT and businesses. There are funding opportunities that have been identified as critical to business growth within the strategy. Carriage Works is also stated within the strategy as a major regeneration and business support project.
	Swindon's focus should be to create the socio-economic frameworks or eco-system that will enable Swindon to outperform the comparable cities (most of which have universities). This means creating a series of networks for support for:	
	<ul style="list-style-type: none"> •Mentoring •Scaling up • Funding – Angel Networks/ Co-funding/ Links to investment funds • Facilities - such as Carriage Works 	
	This investment will yield the highest return in terms of jobs and ultimately wealth creation that will facilitate the achievement of some of the other social goals. The Carriage Works is a good start. This needs to be expanded very considerably in scope to accelerate growth and support the nascent enterprises.	

Education & Skills	<p>Education attainment is a major drawback and needs addressing by the creation of Education attainment is a major drawback and needs addressing by the creation of</p> <ol style="list-style-type: none"> 1. Beacon School 2. University 	<p>Theme 3 - A higher education strategy is being developed for Swindon and Wiltshire. Swindon Borough Council are engaging with a number of higher education providers to ensure that residents have enhanced access to more options for higher education. A significant amount of resource is going into improving school's performance in Swindon. We are addressing aspirations through our work with the Skills Board in Swindon.</p>
Town Centre Regeneration	<p>The plan covers essential improvements to the Town Centre and to the Arts/Museum both of which will address two other crucial drawbacks of the Swindon as a location. Without resolution of these then some businesses may actually move away.</p> <p>Carriage Works This is showing a £4m creating 1000 new jobs. By comparison to the other investments this is yielding jobs at much higher rate per £ invested/spent. £4k per job!!! I expect that it will be more. But this is still far better Job/£K than the other investments shown. Kimmerfields £58k/job; North Star £140k/job</p> <p>Carriage Works This is showing a £4m creating 1000 new jobs. By comparison to the other investments this is yielding jobs at much higher rate per £ invested/spent. £4k per job!!! I expect that it will be more. But this is still far better Job/£K than the other investments shown. Kimmerfields £58k/job; North Star £140k/job</p> <p>If the criteria is Job creation, then increasing the likely success and scaling up with more investment in the Carriage Works and the vital support services is likely to yield the best return for the community.</p>	<p>Theme 4 - sets out all the plans for town centre regeneration, including the major development proposed for the Carriage Works. There are also references to SMAG which are aimed at improving the towns perception as a destination and important in attracting people to live, work and visit Swindon.</p> <p>There are a number of criteria for success for the town centre regeneration projects including: job creation, housing delivery, diversifying the business mix and delivering infrastructure. Cost per job measures will not take this into account.</p>

Education & Skills	<ul style="list-style-type: none"> • 67% of pupils achieved expected level in Reading. • 60% in Writing 70% in Maths 2016. • 54% of children achieve 5+ GCSE's A*– C in 2016. <p>This is shockingly poor. Why are pupils not achieving 95-100% of the expected level in reading!!?</p> <p>While Education may not be a direct Council responsibility, creating the framework and demand for a step change in performance, or educational outcomes is essential to achieving the economic goals</p>	See previous recommendation in response to comment regarding Education & Skills
Digital	<p>This sector is probably the most dynamic globally. This should be a real focus, Swindon's proximity to Bath/Bristol/Oxford – but with much lower costs of housing should be highlighted more with a view to providing support services which will be better than those cities. This supports an argument for doubling or trebling the resource deployed to support new businesses and helping Scale up businesses.</p>	<p>Digital is included as a priority sector within the strategy as it is recognised as growing sector. The towns proximity to Bristol and London which are digital hubs is an advantage. The competitive house prices in Swindon are also highlighted throughout the strategy as distinct advantage to Swindon which will support its growth ambitions.</p>

Swindon's Early Help Strategy 2017 – 2022



Introduction

Welcome to the Swindon Early Help Strategy.

All partners in Swindon are working together, to ensure that the borough has a bright future ahead and that it continues to be a great place to live, work and visit for generations to come. However, we know that for some families this bright future is not guaranteed. There are over 48,600 children and young people aged 0-18 living in Swindon and we want to ensure that they are all able to take advantage of the benefits of living here. Most do, but there are some children and young people who cannot, or who need help to do so. Swindon is a town of geographical inequality and poverty. The place we are born, or the place we live, is likely to dictate our life chances, unless actions are taken to change this.

Swindon's Child Poverty Needs analysis recognises the importance of providing intervention at the early stages when families are experiencing difficulties. Latest data (Index of Multiple Deprivation 2015) shows us that 64% of Swindon children living in one parent families are living in poverty. This contrasts sharply with children living in two parent families; where the rate of poverty is just 9%. This means that a child living in a lone parent family is almost seven times more likely to be living in poverty than a child living in a two parent household. Latest evidence (Selwyn 2016) suggests that a child with special educational needs receiving free school meals, has a '70% likelihood of being referred to social services in the future'. Early intervention has a big part to play to proactively work with these families before they hit crisis so that they avoid having to access costly social care interventions later in the child's life.

Early intervention is already established as a core principle in many areas of working and there is substantial commitment and energy to support and work with families. However, there is a sense that early intervention could be more coordinated and that the strategic direction could better channel early intervention and prevention work to make the most of strong partnerships, existing good practice and further targeted investment.

It is also clear that even with this commitment, and pockets of good practice, there is more work needed to deliver the step change required to achieve better outcomes for the Swindon population. For example, inequalities in life expectancy remain stubbornly in place across the town. A sixth of all children still live in poverty, with as many as one in two experiencing the effects of poverty through income deprivation in some areas of Swindon. A coordinated approach to prevention and early intervention work, building on community strengths and resilience, offers a solution for better outcomes as well as reducing demand on statutory services whilst also having the potential to save money over time.

This is a shared responsibility and requires commitment across the partners to ensure we tackle problems early on for children, young people and their families. With reducing resources it is clear Swindon Borough Council cannot be the primary provider for all children needing preventative services. Through strong partnership working between internal service teams and organisations such as the Police, government agencies, local support groups, schools, charities, businesses and local communities, we can target our resources to get the best outcomes at all stages of childhood, and support the most vulnerable. Our focus is to ensure children are supported early to reduce the need for statutory intervention.

This strategy sets out the priorities that Swindon has agreed as the focus of our joint work for the next five years.

DRAFT

1. Vision for Swindon

Swindon Council and partners are committed to ensuring that every child is given the support they need to grow and thrive. We want children to enjoy life, establish healthy relationships and stay safe from harm. Many families will need minimal support from services but some children and their families need higher levels of support. In this case, the partnership will work with the family to develop their parenting skills and to make sure that children are safe from harm.

The focus on working with families to build resilience and wellbeing is articulated in our vision for Swindon 2016-2020 and Swindon's Joint Health and Wellbeing Strategy through the following priorities:

- Swindon's children are safe, free from harm and able to grow and prosper
- Every child and young person in Swindon has a healthy start in life.
- To improve mental health, wellbeing and resilience for all.

The Swindon partnership commitment to early intervention is demonstrated through the range of services and activities that are already in place across the borough. Our aim is to pro-actively engage with families to prevent problems occurring, and where they do, to reduce the impact and stop them from escalating.

Our Early Help Strategy seeks to address inequalities of health, wealth and opportunity in Swindon through co-ordinating, brokering and commissioning the right kind of help and support at the right time to local communities. We are committed to using local data and intelligence to help identify current and emerging need and jointly plan to address the need.

1.1 Early Help Strategy Aims

This strategy aims to drive partners to work together to plan, commission and deliver a range of provision to help children, young people and their families get support as quickly as possible when the need arises. Our strategy aims, over a 5 year period, to:

- help children, young people and families build resilience and self-reliance to enable them to find their own solutions when problems develop
- Ensure the right help is given at the right time and right place across all levels of service provision, to ensure earliest possible identification and prevention of escalation.
- Deliver a much more co-ordinated response to cases requiring multi agency and multi-disciplinary support below the thresholds for statutory intervention.

- Improve the health, wellbeing and emotional resilience of vulnerable children and young people and families within Swindon

1.2 Early Help Principles and Values

Our Early Help Strategy is underpinned by the following principles and values:

- Early Help is ‘everybody’s business’ and we intervene earlier at the first signs of potential issues.
- Early Help is about building emotional intelligence, capacity and networks in communities to keep children, young people and their families healthy and make things happen locally.
- To deliver a visible, integrated local offer that is accessible.
- To deliver good quality, evidence-based and timely interventions which are cost effective and add value.
- Our partnership working is built upon working together and delivering a whole-family approach.
- Our workforce will be confident and be supported to engage and intervene with children, young people and their families to offer Early Help.
- Families will be empowered to actively participate in Early Help assessments and in drawing up plans and goals
- Where unmet needs involves two or more agencies, there is a commitment at the first point of contact to undertake an assessment and produce an Early Help Record and Plan (EHR&P), irrespective of whether that need falls within the immediate area of expertise of that professional
- To use peer support networks and community assets, not just professionals, to transfer knowledge and capabilities about Early Help.
- Early Help Our offer will promote the independence and self-reliance of children, young people and their families by providing supportive relationships and connections within local communities that can help people or families continue to survive and thrive

2. Drivers for change

2.1 National Context

Recent national reviews undertaken by Marmot (2010), Munro (2010), Allen (2011) and Tickell (2010) have highlighted the importance of Early Help for improving children’s life chances and delivering better outcomes for them and their families. The sooner we can help families, the less likely it is that their situations will worsen. Our Early Help Offer will take account the following key messages from the Munro (2011) review:

- Preventive services will do more to reduce abuse and neglect than reactive services

- Co-ordination of services is important to maximise efficiency
- Within preventive services, there needs to be good mechanisms for helping people identify those children and young people who are suffering or likely to suffer harm from abuse and neglect and who need referral to children's social care

The 'Working Together to Safeguard Children' (2015) guidance places an emphasis on the importance of Early Help in promoting the welfare of children, together with clear arrangements for collaboration. We want to ensure that our Early Help Offer reflects the ambitions of this guidance. The guidance recommends that professionals should, in particular, be alert to the potential need for Early Help for a child who:

- is disabled and has specific additional needs or special educational needs
- is a young carer
- is showing signs of engaging in anti-social or criminal behaviour
- is in a family circumstance presenting challenges for the child, such as substance misuse, adult mental health, domestic violence and/or
- is showing early signs of abuse and/or neglect and/or sexual exploitation

Early Help includes both interventions early in life (with young children, including prenatal interventions) and interventions early in the development of a problem (with children or young people of any age). It covers universal interventions which are offered to everyone to prevent problems developing (e.g. GP practices, midwives, health visitors, school nurses, early years, schools, play and youth provision). It also includes targeted interventions that are offered to particular children, young people and families with existing risk factors, vulnerabilities or acknowledged additional needs in order to protect them from developing problems or reducing the severity of problems that have started to emerge. With the right support, children, families and communities can become resilient and are in a better position to bounce back and thrive when faced with new challenges.

The Swindon Early Help Strategy strongly recognises the contribution of the wider partnerships as well as local communities in ensuring the safety and wellbeing of families, children and young people. We believe Early Help is not a single agency responsibility and requires a whole family approach owned by all stakeholders working together to support children, young people and families. This includes Health, Police, Probation, Schools/Education, Children's Social Care, Adult Services, Housing, Voluntary and Community organisations, Charitable Foundations and the wider public.

There is a growing body of research evidence that suggests that intervention as early as possible pays off, early in the life of a child and early in the life of a problem. It is therefore crucial we ensure the right balance of investment across universal,

targeted and specialist services. Through working in partnership with family members to deliver services that respond to their needs, we can build on their strengths and give them the best chance of making a positive difference to children's lives.

Our primary aim is to help children, young people and families find their own solutions to problems and to build family resilience and wellbeing to prevent problems developing in the future.

Universal services are those that are available to all families and they play a key role in ensuring families receive Early Help and support before problems develop further. Most children will access universal services successfully and have their needs met by their family and informal support systems with minimal intervention from professionals. To effectively deliver universal services within the context of Early Help, it is essential agencies and professionals recognise the importance of early identification of need. Through working collaboratively to effectively co-ordinate services at a local level, we can help families to identify their own solutions to problems. This is dependent on:

- The provision of the healthy child programme, a schedule for public health services covering care from 28 weeks of pregnancy through to age 19 which delivers evidence-based health, wellbeing and resilience programmes for every child
- Making information available to families so that they can find out what services there are and where and how they can access them when they need them
- Providing general advice and information
- Assessing and identifying unmet needs through the use of Early Help Records and Plans (EHR&Ps)
- Monitoring needs in a low-key way and be ready to step in if the family exhibits signs that indicate a more targeted response is required
- Being aware of the range of targeted and specialist services available and understanding how to link with them.

If delivery and support is right at this 'universal' stage, the demand for more targeted and specialist support should reduce. In Swindon, we have seen an increase in the number of children becoming Looked After since 2009 with a significant rise during the previous 12 months. Findings from some national research that reviewed a number of children in care cases indicated that in almost half of the cases, something 'probably' or 'definitely' could have been done to prevent the child becoming Looked After. Our ambition is to deliver better Early Help so families benefit from preventative rather than reactive services. This approach should reduce the need for statutory intervention and provide more cost effective solutions to supporting children and their families and better outcomes for children, young people and families.

2.2 Local Context

We have used Swindon's Joint Strategic Needs Assessment (JSNA) alongside an analysis of local user data to understand where in the Borough families are likely to require support.

Using local insight, we can design and target services to the areas that will have the biggest impact for tackling problems early on for children, young people and their families.

Key issues for Swindon's Early Help Strategy:

- Research tells us that pregnancy and a child's early years are a time of vital importance to a child's future health and wellbeing. Parents are central to this.
- Each year there are approximately 3000 births to Swindon residents. The under-five population is about 7% of the all-age population in Swindon, a higher proportion than in England or the south west. In Swindon 25% of under-ones are part of a BME community, and in Central ward 45% of under-fives are from a BME community.
- Over 120 languages are spoken in schools in Swindon
- Significant health inequalities in Swindon have been identified in the Joint Strategic Needs Analysis (JSNA) with children from poorer households tending to do worse on cognitive and behavioural outcomes at ages 3 and 5, and this disadvantage persists through childhood
- The Swindon Health Visitor survey (2015) of families with a child under the age of one identified the three most common reported health needs indicators as being low income (21%), parents who smoke (19%) and depressed or mentally ill parents (16%).
- In Swindon, 9.2% of 5 to 16 year olds are estimated to have a mental health disorder
- There are estimated to be 100 young people in Swindon who require, but are not receiving a mental health service
- From the 2011 census 1.4% of 0 to 15 year olds and 1.7% of 16 to 24 year olds in Swindon consider their daily activities to be 'limited a lot' by long term health problems or a disability
- In Swindon, approximately 1,000 children and young people are exposed to domestic abuse each year
- Neglect and emotional abuse are the main categories leading to a child protection plan
- In Swindon, being a child in a lone parent family increases the likelihood of child poverty from 9% to 64%.
- In 2012/13-2014/15, in Swindon, there were 62 admissions to hospital due to alcohol specific conditions (in under 18s) and 112 for substance misuse (in 15-24 year olds).
- 238 children were subject to a child protection plan at 31st March 2016, a small rise from 213 in 2014/15. Swindon has a higher rate (50.4 per 10,000 population under 18) than

28/04/2017

the national average (42.8) and statistical neighbours (41.7).

- Approximately 385 children are known to drug and alcohol treatment services as having parents who are drug or alcohol dependent – it is predicted there are approximately an additional 1,640 children living in Swindon with drug /alcohol dependent parents

As part of Swindon's Joint Strategic Needs Assessment, Children and parents/carers were asked for their view – they told us what was important to them:

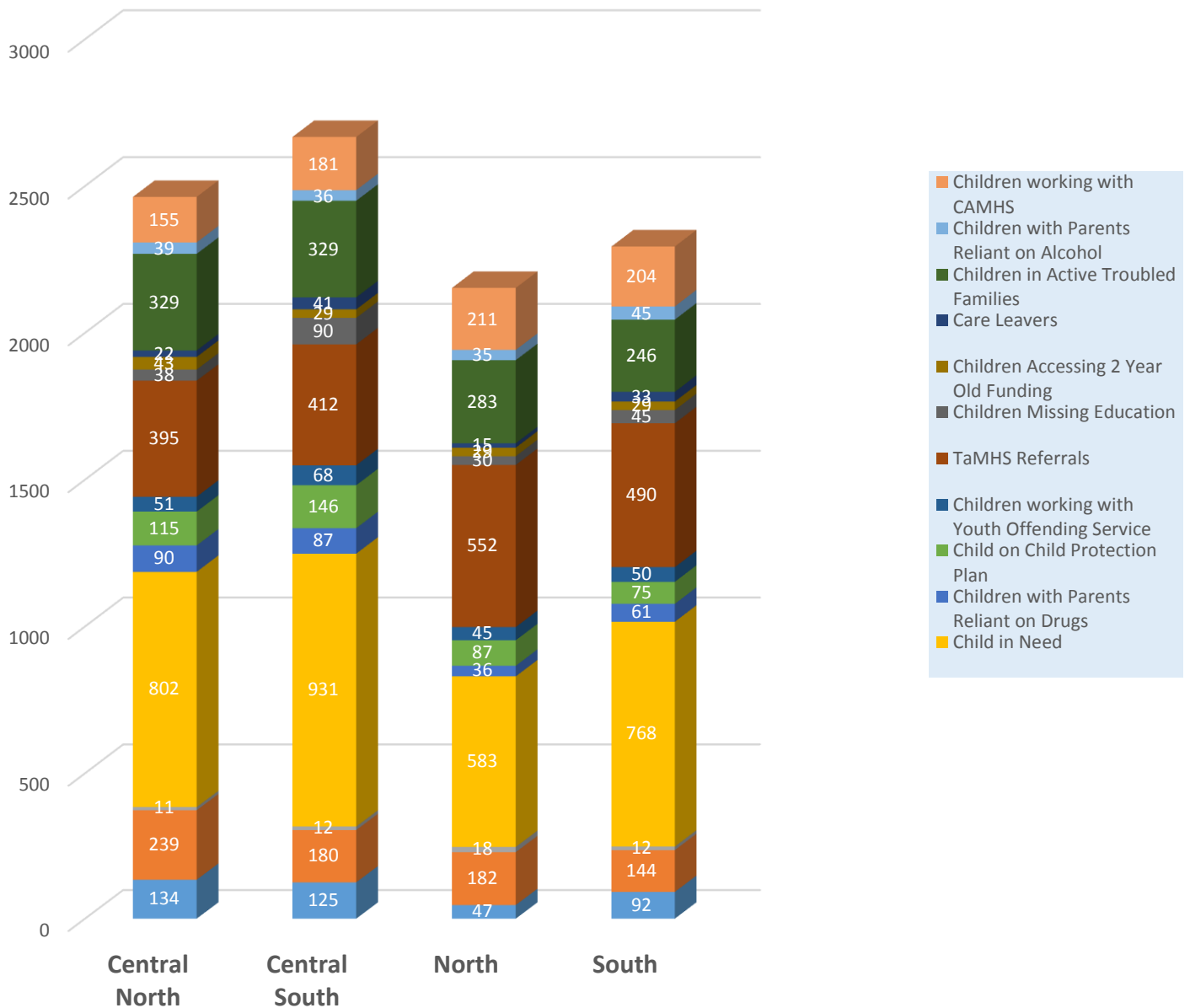
- Having support from someone you can trust
- Recognising the value of social connections
- Having more information about what is available online
- Not to be judged when we ask for help
- Continuity of care with the same professionals being involved
- Using words we can understand
- Not having to tell my story over and over again
- For professionals to speak to and listen to the young person rather than just their parents.
- To know where to go or how to get help
- To be clear who does what
- To get help when we need it and not have to wait a long time
- For services to be flexible and close to home.

Children Accessing Early Help and Social Care Services 2015/16

We have developed a geographical focus for our Early Help Offer through the creation of multi-disciplinary locality teams which have strong links with local communities. Swindon has four locality teams: Central North, Central South, North and South. These locality teams are best placed to identify need and to support their local communities in accessing services. The locality teams have a key role in facilitating strong links with both internal and external partners as well as ensuring there is a shared understanding of thresholds and intervention levels.

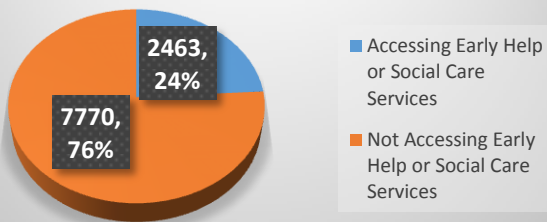
The analysis below shows the number of children accessing early help and social care services in Swindon by locality during 2015/16

Children Accessing Early Help or Social Care Services (2015/16)

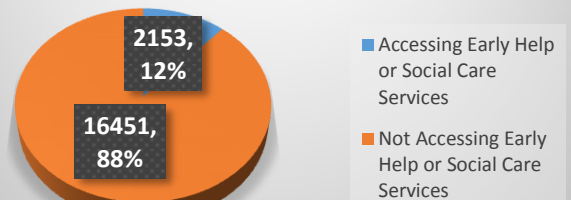


Proportion of local population accessing Early Help and Social Care Services 2015/2016

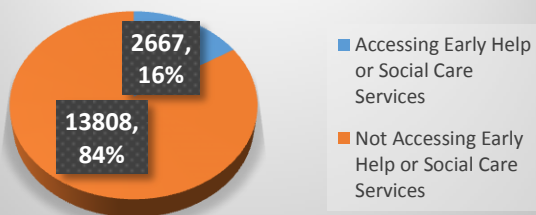
**Central North Population
2015/16**



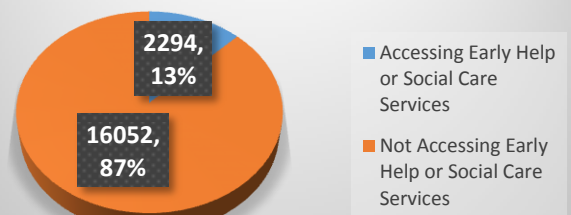
**North Population
2015/16**

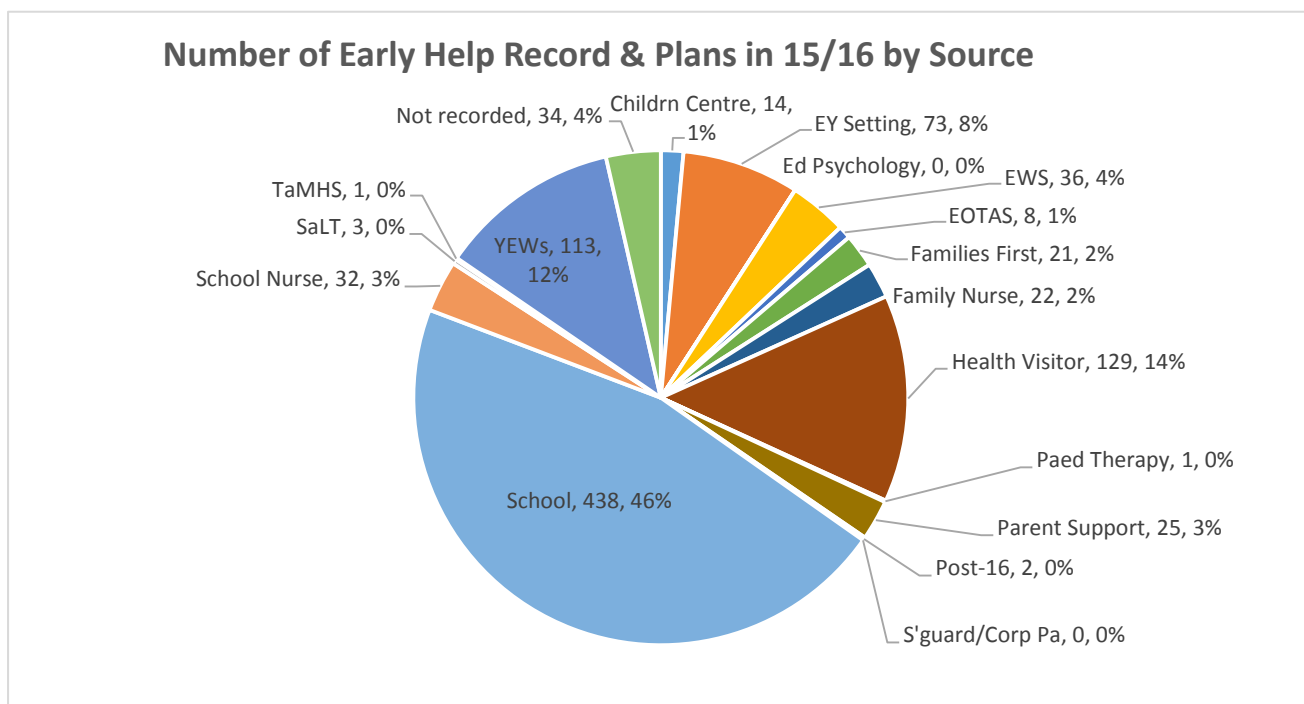


**Central South Population
2015/16**



**South Population
2015/16**



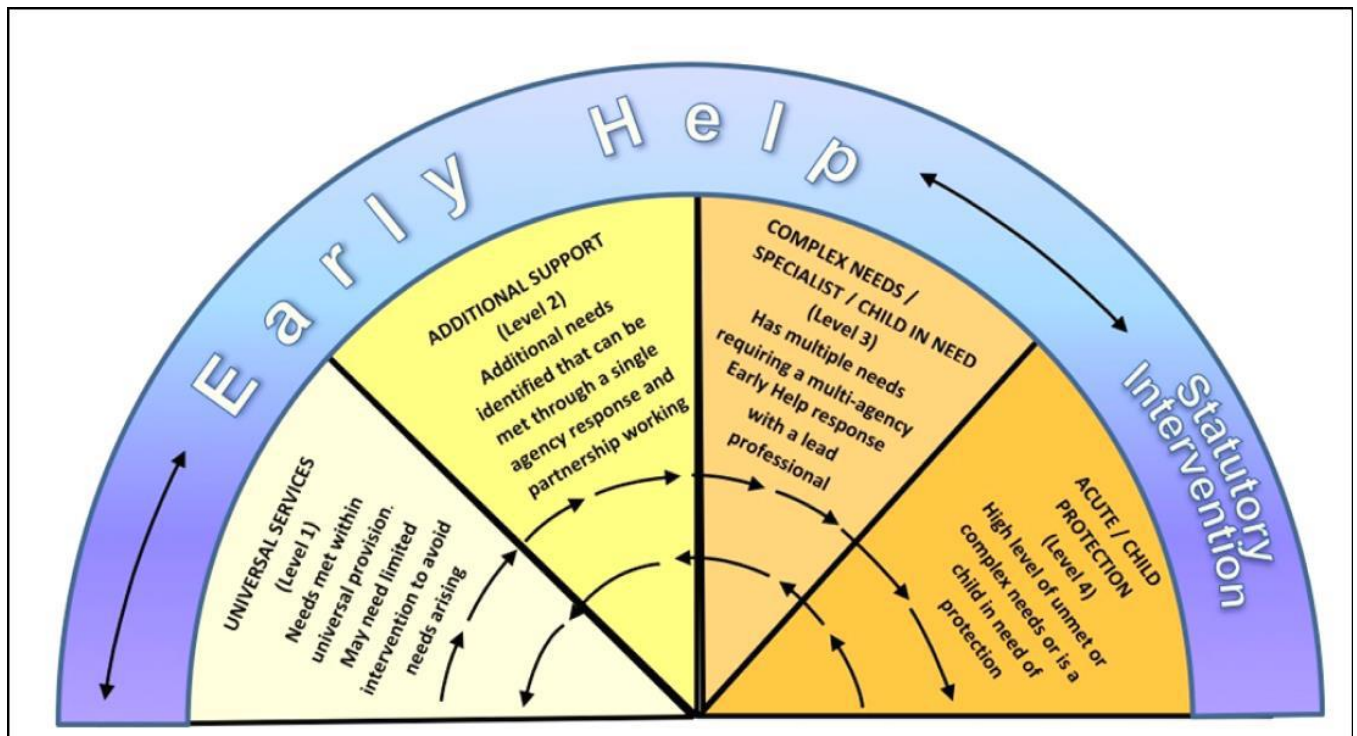


The chart above shows the number of Early Help Record and Plans (EHRPs) by assessor. 952 EHRP were completed in 2015/16 compared to 3146 social care statutory assessments. This clearly indicates the need to shift the focus to ensure families get help sooner to prevent needs escalating and reduce the need for statutory intervention. This strategy will support better working across the partnership in using Early Help Records and Plans to undertake a thorough assessment of the whole family's situation to ensure families receive support that responds to their needs and builds on their strengths.

3. Swindon's Early Help assessment and planning process

Our strategy for Early Help is based on the model of a continuum of need, recognising needs can change over a period of time depending on circumstances. In turn, this requires clarity about how all public services can support the delivery of effective Early Help, whether they are services that operate on a universal, targeted or specialist basis.

Swindon's Thresholds of Need model below illustrates how Early Help provision is part of a continuum of help and support. We must strive to ensure we maximise the use of universal services within the context of reduced public funding. We understand that some families will require additional support, perhaps even intensive support at times, and all professionals need to be aware of their responsibilities to safeguard and protect children and engage in providing Early Help.



A Multi-Agency Safeguarding Hub (MASH) has been created to deal with all contacts to Children & Families. The primary aim of this team is to receive all contacts to Children & Families; gather rich information to enable a robust decision to be made. The service aims to provide a rapid, effective and responsive screening, triage and decision making service to all those seeking assistance for vulnerable children and families at initial point of contact: aiming to ensure that children's needs are identified early so that services can be targeted early into the life of the problem. The team is co-located with Police, Early Help and Health colleagues to ensure the timely and accurate sharing of information between early help; social care, police and health

When it is clear a child may have additional needs that can't be met by universal services, an Early Help Record & Plans (EHR&P) may be required to ensure that the best possible support is provided to the child and their family. The Early Help Record and Plan is the common process in Swindon for supporting children, young people and families with additional needs through early identification, swift intervention and a planned, coordinated response. The aim is to consider the needs of the child or young person in four key areas:

- Health and Well-being
- Development needs, educational attainment and achievement
- Parenting/caring
- Family and Community

The intention is for all children and young people, irrespective of their circumstances, to have the best start in life, to grow up safe, stable and healthy, to fulfill their potential and make a contribution to their community.

The Early Help Record is the first part of the single assessment process that aims to empower children, young people and their families and provide a timely, seamless service if needs escalate. The Early Help Record and Plan supports families through early help to escalating complex needs and urgent needs that require a statutory response from children's social care (see Swindon LSCB Multi-Agency Threshold Guidance) and/or an Education, Health Care Plan to respond to special educational needs and/or disability www.mycaremysupport.co.uk

The practitioner who identifies the needs gains consent from the young person, parent or carer to undertake an assessment, following which he or she coordinates an Early Help Record and Plan and initiates if appropriate a Team Around the Child and Family (TAC/F) meeting.

The purpose of the TAC/F meeting is to bring together practitioners with the appropriate skills to meet the identified needs of the child and bring together family members who can join the TAC to jointly develop a support plan. The parents and practitioners concerned will agree the most appropriate person to undertake the Lead Professional role.

Goals will be identified and regular reviews undertaken, with the focus on a child-centered approach, positive engagement with the family, increased community involvement and collaboration between agencies.

4. An integrated Early Help Offer

Our ambition is to revitalise our offer of Early Help across Swindon. We will work closely with key partners to jointly review strengths and areas for development against the following areas to ensure that the best possible offer is available:

4.1 Strategic and structural fit

- A common understanding of early help
- Strategic buy-in and direction from across the partnership which supports a clear vision and co-ordinated early help offer.
- Links with adult services across health, social care and probation to ensure alignment with our early help offer.
- Evidence that Early Help services and interventions that already exist are evaluated to ensure they are needs led, good quality, cost effective, evidenced based, timely and co-ordinated
- Early help is part of a whole system approach and is based on a clear understanding of local need
- Partners are working together to jointly commission wherever possible

4.2 Workforce, practice and organisation

- Our Early Help Offer has appropriate social work input to provide a basis for practical family support linked to core social work principles.
- Staff across the partnership have good awareness, knowledge and understanding of Early Help
- Case management and Information systems are integrated across the partnership to support the sharing of information
- Job descriptions include well-defined and core skills and competencies required for delivering early help including ability to engage effectively with both children and adults
- There is co-ordinated management oversight of cases at EHCP/TAC level
- Clear information sharing protocols are in place which underpin integrated working
- A joint performance management framework is in place to measure the impact of Early Help, particularly where cases need to be escalated to social care despite previous interventions
- Roles of different services in supporting the Early Help pathway are clearly defined to ensure we are not inappropriately over-relying on individual services or partners

4.3 The child's journey

- Information systems support integrated Early Help working across the continuum of need
- Early Help offer is well defined and focuses on the child's journey and not confined to 'step up/step down' or 'tiers' of provision.
- There is clear articulation and expectations of the nature and level of social care involvement where thresholds are not met and after child protection plans are ceased.
- Good co-ordinated Early Help, TAC and Social Care resources are evident at the 'front door' via integration, co-location and ownership of shared thresholds.
- Early Help Records and Plans and case notes are recorded and accessible across the system.

4.4 Learning and improving

- Early Help is a strategic priority for the LSCB and there is a joint understanding of accountability

- Robust measurement is in place to assess the impact of Early Help using qualitative, quantitative and outcomes-based evidence
- A process is in place which seeks regular service user feedback to quality assure and improve the early help offer.
- A joint process has been established to robustly track, monitor and review Early Help processes, plans and outcomes to identify areas for further development

5. How we will measure success

A set of key performance measures have been identified to enable the partnership to evaluate the impact of revitalising our local offer of Early Help across and the track progress in implementing the Early Help Strategy.

Impact of Early Help	Performance measures (at borough level)
More children living safely at home	<ul style="list-style-type: none"> • Number of Children in Care (CiC) • Number of children on a Child Protection Plan • Number of children identified as a Child In Need • Children who have had a missing episode • Children at risk of child sexual exploitation • The rate of offences against children • Hospital admissions caused by unintended and deliberate injuries to children and young people • Reported incidents of domestic violence • Number of Troubled Families achieving significant and sustained outcomes
Families access help and support at the earliest opportunity	<ul style="list-style-type: none"> • Experience of the child • Number of Early Help Assessments (EHR&P) completed • Uptake of early education by eligible 2 year olds
More young people are ready for school, work and life	<ul style="list-style-type: none"> • Number of 18-24 year olds Not in Education, Employment or Training • Progress on the Strengths and Difficulties Questionnaire (SDQ) for Children in Care or all children needing Early Help • School attainment <ul style="list-style-type: none"> ○ % of pupils for whom pupil premium is paid ○ Attainment for Children in Care ○ 90% school attendance ○ Reduced school exclusions

Improved health for both parents and children and young people	<ul style="list-style-type: none"> • % of all live births at term with low birth weight • Reduce the number of pregnant women who smoke • % of homes that are smoke free • Increase smoke free sites for areas where children play • % of schools with smoke free school gates • % of children ages 4-5 and 10-11 years classified as overweight or obese • % of young people at aged 15 years who are currently smokers • Rate of hospital admissions caused by unintentional and deliberate injuries to children 0-14 years and 15-24 years • Rate of emergency hospital admissions for intentional self-harm (all ages, all persons) • Rate of under 18 admissions to hospital for alcohol specific conditions • Rate of conception per 1000 females aged 13-15 and 15-17 years
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Swindon Borough Council are amongst many local authorities operating within a climate of unprecedented challenge for the public and voluntary sector as demand for specialist services rapidly increases against a backdrop of reducing resources. For some families (nationally estimated at 30% of the population), difficulties arise which, if addressed early enough, can be prevented from escalating into costly statutory service intervention. If Early Help is not offered in a timely manner or not at all, this can in the worst cases result in children's social and emotional development being irreparably impaired and family breakdown.

If effective, Early Help empowers families to regain control of their circumstances and help transform the lives of vulnerable children without state support and have a secondary, though equally important, positive effect on cost effectiveness. The central importance of early intervention in enabling children and adults to reach their full potential has been set out in a number of government reports published nationally and these recommendations have inspired much of this Early Help Strategy.

Poverty – financial, social and health deprivation, remains the leading predictor of poor life outcomes. In Swindon one in every six children lives in poverty and in four of our most deprived areas almost every other child is living with the effects of poverty. The two factors identified that make it significantly more likely that a child in Swindon is living in poverty are worklessness and living in a lone parent family.

Enabling everyone to have fair access to the opportunities Swindon offers means addressing the root causes of poverty in the places where we know people are struggling. We need to work jointly with our partners and communities to revitalise our Early Help Offer to change this.

DRAFT

7 Recommendations:

The priorities for embedding Swindon's Early Help Strategy are highlighted below and will be implemented through a robust action plan. These include:

- 7.1 The Council working closely with key partners (e.g. schools, youth justice, health, voluntary and community services, housing and adult services) to ensure that the best possible offer of Early Help is available for people living in Swindon.
- 7.2 Ensuring Early Help support across the partnership is aligned to the Early Help principles and approaches and Early Help is part of the core business for improving the life chances of children
- 7.3 Using robust needs assessments to understand the nature and extent of the needs in local communities to effectively plan and commission Early Help services and address any gaps in provision or targeted programmes.
- 7.4 Providing clarity about the responsibilities of local agencies to help families early and improve the quality and consistency of using Early Help Records and Plans (EHR&Ps) across the partnership to assess needs and plan support to improve children's lives.
- 7.5 Effectively monitor the impact of Early Help through a Swindon-wide Early Help Performance Framework to identify key issues, local gaps, impact and success.
- 7.6 To establish a multi-agency Early Help working group to be accountable for overseeing the development and implementation of a robust action plan to support the delivery of the Early Help Strategy and Local Offer

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Swindon Healthy Weight Strategy 2017-22

Foreword

Excess weight (overweight and obesity) is a major public health problem which can cause long term illnesses, reduces quality of life and increases costs to health and social care as well as having a negative impact on the local economy. Excess weight affects children and adults; in Swindon two in ten 4-5 year olds, three in ten 10-11 year olds and seven in ten adults are overweight or obese.

Achieving a healthy weight depends on factors in every part of life: the environment we live in, our workplace, school, social life, the choices we make to be active or eat a healthy diet and the people around us. In Swindon we want to build on the good work to date to support people in all aspects of their life to be a healthy weight.

This strategy includes actions to both help people stay a healthy weight and to support people who need extra help in making healthy food choices and managing their weight. Working with partners who can contribute skills, knowledge and influence is key to achieving our strategy, together with talking to local people about what encourages them or makes it difficult to be a healthy weight.

We also know that these influences are not the same for everyone – the strategy is also about reducing inequalities and ensuring people living in particular parts of Swindon are not more likely to become ill than in other areas. Eating well and moving more go hand in hand so this strategy should be read together with the Get Swindon Active Strategy which is about getting more people in Swindon active.

We are committed to making Swindon a great place to live, work and play. We need to work together to make eating healthily and being active a reality for everyone.

Swindon Healthy Weight Strategy 2017-22: Summary

Why is healthy weight important?

Being a healthy weight helps us live a healthy life. Being overweight or obese (excess weight) can have an impact on all areas of people's lives. It can increase the risk of heart disease, cancer and diabetes, as well as the need for social care. Excess weight for children can cause negative effects as they grow up but also when they are adults.

Being a healthy weight depends on factors in every part of life: the environment we live in, our workplace, school, social life, the choices we make to be active or eat a healthy diet and the people around us.

How many people are overweight or obese in Swindon?

7 in 10 adults were overweight or obese in Swindon in 2013-15. This is higher than in England or the South West.

2 in 10 Reception year children and 3 in 10 Year 6 children were overweight or obese in Swindon in 2015/16. These levels are similar to England.

Where do we want to be?

A Swindon where everyone achieves and maintains a healthy weight.

How are we going to get there?

- Develop an environment that supports a healthy weight.
- Help people maintain a healthy weight and prevent overweight and obesity.
- Have effective weight management support in place for those at greatest risk.
- Reduce differences in people's health because of things like disability, or where they live.
- Monitor progress through the Healthy Weight action plan.

As well as our current programmes in the first year of this strategy we will:

- Develop a Healthy Early Years Settings accreditation (healthy lifestyles for 0-5 year olds).
- Promote the national campaign SugarSmart.
- Develop a physical activity framework for schools.

Contents

FOREWORD	2
SWINDON HEALTHY WEIGHT STRATEGY 2017-22: SUMMARY	3
1. INTRODUCTION	6
2. WHERE DO WE WANT TO BE?	7
2.1 Our vision	7
2.2 Aim	7
2.3 Strategic objectives	7
2.4 Outcomes for Swindon	7
2.4.1 Local targets	7
2.4.2 National Indicators	8
3. BACKGROUND	9
3.1 Defining healthy weight and excess weight	9
3.2 Underweight	11
3.3 Causes of excess weight	12
3.4 Consequences of excess weight	13
3.5 Economic cost of excess weight	14
4. WHERE ARE WE NOW?	15
4.1 Overview of Swindon	15
4.2 How many adults are overweight or obese?	16
4.2.1 Nationally how many adults are overweight or obese?	16
4.2.2 Locally how many adults are overweight or obese?	16
4.3 How many children and young people are overweight or obese?	17
4.3.1 Nationally how many children and young people are overweight or obese?	17
4.3.2 Locally how many children and young people are overweight or obese?	18
	4

5. WHAT SHOULD WE BE DOING?	24
5.1 Policy framework	24
5.5.1 Childhood obesity: a plan for action	24
5.5.2 Population-based approaches to childhood obesity prevention.	24
5.5.3 Healthy Lives, Healthy People: A call to action on obesity	25
5.5.4 Physical activity: Everybody active, every day: An evidence-based approach to physical activity	25
5.5.5 Delivering Better Oral Health	26
5.2 National interventions	26
5.2.1 The Healthy Start Scheme	26
5.2.2 5ADAY Programme	26
5.2.3 School meals	26
5.2.4 Soft drink levy - spending	27
5.2.5 Change4life	27
5.2.6 Healthy Eating Advice	27
5.2.7 One You	27
5.2.8 The Local Transport Plan	28
5.3 Evidence	28
6. WHAT ARE WE DOING?	32
7. WHERE DO WE WANT TO BE AND HOW ARE WE GOING TO GET THERE?	35
7.1 What are we going to do?	35
7.2 Swindon Health Weight action plan	36
7.2.1 Working in partnership	36
7.2.2 Engaging with communities	37
7.2.3 Monitoring and evaluation	37
7.2.4 Communication and awareness training	37
APPENDIX 1: DIVERSITY IMPACT ASSESSMENT	38
REFERENCES	40

1. Introduction

Swindon's healthy weight strategy sets out the vision and strategic objectives needed to ensure that everyone in Swindon is able to achieve and maintain a healthy weight across the life-course.

To help people maintain a healthy weight we will concentrate on an approach that looks across all aspects of people's lives; from the environment we live in to the choices we make. To do this organisations in Swindon will work together, co-ordinate services where necessary and signpost to the whole range of support available.

The focus of this strategy is tackling excess weight (i.e. overweight and obesity). Excess weight is a major problem in today's society and predicted to become worse if nothing is done. It is linked to a range of health problems particularly in later life which reduce quality of life, reduce life expectancy and increase need for social care.

Being overweight is caused by an energy imbalance between what we eat and how much we move about. Healthy eating and physical activity go hand in hand to achieve a healthy weight. An integral part of achieving the vision is delivery of the **Get Swindon Active Strategy** which has the following aims:

- Increase the physical activity levels in adults and young people.
- Create an environment that promotes physical activity as part of everyday life.
- Empower people to be more physically active.

http://www.swindonjsna.co.uk/Files/Files/Get_Active_Strategy_Final_2015-_2MB.pdf

2. Where do we want to be?

2.1 Our vision

A Swindon where everyone achieves and maintains a healthy weight.

2.2 Aim

To encourage people in Swindon to maintain a healthy weight by creating:

- An environment that encourages people to live active and healthy lives.
- An ethos of taking responsibility for the health of yourself and your family with support when needed.
- Communities where a healthy lifestyle is seen as desirable and the norm.
- An understanding of what works most effectively at an individual, community and population level by including effective evaluation and learning from others.

2.3 Strategic objectives

- To work in partnership to deliver a range of evidence based policies and programmes across different settings that reflect the needs of people at different points in the life course to:
 - Develop an environment that supports a healthy weight,
 - Help people maintain a healthy weight and therefore prevent overweight and obesity,
 - Ensure effective weight management support is in place for those at greatest risk.
- 2. To tackle the inequalities in health outcomes in relation to excess weight by targeting services appropriately.
- 3. To monitor and evaluate progress related to targets as part of an on-going action plan to ensure activity and investment is effective and meeting local need.

2.4 Outcomes for Swindon

2.4.1 Local targets

These are the Swindon Borough Council and NHS Swindon Clinical Commissioning Group joint performance targets:

- Halt the rise in obesity in children (at reception year and year 6) and maintain in line with the national average by 2018/19, particularly targeting inequalities. (Source: National Child Measurement Programme (NCMP) data)
- Halt the rise in excess weight in adults and maintain by 2018/19, particularly targeting inequalities. (Source: Active People Survey)

2.4.2 National Indicators

The Swindon Healthy Weight strategy aims to improve the outcomes in the Public Health Outcome Framework (PHOF) for the following indicators:

- Overweight and obesity:
 - Excess weight in 4-5 year olds and 10-11 year olds,
 - Excess weight in adults,
 - Proportion of the population meeting recommended 5 a day on a usual day (adult), average number of portions of fruit consumed, average number of portions of vegetables consumed, proportion of the population meeting recommended 5 a day on a usual day at age 15.

3. Background

3.1 Defining healthy weight and excess weight

The term 'healthy weight' is used to describe when an individual's body weight is appropriate for their height and benefits their health. Above the healthy weight range there are increasingly adverse effects on health and wellbeing, with obesity creating a much greater risk to health than being overweight. There is a focus in this strategy on both overweight and obesity as it is easier to tackle overweight and prevent obesity occurring. Excess weight is defined as a significant excess of body fat which occurs gradually over time when energy intake from food and drink is greater than energy used through the body's metabolism and physical activity.

Body mass index (BMI) is the most commonly used measure for monitoring the prevalence of overweight and obesity at a population level. It is also the most commonly used way of estimating whether an individual is overweight or obese.

BMI is calculated by dividing a person's weight in kilograms by the square of their height in meters. (NICE, 2006) BMI does not take into account factors such as size of body frame, proportion of lean body mass, gender and age and is not a direct measure of underweight, overweight or obesity. However it is a fairly reliable indicator of body fatness for most people and is an inexpensive and easy-to-perform method of screening for weight categories that may lead to health problems. If there is doubt about a person's health risk, additional assessments such as waist circumference, skinfold thickness, diet and physical activity can be carried out.

For adults, underweight is defined as a BMI of less than 18.5 kg/m²; overweight is defined as a BMI of over 25 kg/m²; and obesity is defined by a BMI over 30 kg/m² (see table 1).

Table 1: Classification of underweight, overweight and obesity in adults

BMI (kg/m ²)	CLASSIFICATION
Less than 18.5	Underweight
18.5 to 24.9	Healthy weight
25 to 29.9	Overweight
30 to 34.9	Obesity I
35 to 39.9	Obesity II
40 or more	Obesity III

Assessing the BMI of children is more complicated than for adults because a child's BMI changes as they mature. There is no fixed BMI to define being obese or overweight since this varies with gender and with growth and development. Since the ratio of weight gain to height gain changes during children's normal growth the BMI figure must be adjusted using an appropriate reference chart for age and sex to give a BMI percentile (or centile). For public health programmes, such as the NCMP and the Health Survey for England, the British 1990 growth reference (UK90) charts are used. (National Obesity Observatory, 2011)

The centile compares the child's BMI to other children of the same age and gender. For example, if a boy is eight years old and his BMI falls at the 60th percentile, that means that 40% of eight-year old boys have a higher BMI and 60% have a lower BMI than that child (see table 2).

Table 2: Classification of underweight, overweight and obesity in children¹

BMI (kg/m²)	Classification
<2nd centile	Underweight
2nd centile – 84.9th centile	Healthy weight
85th centile – 94.5th centile	Overweight
≥95th centile	Obese

¹ These thresholds given are those conventionally used for population monitoring and are not the same as those used in a clinical setting, where overweight is defined as a BMI greater than or equal to the 91st but below the 98th centile and obese is defined as a BMI greater than or equal to the 98th centile.

3.2 Underweight

The focus of this strategy is tackling excess weight as this is a major complex health issue. However around 2% of adults are underweight according to the Health Survey for England.

For children, NCMP data shows that the proportion of underweight children in England in reception year was 1.0% for the 2015/16 school year. Underweight has reduced in reception years from 1.3% in 2006/07. In Year 6, the proportion of underweight children (1.3%) in 2015/16 has been similar over the last 10 years. One study by researchers at University College London found that 1.5 in every 200,000 British children under 10 have anorexia nervosa. (Micali N, 2013)

Children who are underweight in Swindon are identified through a number of routes. One is from NCMP measures. School nurses follow up children found to be underweight, unless they are known to be already being seen for medical reasons. Another route for identification of underweight is when visiting a GP with medical problems.

Underweight is considered to be a possible sign of neglect in children. There is on-going discussion about whether severe child obesity is also a sign of neglect. Section 11 of the Children Act 2004 places a statutory duty on key people and bodies to make arrangements to safeguard and promote the welfare of children. Child protection training is mandatory for all staff employed by partners in this strategy to ensure that there is awareness of the child protection issues around the issue of weight in children.

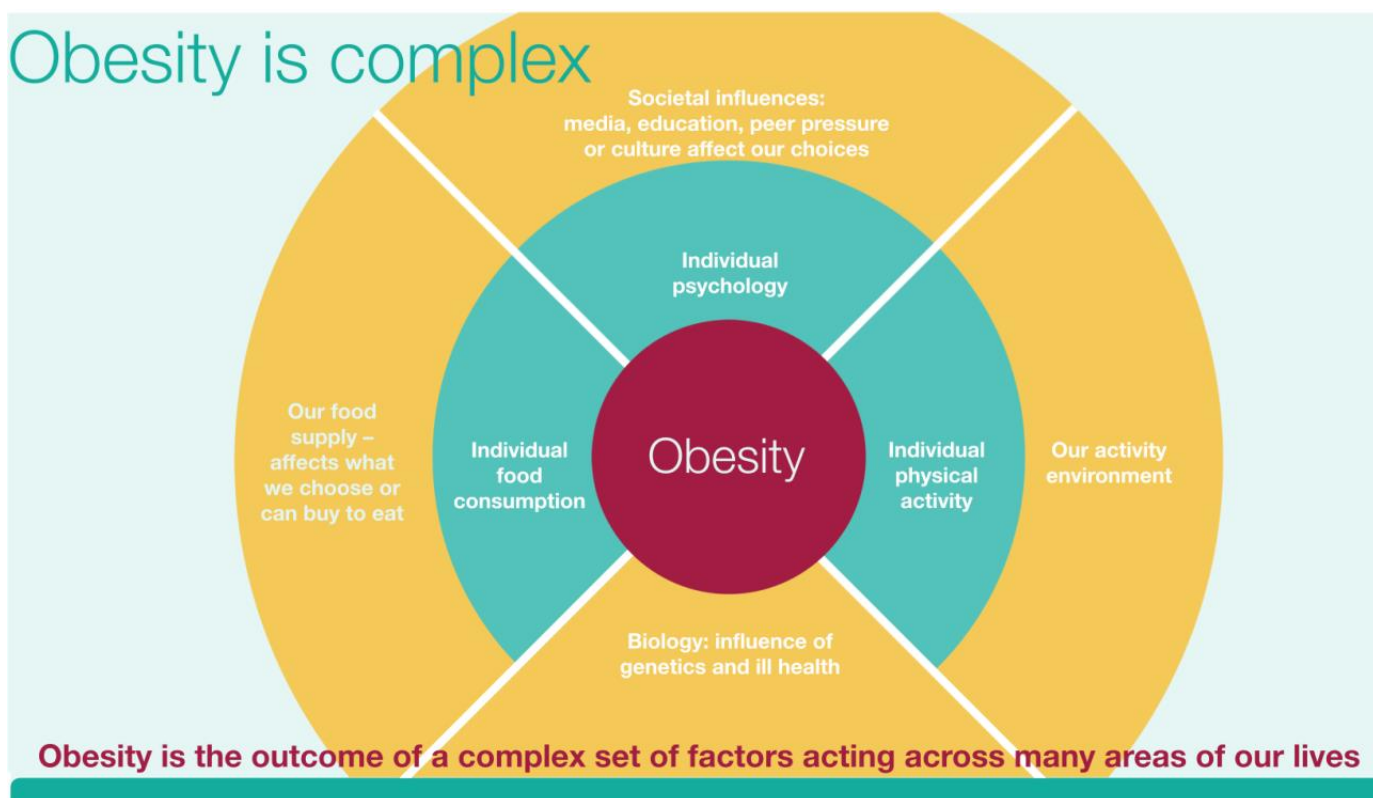
Older People are particularly vulnerable to malnutrition and becoming underweight. The National Institute of Health Care and Excellence (NICE) provide guidance and quality standards on identifying and caring for adults who are malnourished or at risk of malnutrition in hospital or in their own home or a care home. These aim to support health and social care professionals identify malnourished people and help them to choose the most appropriate form of support. (NICE, 2006) (NICE, 2012) Locally at the Great Western Hospital malnutrition is a priority. Staff are trained to use MUST, a nutrition screening tool for all patients, and there is a care pathway of action to take if there is a risk of malnutrition. There has also been training on malnutrition with GPs and care home staff by the community dietitians.

3.3 Causes of excess weight

The fundamental cause of excess weight is an imbalance between energy intake and expenditure, which is brought about by consuming more calories than are expended in daily life. It has been argued that excess weight is a predictable response to an increasing sedentary environment with, in general, a wide availability of food. (Foresight, 2007)

There are many complex behavioural and societal factors that combine to contribute to the causes of excess weight. The Foresight report (2007) referred to a “complex web of societal and biological factors that have, in recent decades, exposed our inherent human vulnerability to weight gain”. (Foresight, 2007) The report presented an obesity system map with energy balance at its center. Around this, over 100 variables directly or indirectly influence energy balance (figure1). Therefore it is important to consider the life-course and the whole system approach. This also takes into account important changes within people’s lives such as pregnancy which have been identified as potential points for change.

Figure 1: The Foresight map has been divided into 7 cross-cutting predominant themes.



Source: PHE

There are a number of factors that seem to predispose an individual to obesity and certain groups are known to be more at risk of obesity than others. (National Obesity Observatory) (Department of Health, 2006) They include:

- Individuals from some Black, Minority and Ethnic (BME) groups,
- People living on a low income,
- Women during and after pregnancy,
- Older age groups,
- People with a mental health condition,
- People with disabilities.

3.4 Consequences of excess weight

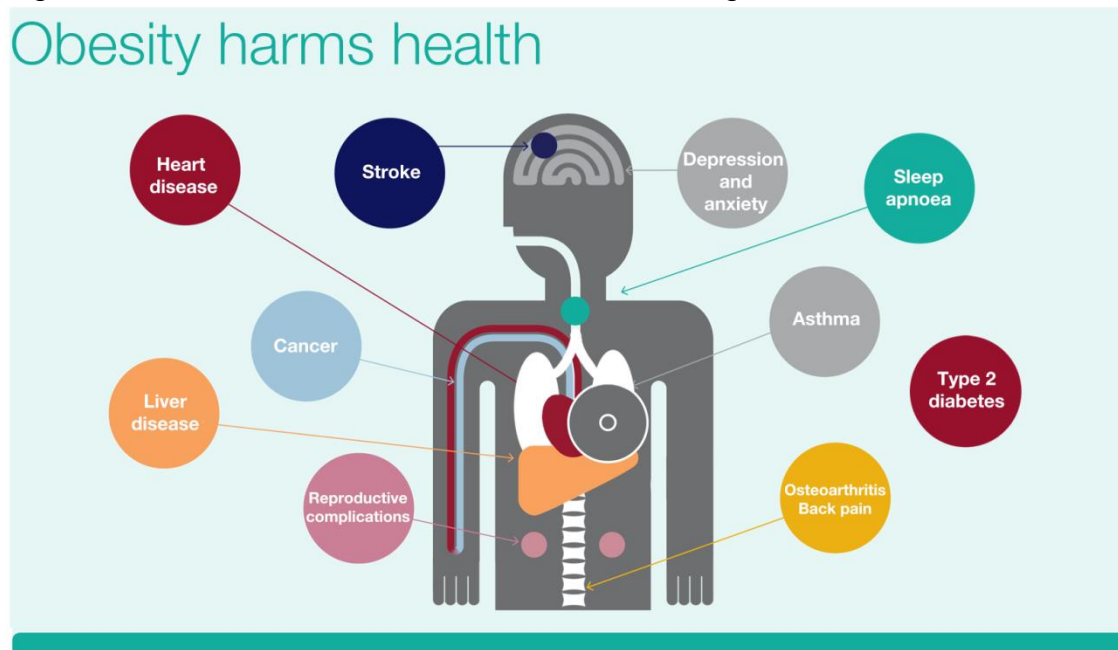
Excess weight can cause harm to children, young people and adults. For children and young people obesity can cause harm by:

- Emotional and behavioural problems from:
 - Stigmatisation,
 - Bullying,
 - Poor self-esteem.
- School absence.
- Health:
 - High cholesterol,
 - High blood pressure,
 - Pre-diabetes,
 - Bone and joint problems,
 - Breathing problems.
- Future risks:
 - Increased risk of becoming an overweight adult.
 - Risk of ill-health and premature mortality in adult life.

For adults, obesity significantly increases the risk of death at any age however the risk of death is influenced by the individual level of physical activity. Physically fit obese individuals have lower mortality risks than otherwise unfit obese individuals. (NICE, 2006) (World Health Organization, 1998)

Based on international literature it is estimated that women who are obese are nearly 13 times more likely to develop type 2 diabetes and 1.3 times more likely to experience a stroke than non-obese women. Obese men, whilst having the same increased risk for stroke as women, are 5.2 times more likely to develop type 2 diabetes. (Department of Health, 2011) Maternal obesity can increase health risks for both the mother and child during and after pregnancy. For adults the health harms are summarised in figure 2. Work in progress in Public Health England (PHE) initially suggests that severely obese people are over 3 times more likely to need formal social care than those who are a healthy weight. (PHE, 2017)

Figure 2: Health harms associated with excess weight



Source: PHE

3.5 Economic cost of excess weight

The annual cost of obesity to the wider UK economy and society is estimated at £27 billion. This includes estimated social care costs of £352 million, obesity medication and reduced productivity from 16 million obesity attributed sickness days. All these costs are predicted to rise. Around 34,000 deaths annually are attributable to obesity, one-third of which occur before retirement age. These account for an annual total of 45,000 lost working years. Obese individuals are estimated to have medical costs 30% higher than normal weight peers. (Public Health England, 2015)

4. Where are we now?

4.1 Overview of Swindon

Swindon is a new and growing town with a higher proportion of the population of working age than in England as a whole. The population of Swindon Borough is 217,160. Swindon's population is forecast to rise by about 14% by 2021 from around 209,700 in 2011 to 240,000 in 2021, and to 265,400 by 2031 (another 10% increase from 2012). Broadly speaking, the main shift will be to a more 'middle-aged' and older population.

The implications of population changes for supporting increasing physical activity and eating a healthy diet are important as people's expectations and requirements change as they get older. The take up of different activities can also reflect cultural strengths and barriers to participation.

There are extremes of poverty and wealth in the borough. In 2015 eight Swindon Local Super Output Areas (LSOAs) were in the most deprived 10% nationally. Swindon's relative deprivation is most severe in the education, skills and training domain where it is 47th most deprived out of 152 Upper Tier Local Authorities. This is important to consider as for both men and women obesity prevalence decreases with increasing levels of educational attainment.

The impact of local demographic characteristics and changes will mean that there will be:

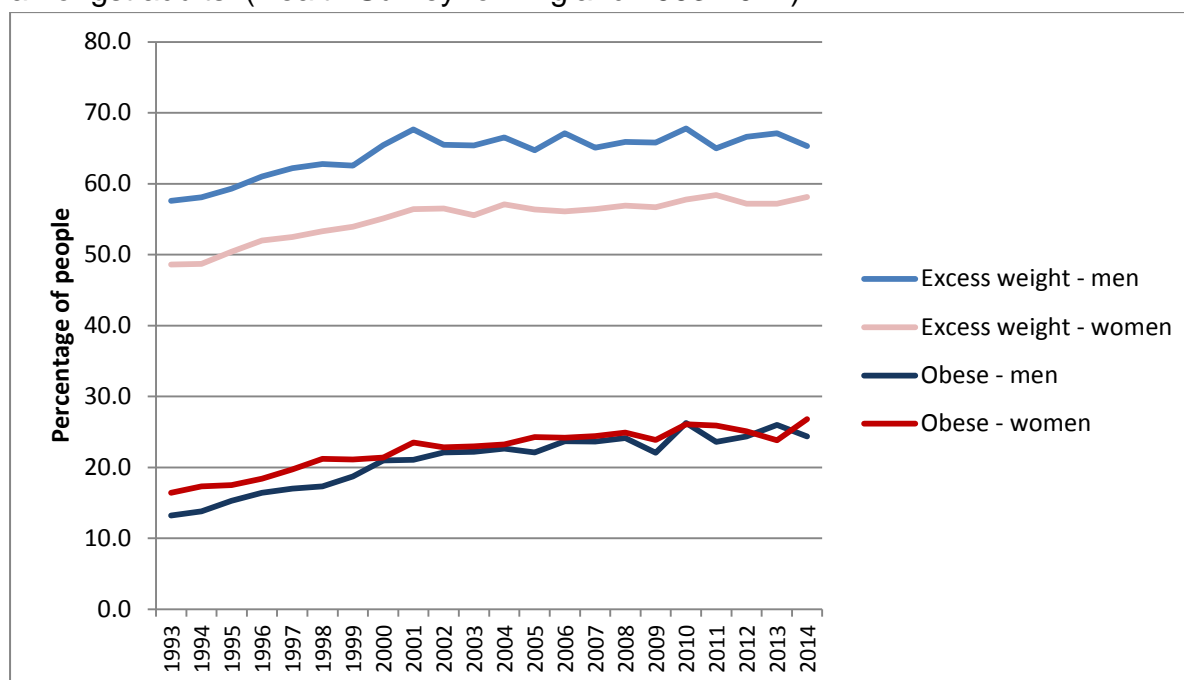
- Increased demand for services to prevent and treat excess weight due to a growing population and an increase in excess weight over time in both adults and children.
- Increased demand for health and social care services due to the effects of excess weight on health and wellbeing.
- A need for targeting services to tackle excess weight in the most deprived communities, where excess weight prevalence is highest in the population and people have fewer choices to improve their health.
- Development of services to meet the needs of communities and groups where excess weight prevalence is particularly high such as learning disability groups, certain BME communities and deprived communities.

4.2 How many adults are overweight or obese?

4.2.1 Nationally how many adults are overweight or obese?

In the 2014 Health Survey for England, the adult prevalence of obesity in England was 24% of men and 27% of women. Obesity levels for both adults have shown significant increases since the mid-1990s and obesity is predicted to affect more than half of adults by 2050.

Graph1: Prevalence of excess weight (BMI $\geq 25\text{kg/m}^2$) and obesity (BMI $\geq 30\text{kg/m}^2$) amongst adults: (Health Survey for England 1993-2014)

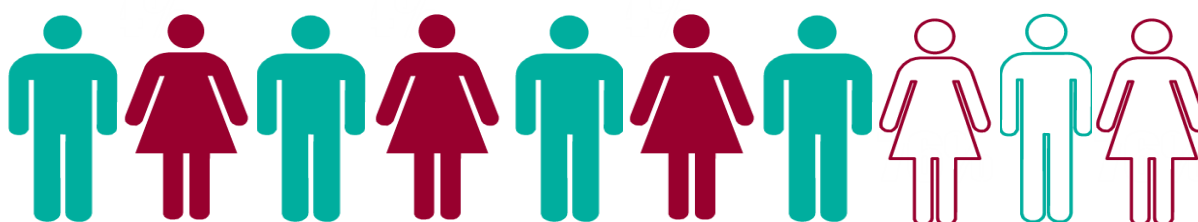


Source: Health Survey for England

4.2.2 Locally how many adults are overweight or obese?

Adult excess weight is reported from the Active People Survey, Sport England by Public Health England. Data for 2013-15 (most recent data) shows that 70.8% of adults were overweight or obese in Swindon. This is significantly higher than the England percentage of 64.8%, and the South West percentage of 64.7%. This is the second local adult excess weight data collected and therefore it is not possible to show trends.

Figure 3: 7 in 10 adults in Swindon are overweight or obese.



One of the Quality Outcome Framework (QOF) indicators for GPs is that each practice can produce a register of patients aged 16 years and over with a BMI of greater than or equal to 30 kg/m² in the previous 15 months: across Swindon in 2015/16 there were 19,553 people on the register, 10.9% of the 16+ practice population. This underestimates adult obesity as obesity is not systematically measured in GP practices in all patients when they visit as it is not necessarily relevant to their care.

Excess weight is one of the largest risk factors for diabetes and hypertension. In Swindon according to Quality Outcome Framework (QOF) data 2015/16 recorded by GPs, there are 12,924 people with diabetes (7.1% of patients registered) which is higher than the national prevalence. There are 31,729 people with hypertension (13.7% of patients registered).

51.0% of adults in Swindon met the recommended intake for fruit and vegetables of at least 5 a day on a usual day compared to 52.3% in England. On average adults in Swindon consumed 2.4 portions of fruit and 2.3 portions on vegetables. This is no different from the England averages.

4.3 How many children and young people are overweight or obese?

4.3.1 Nationally how many children and young people are overweight or obese?

In 2015/6 22.1% of 4-5 year olds and 34.2% of 10-11 year olds were classified as overweight or obese (NCMP). In 2015/6 9.3% of 4-5 year olds and 19.8% of 10-11 year olds were classified as obese. Obesity levels for children have shown significant increases since the mid-1990s and obesity is predicted to affect more than a quarter of children by 2050.

In reception, combined overweight and obesity prevalence ranged from 26.2% in the most deprived areas to 16.8% in the least deprived areas. In year 6, combined overweight and obesity prevalence ranged from 40.6% in the most deprived areas to 24.8% in the least deprived areas. The deprivation gap for reception and year 6 has been increasing over time.

Obesity rates are highest for children from the most deprived areas and this is getting worse. In reception obesity ranged from 12.5% of children living in the most deprived areas to 5.5% in the least deprived areas. In year 6 26% of children living in the most deprived areas were obese compared to 11.7% in the least deprived areas.

The difference in excess weight prevalence between girls and boys was larger in year 6 than reception, with 36.0% of boys obese in year 6 compared to 32.3% of girls.

4.3.2 Locally how many children and young people are overweight or obese?

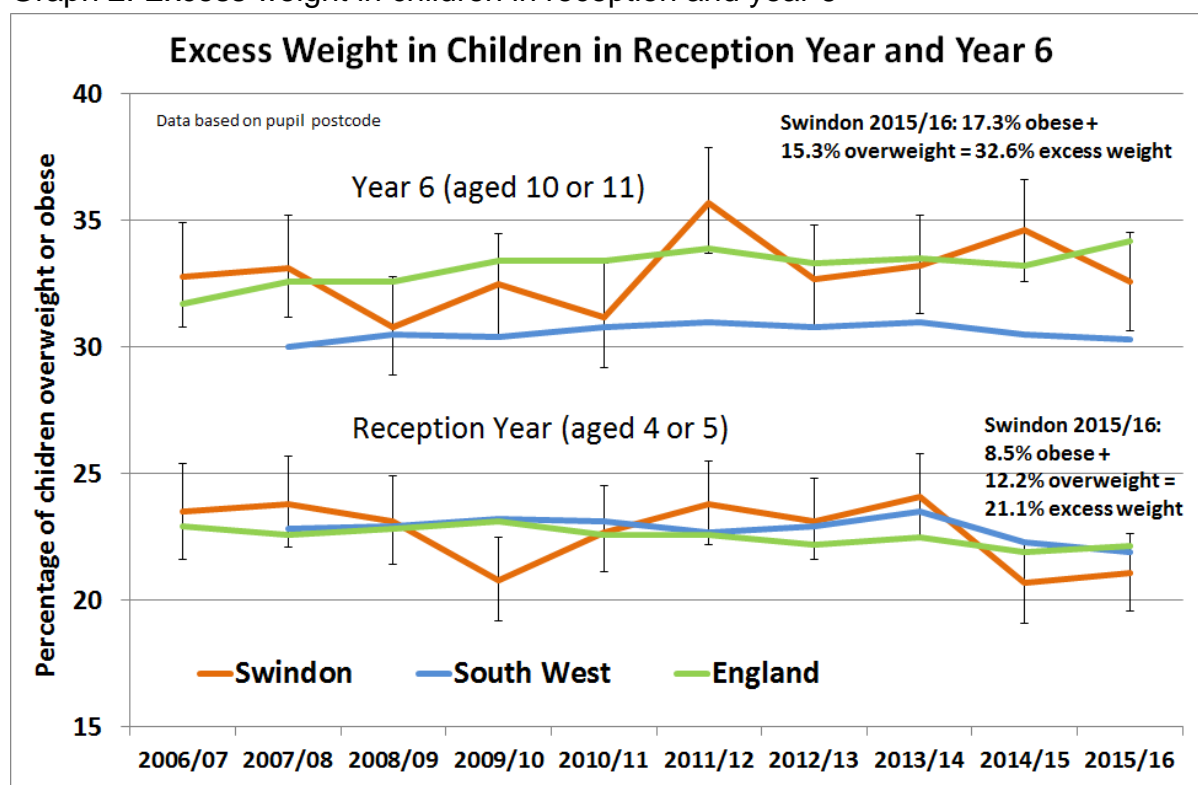
Graph 2 shows that the prevalence of excess weight in Swindon in 2015/16 was 21.1% in Reception year and 32.6% in Year 6. The trend in excess weight in Swindon is down in Reception year (an average of 0.18% each year), almost double the rate compared to England, where it is down 0.1% per year. Unvalidated² data for 2016/17 shows that the prevalence of excess weight in Swindon was 23.2% in Reception year and 35.0% in Year 6.

In Year 6, the trend in excess weight in Swindon is a 0.15% increase on average each year compared to 0.19% in England. The prevalence of children with excess weight in Year 6 has been consistently higher in Swindon than the South West region (not always statistically significant) but in 2015/16 was lower than England.

In 2015/16 there were 576 Swindon children measured as having excess weight in Reception year and 723 Swindon children measured as having excess weight in Year 6. This means at extra 147 children became overweight or obese between Reception and year 6.

² Data as of June 2017 and has not been validated and may change after this process. Data for comparison with England and other areas not available until data validated nationally.

Graph 2: Excess weight in children in reception and year 6



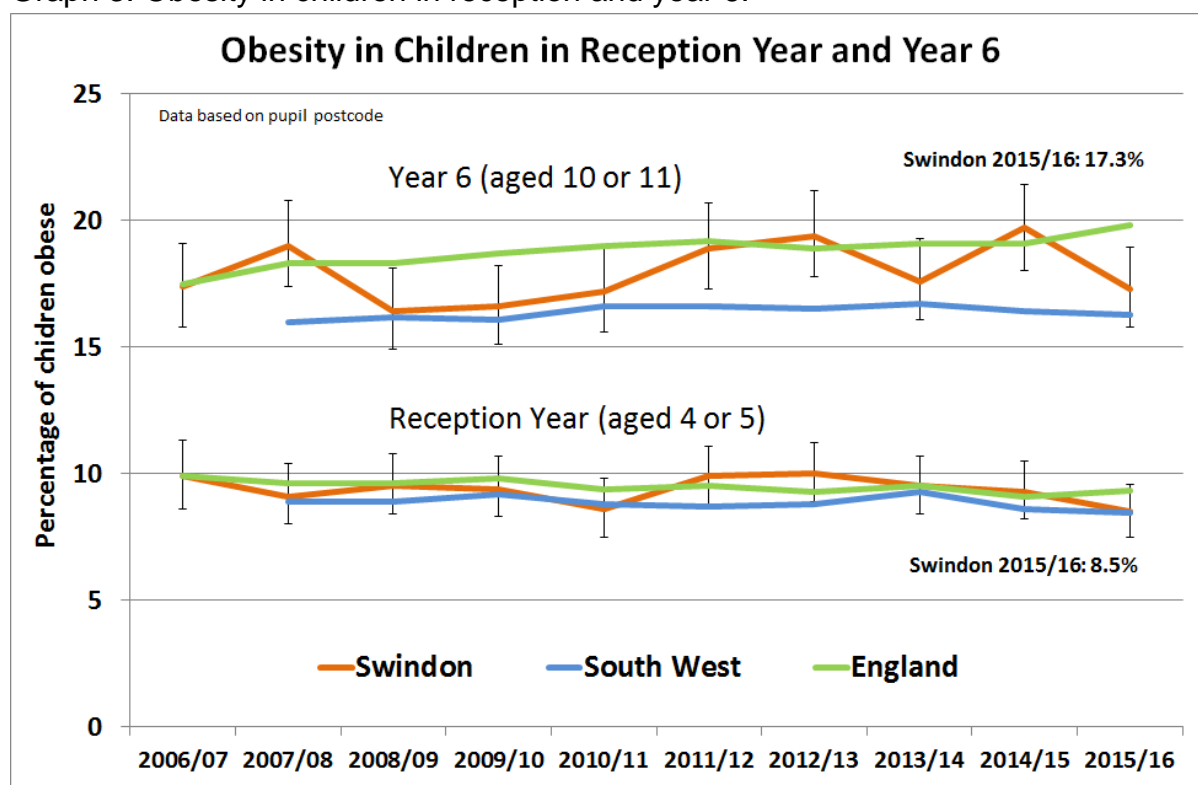
Source: NCMP

Graph 3 shows that the prevalence of obesity in Swindon in 2015/16 was 8.5% in Reception year and 17.3% in Year 6. In 2015/16, the proportion of obese pupils in Reception year and Year 6 has not differed significantly from either the regional or national averages other than compared to England in Year 6 where Swindon now has a significantly lower proportion of obese children. The trend in obesity in Swindon is essentially flat for Reception year, as it is for England. However, in Year 6 there is a 0.1% increase on average each year in Swindon. The prevalence of obese children in Year 6 has been consistently higher in Swindon than the South West region (not always statistically significantly). In 2015/16, there were 232 Swindon children measured as obese in Reception year and 384 Swindon children measured as obese in Year 6.

Unvalidated³ data for 2016/17 shows that the prevalence of obesity in Swindon was 9.7% in Reception year and 20.6% in Year 6.

³ Data as of June 2017 and has not been validated and may change after this process. Data for comparison with England and other areas not available until data validated nationally.

Graph 3: Obesity in children in reception and year 6.



Source: NCMP

Table 3: Summary of 2015/16 NCMP data for Swindon, South West and England.

Percentages for 2015/16	Reception year, age 4-5 years			Year 6, age 10-11 years		
	Swindon	South West	England	Swindon	South West	England
Underweight	0.6%	0.6%	1.0%	1.0%	1.1%	1.3%
Healthy weight	78.3%	77.5%	76.9%	66.5%	68.6%	64.5%
Overweight	12.6%	13.4%	12.8%	15.3%	14.0%	14.3%
Obese	8.5%	8.5%	9.3%	17.3%	16.3%	19.8%

Source: NCMP

There is a group of 18 Local Authority areas (Bedford, Bradford, Broxbourne, Crawley, Dartford, Derby, Gravesham, Harlow, Ipswich, Medway, Milton Keynes, Northampton, Peterborough, Sandwell, Stevenage, Swindon, Thurrock, Wolverhampton) which are in the same Office for National Statistics (ONS) cluster, called Expanding Areas and Established Cities. Thus it is useful to compare Swindon with some these areas for the purpose of comparative and benchmarking exercises. Both the proportion of Reception year children with excess weight in Swindon (20.7%) and the proportion of Year 6 children with excess weight in Swindon (32.6%) are the second lowest out of the comparator areas in 2015/16.

A recent report by Public Health England (PHE, 2017) looking at weight status between the first and final year of primary school found (summarised in figure 4):

- For children who were overweight in Reception, 31% remained overweight, around 30% became obese, and 13% severely obese by Year 6.
- For children who were obese (excluding severely obese) in reception, 36% of girls and 37% of boys remained obese in Year 6, and a further 33% of boys and 28% of girls had developed severe obesity.
- Most children who were severely obese in Reception remained severely obese in Year 6 (57% of boys, 62% of girls).
- Most children who were a healthy weight in Reception remained a healthy weight by Year 6 (77% girls, 73% boys). However, 9% of boys and 7% of girls who were a healthy weight in Reception became obese (including severe obesity) by Year 6. Although a small percentage, this represents a large number of children.

Although fewer than 10% of all healthy weight children become obese, those with a healthy weight in Reception from Asian and black groups are significantly more likely to become obese than are their white counterparts. This was also observed for overweight Asian and black Reception children (although this relationship was only statistically significant for black children). The overall trends show that the likelihood of returning to healthy weight status was less for children from black and Asian ethnic groups than children from other ethnicities, and less for those from the most deprived neighbourhoods than those from more affluent areas.

Figure 4: Summary diagram – changes in weight status during primary school.



Source: PHE (PHE, 2017)

49.9% of those aged 15 in Swindon met the recommended 5 a day intake for fruit and vegetables on a usual day compared to 52.4% in England. (PHOF)

The national dental survey measures the proportion of children with teeth which are missing, decayed or filled. More than one in four (27.9%) five year olds in Swindon experience tooth decay in a survey in the 2014/15 school year. On average, these children have 2.8 (CI: 2.26-3.37) teeth that were decayed, missing or filled.

There is evidence that suggests that breastfeeding may play a role in protection against excess weight in childhood. (WHO, 2014) More information of breastfeeding in Swindon is available in the Swindon Breastfeeding Strategy:

http://www.swindonjsna.co.uk/Files/Files/Swindon_breastfeeding_strategy_2016-2020_Final.pdf

5. What should we be doing?

5.1 Policy framework

5.5.1 Childhood obesity: a plan for action

In 2016 the government published 'Childhood obesity: a plan for action' (HM Government, 2016) which is a government plan for reducing childhood obesity. This includes:

- A soft drink levy. In England, the revenue from the levy will be invested in programmes to reduce obesity and encourage physical activity and balanced diets for school age children,
- All sectors of the food and drinks industry will be challenged to reduce overall sugar across a range of products that contribute to children's sugar intakes by at least 20% by 2020, including a 5% reduction in year one,
- Supporting innovation to help businesses to make their products healthier,
- Developing a new framework by updating the nutrient profile model,
- Making healthy options available in the public sector,
- Continuing to provide support with the cost of healthy food for those who need it most,
- Helping all children to enjoy an hour of physical activity every day,
- Improving the co-ordination of quality sport and physical activity programmes for schools,
- Creating a new healthy profile for primary schools,
- Making school food healthier,
- Clearer food labelling,
- Supporting early years setting,
- Harnessing the best new technology,
- Enable health professionals to support families.

5.5.2 Population-based approaches to childhood obesity prevention.

The World Health Organisation (WHO) suggest population-based approaches to childhood obesity prevention (World Health Organisation, 2012). This suggested that these approaches can be divided into three main components; structures within government, population-wide policies and initiatives, and community-based interventions (table 4). A comprehensive strategy needs to incorporate aspects from each component.

Table 4: Population based approaches to childhood obesity prevention

Structure to support policies and interventions	Population-wide policies and initiatives	Community-based interventions
<ul style="list-style-type: none"> • Leadership. • 'Health-in-all' policies. • Dedicated funding for health promotion. • Non communicable disease* monitoring systems. • Workforce capacity. • Networks and partnerships. • Standards and guidelines. 	<ul style="list-style-type: none"> • Marketing of unhealthy foods and beverages to children. • Nutrition labelling. • Food taxes and subsidies. • Fruit and vegetable initiatives. • Physical activity policies. • Social marketing campaigns. 	<ul style="list-style-type: none"> • Multi-component community-based interventions. • Early childcare settings. • Primary and secondary schools. • Other community settings.

*Non communicable diseases include a range of chronic conditions such as cardiovascular disease, diabetes, cancer, and dementia.

Source: WHO (World Health Organisation, 2012)

5.5.3 Healthy Lives, Healthy People: A call to action on obesity

This is the national strategy for improving public health in England, in response to future challenges including obesity. (Department of Health, 2011). It includes:

- Local government taking new responsibilities for public health (including obesity and nutrition initiatives), supported by Public Health England.
- A stronger focus on outcomes.
- A commitment to reduce health inequalities.

5.5.4 Physical activity: Everybody active, every day: An evidence-based approach to physical activity

This is a national framework to support embedding physical activity into everyday life. (HM Government, 2014). This includes the Chief Medical Officers guidelines developed in 2011 on physical activity:

- Under-fives - 180 minutes (three hours) each day, once a child is able to walk.
- Children and young people (5-18 year olds) - 60 minutes and up to several hours every day of moderate to vigorous intensity physical activity.
- Adults (19-64 years old) and older people (65+) - 150 minutes (two and half hours) each week of moderate to vigorous intensity physical activity (and adults should aim to do some physical activity every day).

5.5.5 Delivering Better Oral Health

In 2014 'Delivering Better Oral Health: a toolkit for prevention' set out the evidence base and clear guidance on healthy eating advice, tooth brushing, fluoride and the importance of regularly attending the dentist. (PHE, 2014). Making healthy choices easier with regard to healthy, sugar free foods and drinks is an important part of improving oral health.

5.2 National interventions

There are a number of government strategies and programmes that will impact achievement and maintenance of a healthy weight.

5.2.1 The Healthy Start Scheme

The Healthy Start scheme allows eligible pregnant women, mothers and young children to get free vitamins and free weekly vouchers to exchange for milk, fresh fruit, vegetables and infant formula. <https://www.healthystart.nhs.uk/> (Healthy Start)

5.2.2 5ADAY Programme

Current recommendations are that everyone should eat at least 5 portions of a variety of fruit and vegetables each day, to reduce the risk of death from chronic diseases such as heart disease, stroke, and cancer by up to 20%. The National School Fruit and Vegetable Scheme is part of the 5ADAY programme to increase fruit and vegetable consumption, offering every child age 4 to 6 years old at a fully state funded infant, primary or special school a free piece of fruit or vegetable on every school day. <http://www.nhs.uk/Livewell/5ADAY/Pages/Schoolscheme.aspx>

5.2.3 School meals

Food served in some schools and academies in England must meet the school food standards so that children have healthy, balanced diets. The school food standards apply to all maintained schools, and academies that were founded before 2010 and after June 2014. They must provide:

- High-quality meat, poultry or oily fish,
- Fruit and vegetables,
- Bread, other cereals and potatoes.

There can't be drinks with added sugar, crisps, chocolate or sweets in school meals and vending machines or more than 2 portions of deep-fried, battered or breaded food a week. From September 2014 every infant child in state funded schools receives a free school lunch. (HM Government, 2016)

5.2.4 Soft drink levy - spending

The Government have said that income from the Soft Drink Industry Levy will be spent on school PE and sport provision and breakfast clubs in England. The 2016 Budget document provided more information about this investment (HM Government, 2017):

- Double the primary school PE and sport premium from £160 million per year to £320 million per year from September 2017 to help schools support healthier, more active lifestyles.
- Provide up to £285 million a year to give 25% of secondary schools increased opportunity to extend their school day to offer a wider range of activities for pupils, including more sport
- Provide £10 million funding a year to expand breakfast clubs in up to 1,600 schools starting from September 2017, to ensure more children have a nutritious breakfast as a healthy start to their school day.

5.2.5 Change4life

Launched in 2009 in England and is a government backed, phased social marketing campaign aiming to prevent obesity. (Change 4 Life) Change 4 Life targets young families to 'Eat Well, Move More and Live Longer'. Evaluation of the first year found that families were making changes to their children's diet or activity levels but further work was required to assess whether this led to reductions in obesity. Campaigns for 2016/17 included '10 minutes Shake Up adventure' for kids, a Be Food Smart app and healthy recipes.

5.2.6 Healthy Eating Advice

The Government has a set of Eight Guidelines for a Healthy Diet. It aims to help people to understand and enjoy healthy eating. The guidelines are supported by the Eatwell Guide, a pictorial food guide showing the proportion and types of food that are needed to make up a healthy balanced diet. (NHS, 2015)

5.2.7 One You

This is a lifestyle brand launched in 2016 to target adults, mainly focussing on 40-60 year olds, living in England. It covers a range of lifestyle issues including excess weight, physical activity, smoking, alcohol, mental health and screening. (PHE)

5.2.8 Making Every Contact Count

Making Every Contact Count (MECC) is about making the most of the opportunities to make a difference to people's health and wellbeing. By supporting people to make changes to their lifestyles it is possible to prevent ill-health, improve health and wellbeing and reduce health inequalities. MECC lets organisations and people develop a different way of working with people to address health and wellbeing. Telling people what to do is not the most effective way to help them change. MECC is about altering how we interact with people through having Healthy Conversations and learning how to spot opportunities to talk to people about their wellbeing. (Health Education England, 2017)

5.2.8 The Local Transport Plan

This is a statutory requirement for every local authority with a responsibility for transport. It must set out the transport objectives that the Council wants to achieve over the next five years, and the types of schemes, which the Council would like to implement. These schemes include measures to encourage walking, cycling and public transport use.

5.3 Evidence

There is a strong body of evidence provided by the NICE around maintaining a healthy weight and preventing excess weight gain, and well as identification, assessment and management of excess weight. Guidance on maintaining a healthy weight includes recommendations for: the public; the NHS; local authorities and partners in the community; early years' settings; schools; workplaces; self-help, commercial and community programmes; and national policy.

Relevant NICE guidance includes:

- Obesity prevention (CG43, updated 2015),
- Cardiovascular disease prevention (PH25, 2010),
- Maintaining a healthy weight and preventing excess weight gain among adults and children (NG 7, 2015) ,
- Managing overweight and obesity in adults – lifestyle weight management services (PH53, 2014),
- Obesity: Identification, assessment and management of overweight and obesity in children, young people and adults (CG 189, 2014),

NICE quality standards (QS 94 and QS111) for prevention and lifestyle weight management programmes state that for adults and children and young people identified as being overweight or obese (and their parents or carers as appropriate):

- People using vending machines in local authority and NHS venues can buy healthy food and drink options.
- People see details of nutritional information on menus at local authority and NHS venues.
- People see healthy food and drink choices displayed prominently in local authority and NHS venues.
- People have access to a publicly available, up-to-date list of local lifestyle weight management programmes.
- People can access data on attendance, outcomes and views of participants and staff from locally commissioned lifestyle weight management programmes.
- People identified as being overweight or obese are given information about local lifestyle weight management programmes.

Specifically related to adults:

- Adults identified as overweight or obese, with comorbidities are offered a referral to a lifestyle weight management programme.
- Adults about to complete a lifestyle weight management programme agree a plan to prevent weight regain.

Specifically related to children and young people:

- Family members or carers of children and young people are invited to attend lifestyle weight management programmes, regardless of their weight.

In addition table 5 summarises specific action to meet local need (NICE, 2013).

There are other NICE guidance documents about specific groups, nutrition and physical activity. Recommendations from NICE will be included within the action plan.

Table 5: Preventing obesity and helping people to manage their weight, specific

action to meet local need.

Encouraging healthy eating	Make people aware of their eligibility for welfare benefits and other schemes that supplement the family food budget.	Use existing powers to control the number of take-aways and other food outlets in a given area, particularly near schools.	Local authority and NHS commissioners could make a difference by ensuring healthier choices are included in catering contracts and are promoted through pricing and educational initiatives.
Encouraging physical activity	Work in partnership to create and manage more safe spaces for incidental and planned physical activity, addressing any concerns about safety, crime and inclusion. Audit and amend bye laws that prohibit games.	Plan local facilities and services to ensure they are accessible on foot or by bicycle.	Ensure leisure services are affordable, culturally acceptable and accessible by public transport or by safe 'active travel' routes. Ensure provision is made for women who wish to breastfeed.
Developing community programmes to combat obesity	Ensure obesity prevention programmes are highly visible and easily recognisable. Consider adapting a widely known brand for use locally (such as the Department of Health's Change4Life).	Consider the type of language and media used to communicate about obesity, tailoring language to the situation or intended audience. Ensure messages are consistent and clear.	Address local people's concerns about issues such as the cost of eating more healthily or being more physically active and the perceived dangers of children playing outside.
Commissioning community weight management programmes	Commission lifestyle weight management services from either NHS or non-NHS providers. Ensure they meet the needs of high risk groups.	Ensure lifestyle weight management services meet current best practice guidance.	Work in partnership with NHS colleagues, leisure services and providers of weight management services to support women who wish to lose weight after childbirth.
Ensure LA and NHS are exemplar employers	Set an example by ensuring on-site catering offers healthier choices.	Encourage physical activity by improving the décor and signposting of stairs, and by providing showers and secure cycle parking to encourage active travel.	Offer lifestyle weight management services for overweight or obese staff who would like support to manage their weight.
Involving local businesses and social enterprises	Encourage local organisations and businesses to recognise their corporate social responsibilities in relation to health and wellbeing. For example, they should ensure the range and content of the food and drink sold does not create an incentive to over-eat and gives people the opportunity to eat healthily.	Encourage local organisations to provide information, such as the calorie content of meals, on menus.	Encourage venues frequented by children and young people to resist sponsorship and product placement from companies associated with foods high in fat, sugar and salt.

Source: NICE (NICE, 2013)

6. What are we doing?

In Swindon interventions include both local implementation of national interventions and local activity specific to the needs of the borough. Table 6 gives some examples showing the breadth of local interventions by age groups and setting. This is not an exhaustive list. We are aware in Swindon of the importance of reaching a wide audience to help everyone maintain a healthy weight.

This is underpinned by the role of the Health and Wellbeing Boards which have a statutory responsibility to develop and implement a Health and Wellbeing Strategy by bringing together key partners and understanding the needs of the local area. NICE Guidance published in November 2012 included an expectation that Directors of Public Health would secure high level commitment as part of the Health and Wellbeing Strategy to long-term integrated action on obesity.

Table 6: Examples of local interventions and national initiatives by setting

Setting	Children and Teenagers	Adults and Older People
Early Years	Breastfeeding Baby Friendly Initiative; Breastfeeding Welcome; Breastfeeding peer support Toddler and parent healthy lifestyle course Happy Little Teeth Award scheme for playgroups and nurseries Health Visitors work on weaning and healthy lifestyle	To support Mums: Baby Friendly Initiative; Breastfeeding Welcome; Breastfeeding peer support
Schools	School Fruit and Vegetable Scheme Healthy Schools Programme School meals and school food - national food and nutrition standards NCMP Food for Life Partnership in schools Pupil premium supporting physical activity School sports and school after school clubs Active travel to school initiatives	

Community	<p>Child & Family Weight Management Programme</p> <p>Working together with dental health colleagues to ensure consistent messages on public health promotion</p> <p>Dental staff also work with children centres, health visitors and nursery nurses in baby clinics and post-natal groups.</p> <p>Sports clubs</p> <p>Junior Park Run</p>	<p>Change 4 Life</p> <p>Physical Activity Programmes</p> <p>Dietbusters- adult weight management</p> <p>Football fans in training MEND weight management programme</p> <p>Ability sports</p> <p>Community Dietitian Clinics</p> <p>Exercise on referral schemes (Steps to Health)</p> <p>Walking for Health/Walk Swindon</p> <p>Walking, cycling and swimming sessions for inactive people.</p> <p>Walking football</p> <p>Walking netball</p> <p>Exercise group for people with a medical condition e.g. cardiac rehab; chronic obstructive pulmonary disease</p> <p>Swindon running groups</p> <p>Community navigators</p> <p>Health ambassadors</p> <p>Physical activity sessions run by local leisure organisations, businesses, social enterprises and charities</p> <p>Weight management sessions run by local leisure organisations, businesses, social enterprises and charities</p> <p>Making Every Contact Count training for frontline staff</p>
Workplace		<p>Swindon Mindful Employers scheme</p> <p>Great Western Hospital Travel Policy to encourage active transport to work</p>
Environment		<p>Active Travel</p> <p>Promotion walking and cycling as part of built environment development in the Swindon Core Strategy</p> <p>Implementation of the Local Sustainable Transport Fund bid to promote cycling and walking</p>

Hospital	Underweight care pathway Obesity care pathway	Obesity care pathway Maternal obesity pathway Underweight care pathway Intense specialist weight management programme Pre and post bariatric surgery support service Access to bariatric surgery at Bristol, Cornwall, Plymouth, Gloucestershire , Bournemouth & Christchurch or Taunton
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Swindon has also been pro-actively involved in the whole system obesity programme. This is a three-year programme funded by Public Health England, with the support of the Local Government Association and the Association of the Directors of Public Health. Its key objective is to consider how a local authority can use its levers, leadership, evidence and relationships with stakeholders and communities to create a more effective, sustainable, system-wide approach to tackling obesity.

The programme is exploring how we can collectively use this new way of looking at tackling obesity. In particular, we are aiming to answer:

- How can the Foresight report be translated into a ‘Whole Systems Approach’ locally?
- What does a “whole systems approach” actually mean in practice?
- How can Local Authorities and their partners create and maintain an effective, sustainable whole systems approach that can help them drive their major priorities, including tackling obesity?

7. Where do we want to be and how are we going to get there?

Section 2 outlines the vision, aims, strategic objectives and targets for Swindon over the next five years.

7.1 What are we going to do?

VISION

A Swindon where everyone achieves and maintains a healthy weight.

ACTION

In the first year of this strategy (2017/18) alongside our current programmes in Swindon we will:

- Focus on Early Years (0-5 years) and develop a Healthy Early Years Settings accreditation.
- Promote SugarSmart e.g. in Early years settings and in schools
- Continue to develop work in schools to promote healthy eating and physical activity e.g. development of a schools physical activity framework, increasing the numbers of schools with Healthy School Awards with related to healthy lifestyles.
- Implementing Making Every Contact Count.
- Work with local organisations to promote displaying calories on menus.
- Encourage local retailers to offer and promote affordable fruit and vegetables.
- Review programmes to ensure effective services are being offered to those at greatest risk.

Tackling inequalities will be considered as part of every element relating to Healthy Weight. As part of these we will aim to reduce differences in health outcomes between different groups by reducing social inequalities and targeting services appropriately.

From reviewing the local needs for Swindon, local provision and national evidence we will concentrate on Healthy Weight in Early Years Settings over the first year of this strategy. We will review and decide an area for year two through the Healthy Weight Implementation Group.

7.2 Swindon Health Weight action plan

This strategy will be implemented through the healthy weight action plan which will monitor and evaluate progress related to targets to ensure activity and investment is effective and meeting local need. This outlines a framework for action that demonstrates a range of preventive and management interventions for excess weight across a range of settings (community, workplaces, early years settings, local authority, and health), based upon evidence for effective interventions presented in the above strategy. The Healthy Weight Implementation group oversees the implementation of the healthy weight action plan.

The action plan is separate as it is a working document- available from Fiona Dickens, Public Health Programme Manager at Swindon Borough Council (Contact details: fdickens@swindon.gov.uk 01793 444680).

7.2.1 Working in partnership

Tackling obesity and promoting healthy weight depends on action to address many different areas as health depends on physical, social and environmental factors. Therefore the healthy weight strategy will link to the range of local strategic documents which all contribute to preventing and reducing excess weight and promoting healthy lifestyles:

- Get Swindon Active Strategy and Implementation Plan
- Swindon Breastfeeding Strategy and implementation plan
- Children and Young People's Early Support Strategy
- Swindon Core Local Plan
- Local Transport Plan
- Green Infrastructure Strategy
- Local NHS strategies on Cancer, Coronary Heart Disease, Diabetes
- Safer and Smarter Journeys to School Strategy
- Swindon Borough Councils Initiatives on Building Community Capacity and Corporate Responsibility
- Development Management Policies and the Local Plan 2026
- Promoting healthy weight will also be a key part of workplace health initiatives and healthy lifestyle courses.

The strategy is closely aligned to Swindon Borough Council's priority 4 'Help people to help themselves while always protecting the most vulnerable children and adults.'

7.2.2 Engaging with communities

In order to tackle excess weight effectively, talk to local people about all areas related to Healthy Weight, including developing strategies, commissioning and service provision, particularly those at higher risk of excess weight. There are a number of opportunities for engagement. These include at local events and festivals, using local volunteers and champions for health programmes (e.g. walk to health volunteers and health champions) and other local networks.

It is also recognised that schools and Early Years settings have a potential role in both promoting physical activity and influencing healthy food choices. The action plan includes linking to our local Healthy Schools Programme and looking for opportunities to work collaboratively with schools in Swindon: evidence suggests that a whole school approach may be most effective in reducing childhood obesity. This could include healthy school lunches, healthy choices in vending machines, safe walking to school routes, and encouraging sport and activity for all abilities. There is also opportunity to work with the Planning Department to look at the public health impact of licensing applications for food outlets nearby to schools, and engage with workplace health. We will also consider developing programmes for Early Years settings.

7.2.3 Monitoring and evaluation

Evaluation is vital for understanding what works and why, and also for ensuring that funding is spent in the most cost-effective way. Evaluating interventions to tackle obesity can be challenging as short term success is not always sustained long term and following up people over time is difficult. Any commissioned initiatives are required to include evaluation as part of delivery.

7.2.4 Communication and awareness training

Communication is important in a number of ways:

- To explain why being a healthy weight matters,
- To engage with the local community,
- To provide consistent messages to local people about what is important for achieving and maintaining a healthy weight,
- To link lifestyle services so people are aware of what is available in Swindon to keep active, stop smoking, improve their mental health as well as specifically about weight management,
- To celebrate success,
- To raise awareness.

There is a lot of evidence that people with excess weight experience inequalities in employment, education, and health care as a result of weight discrimination. We will strive to promote positive, fair and non-biased representation of people who have excess weight. The action plan will include a communications strategy which incorporates these aspects.

Appendix 1: Diversity Impact Assessment

As part of this strategy review we have completed a diversity impact assessment (DIA). The considerations of these are included in the main report (3.3, 4.1, 4.3.1) but are summarised here for clarity.

A Diversity Impact Assessment was completed as part of the Healthy Weight Strategy 2013-15. This concluded *“We will include equality and diversity requirements within our commissioning specifications and require providers to demonstrate how services reach different groups in the community.*

The women only walking group is an example of responding to an identified need in the community where some BME communities feel more comfortable in a single sex activity. Over the next year we will also look at service provision for limiting long-term illness (LLTI).

Targets have been set as to the success of the strategy as outlined in chapter 4. Where available data will also be gathered on these broken down by protective characteristics.”

As the current strategy is a refresh of the 2013-15 strategy there have been no new diversity considerations however we have reviewed the DIA and considered whether we have achieved the above conclusions and whether there are any further actions.

There are a number of factors that seem to predispose an individual to obesity and certain groups are known to be more at risk of obesity than others. They include:

- Individuals from some Black, Minority and Ethnic (BME) groups,
- People living on a low income,
- Women during and after pregnancy,
- Older age groups,
- People with a mental health condition,
- People with disabilities.

There is no specific information about outcomes depending on demographics within the strategy. This is mainly due to how the data is collected nationally.

The impact of local demographic characteristics and changes will mean that there will be:

- Increased demand for services to prevent and treat excess weight due to a growing population and an increase in excess weight over time in both adults and children.
- Increased demand for health and social care services due to the effects of excess weight on health and wellbeing.
- A need for targeting services to tackle excess weight in the most deprived communities, where excess weight prevalence is highest in the population and people have fewer choices to improve their health.
- Development of services to meet the needs of communities and groups where excess weight prevalence is particularly high such as learning disability groups, certain BME communities and deprived communities.

The service level agreement for the Swindon Borough Council health and wellbeing team, which includes weight management programmes for adults and children, requires service providers to consider protected characteristics and report these against specific targets. Reports from providers include information about how services reach different groups in the community. There are specific programmes for people with physical disabilities. There was a specific programmes for people with learning difficulties but this has been incorporated into the wider service.

Review of these shows that providers are reaching a range of different groups in the community and meeting the targets specified to them. Some of the programmes are specifically targeted at certain groups and generally these groups are engaging in the programmes. Outcomes for the programmes are good but due to the data and numbers it is not possible to assess outcomes by different groups.

These elements will be incorporated into the Healthy Weight action plan. This will include:

- Information about recruitment and target groups for programmes.
- Outcomes by different groups where possible.
- Prioritise certain areas where evidence shows greatest potential benefits.
- Review healthy weight provision which have been embedded within other areas (learning difficulty).

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Children's Services Statement:

'Children in Swindon have the best start in life and grow up in supportive, confident and resilient families and communities'.

**Contents:**

- 1) Executive Summary – Pg 2
- 2) RYS in Context: Opportunities, Challenges and Partnerships – Pg 3-4
- 3) Delivering Specialist Services and Justice for Victims – Pg 5-7
- 4) Reducing Offending and Safeguarding Young People – Pg 8-13
- 5) Staff - Pg 14
- 6) YOT Data – Pg 15
- 7) Finance & Resourcing – Pg 16
- 8) Diversity – Pg 17
- 9) Glossary – Pg 18

RESTORATIVE YOUTH SERVICES PLAN

2017-18



HM Courts &
Tribunals Service

NHS
Swindon
Clinical Commissioning Group

Oxford Health **NHS**
NHS Foundation Trust

YOT Statement:

'Children and young people who have offended, or are at risk of offending, will be offered the opportunities and support they need to become valued and productive members of our community and to repair the harm that they have caused'



Bristol
Gloucestershire
Somerset
& Wiltshire
Community Rehabilitation Company



NATIONAL PROBATION SERVICE
for England and Wales



1 - EXECUTIVE SUMMARY

This is to be my last Youth Justice Plan, as I am preparing to hand over the reins to my successor in July 2017. However, I remain confident in the ability of all three services - the Youth Offending Team, Substance Misuse Service U-Turn, and the On Trak Youth Counselling Service – to deliver against their key priorities in spite of the continuing challenges associated with the youth justice and social care landscape. Moreover, I welcome recent developments in enhancing the scope of RYS by the successful creation of the RESPECT programme and the drive to mainstream the co-ordination of working with sexually harmful behaviours within YOT.

My role, and those of my colleagues on the YOT Management Board, has been to support the team as well as seek greater efficiencies and hold them to account. 2016 was characterised by a continuing scrutiny of performance based on qualitative data (including case studies) as well as regular peer reviews by specialists on the Board, and (crucially) an independent audit conducted by Davy Pearson, the ex-Head of West Berkshire YOT. The team's response to these challenges was reflected in good outcomes for young people, sustained improvement on a range of key indicators, and the drive and ambition to embrace innovation in practice, of which the use of social media platforms, resources aimed at reducing inter-familial violence in the home and better access to speech and language specialists are excellent examples.

The lead up to this year's Plan was characterised by continuing pressures from central government, uncertainty on the back of the Taylor Review and cuts in public funding, as well as some inflationary increases making it impossible to set a budget without a fundamental review of staffing levels within the team, challenges which the Board and Service met with a positive 'can do' attitude and a determination to get it right for children and young people. Ensuring that the key funding partners meet their statutory obligations to resource RYS beyond 2018 will be a key priority of my successor and the Board, in addition to overseeing completion of the YOT's post inspection action plan and the drive to keep vulnerable young people safe from harm, abuse, criminal, sexual or other exploitation, radicalisation, domestic abuse and substance misuse.

Page 174
Encompassed within this Plan is an outline of the coming years strategy, performance and priorities, including those which build on the services a strong reputation for effective partnership working and a dedicated bank of willing volunteers underpinning the skills, knowledge and experience of the paid workforce. I am pleased to report that the Plan for 2017/18 has the full confidence of the YOT Board and focuses robustly on key areas of performance and development and maintaining the confidence of recipients of the various services as well as the wider partnerships and public.

Karen Reeve
Director of Children's Services
Swindon Borough Council



Signature		Date	
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Partnership Signatures

John Gilbert	Job Title	Chief Executive Of The Local Authority	Signature	John Gilbert	Date	
Phil Staynings	Job Title	Superintendent, Wiltshire Police	Signature	Phil Staynings	Date	
Heather Race	Job Title	On behalf of National Probation Service	Signature	Heather Race	Date	
Paul Bearman Gill May	Job Titles	Executive Director of Commissioning, NHS Swindon Clinical Commissioning Group Executive Nurse, NHS Swindon Clinical Commissioning Group	Signatures	Paul Bearman Gill May	Date	

2 - RESTORATIVE SERVICES IN CONTEXT: OPPORTUNITIES, CHALLENGES, AND LOCAL PARTNERSHIPS

'Restorative Youth Services', the collective term for the services that comprise of Swindon Youth Offending Team, Substance Misuse Service U Turn and the Youth Counselling Service On Trak are well placed to meet the Local Authority's drive to greater localism and accountability under the strategic direction 'Stronger Together'. Under this initiative the Council seeks to change the way it operates as a public service, distinguishing between delivery and commissioning but promoting greater cooperation and efficiency via the 'One Swindon' delivery plan. Restorative Youth Services will play a crucial role in supporting their strategic aims for a strong, safe community where fear of crime is low and there is a strong sense of civic pride in making Swindon 'a great place to live and work'. These aims also recognise that the population is becoming more diverse and is forecast to grow from 186,600 in 2007 to 250,000 by 2030. Although the town is recognised for creating an environment for good economic growth, there still remain areas of inequality and deprivation with low aspirations and attainment and this remains a significant challenge, as well as an opportunity to encourage local people to become more self-reliant and participate in decisions affecting their lives. In order to meet some of the challenges going forward, we have increased our scope and remit to include adolescent to parental / carer domestic abuse (by successfully bidding for external funding to run a two year programme, (RESPECT)) and to lead a Borough wide drive to widen the skills set of colleagues outside of YOT in order to be able to work in a multi agency way with children and young people who display sexually harmful behaviours (SHB) We will achieve this by taking on the co-ordination of assessments and interventions Borough wide in the YOT (the Operations Manager creating and co-ordinating a 'virtual' team able to work with such behaviours).

There are many factors, nationally and locally influencing this Plan. Most recently the Taylor review of Youth Justice in England and Wales has resulted in small but significant changes to the scope and direction of YOTs which remain to be fully understood and worked through as they emerge (the most immediate impacts are on the youth custodial estate and associated need for multi agency working). The team continues to enjoy the confidence of the YOT Board currently chaired by the Director of Children's Services, and is fully supported by the wider partnership of statutory bodies and other key agency representatives. The quarterly meetings reflect an effective Board able to hold the YOT to account, using an ambitious post 2015 Inspection Action Plan as a base which has delivered important and influential changes in service delivery. The Board is also fully aware of the risks to service delivery, with an updated Risk Register forming part of the Board's quarterly discussions. There have continued to be national and local funding reductions and pressures which has resulted in a YOT redesign and re-organisation which, with ongoing Board approval, has seen front line services protected whilst wider functions (performance reporting and business functions are, or are planned to be, absorbed into wider Borough faculties). The wholesale change to our case management system (to ASSET Plus) has fundamentally changed the way the way we assess and plan for working with young people and has been challenging in terms of its implementation and in particular the quality assurance functions; however we have embraced this, recognising that any increase in the requirement for management oversight is in keeping with our post inspection action planning and strategy. We continue to drive towards more use of restorative justice / approaches and have most recently begun working in partnership with the OPCC led 'Restorative Together' initiative. We have maintained a continued focus on QA, First Time Entrants, innovation and ensuring good quality service delivery going forward and are determined in part to innovate according to locally emerging issues and trends. In keeping with this we have most recently mainstreamed a groupwork programme for working (differently) with young girls and women in the youth justice system ('GIRLS' group) as well as acknowledging local increased trends in offences involving possession of weapons and domestic burglary. The latter we are currently working with YOT based police colleagues and wider in order to develop a response going forwards. As innovation is key to our approach, we are constantly seeking out new ways of working with Children, Young People and their families. Most recently we have launched an SBC website; 'the Dock' (www.thedockswindon.co.uk) the first Borough wide website created by young people, for young people which seeks to give wide ranging and diverse information and signposting to a wide range of services (including those in RYS) but also allowing for improved and 'near time' responses to enquiries and issues.

This Plan acknowledges YOT performance to date in each of the key areas associated with prevention, reoffending and custody as well as making the best use of the synergy between the teams that make up Restorative Youth Services, as well as with key partners such as Children's Services, Community Safety Partnerships and other criminal justice partners. YOT and wider performance data is routinely reported to and scrutinised by the YOT Board, highlighting important trends including: the use of our community

disposals, a smaller but more complex and risky/ vulnerable cohort of young people subject to Court ordered interventions, and continued and ongoing focus upon children who are Looked After or BME. In addition the YOT continues to equip staff for supporting the Government's Prevention of Extremism agenda. This has included training for all staff on WRAP 2 training specifically aimed at identifying young people at risk or radicalisation, and the YOT Manager continues as a member of the Borough Council 'Prevent' Board. **U-Turn** continues to see a positive shift away from Class A drug use by young people, but which has been replaced by increasing 'poly drug' use with predominant use of cannabis and alcohol. There was also a detected increase of the use of New Psychoactive Substances predominantly with the use of 'spice', though this trend has decreased following the reclassification of previously referred to 'Legal Highs'. **On Trak** has made inroads into decreasing waiting lists/ times for young people to access counselling services but has seen an increase in referrals (monthly via GP or self-referral). Anxiety, self-esteem issues and mental health conditions such as depression continues to feature highly amongst the cohort of young people accessing the service and there has been a reported increase in self-harm; in part, but not exclusively, linked to 'exam anxiety'. This has resulted in treatment times becoming longer.

The Plan is underpinned by a highly motivated and trained workforce, as well as a high number of local volunteers. Going forward, with a reducing paid workforce, maintaining and imposing the skills and expertise base of the large cohort of volunteers working with Restorative Youth Services; working tirelessly with vulnerable young people and their families is of paramount importance. We are committed to a design to see 'the right people, with the right skills in the right place at the right time' – and this includes our valuable volunteer colleagues. Recognising their importance and value, we have recently successfully recruited a part time volunteer co-ordinator to maintain, enhance and expand their work and contribution going forward.

This plan provides the strategic and contextual setting ensuring our systems and processes are safe; that risk, vulnerability and safeguarding is assessed and well managed; that young people are rehabilitated; that victims have a say; and that our young people who come into contact with the justice system have every opportunity to become valued and productive members of the community. I am confident that we have the right model going forward to ensure staff and volunteers remain focused and stronger by virtue of the partnership formed by the teams that make up RYS.

Finally, the YOT invests heavily in the work being done in my capacity as Service Manager to undertake regular scrutinies of YOT performance and practice elsewhere in England via the sector led Peer Review programme. These reviews enable me to bring back learning and best practice from elsewhere, and use this to Swindon's advantage alongside other published data, including YOT Inspections and HMIP thematic and challenges driven by the YOT Board.



For more information contact; Matt Bywater - RYS Service Manager mbywater@swindon.gov.uk or refer to the Council's web site <http://www.swindon.gov.uk/>

3 – DELIVERING SPECIALIST SERVICES AND JUSTICE FOR VICTIMS

ON TRAK YOUTH COUNSELLING SERVICE

Our aim is to ensure that young people and their parents are able to access the service for assessment and counselling in a timely way regardless of gender, ethnicity, sexuality or religious or cultural background subject to their assessed needs.

Our Plan is to:

- Improve the emotional wellbeing of young people, with particular reference to the new Mental Health worker funded by the Clinical commissioning Group and due to take up post in mid 2017.
- Embed procedural changes arising out of the review of service delivery.
- Work collaboratively with key front line services to ensure all referrals (including self referrals) are dealt expeditiously and in-line with the arrangements governing triage, to include CAMHS/TaMHS.
- Reduce the average time it takes from accepting a referral to attending an assessment appointment.
- Reduce the average waiting time from assessment to subsequent first appointment.
- To embed changes following review in the presentation of performance reports in order to reflect the quality of work being done, and held to account.
- Refine and collate feedback from service user to reflect on outcomes for young people accessing the service and inform future practice.
- Maintain a Service commitment to explore innovative ways of communication to promote better outcomes and secure a wider reach including those who do not usually access the service.
- On Trak is also keen to embrace the digital revolution to reach the new generation of young people using social media (Dock) and other platforms including online counselling.

U-TURN SUBSTANCE MISUSE SERVICE

Our aim is to increase awareness by young people and parents of the service and help keep them safe from harm.

Our Plan is to:

- Offer awareness sessions and training to staff and parents of the risks of substance misuse through existing innovative prevention activities, to include an increase in resources via bids to the commissioner to roll out a training programme to professionals in the borough.
- Following the recent CQC inspection, we will use any and all resultant feedback to inform future practice, building on existing strengths and good practice.
- Adopt strategies to reach out to service users who, because of age, gender or ethnicity, do not access the service currently.
- Ensure young people receive an assessment within 10 days of Referral. (The average for 2014/15 was 84% against a target of 90%).
- Ensure that of those assessed, appropriate young people commence an intervention within 5 days of the assessment. (Target: 90% > Outturn 2016/17 100%).
- Keep young people engaged with the service, for which a target is set of at least 90%.
- Ensure the service continues to deliver support to the education sector in accordance with the traded services initiative, but continues to seek new and innovative ways of engaging young people using social media, including the Dock, as well as a digital marketing apprentice to promote outreach and underrepresented groups.
- Secure a volunteer to prompt greater feedback and help reduce disengagement from the service.

GENERAL HEALTH AND WELLBEING

Our aim is to ensure young people are healthy, and have access to relevant services; review agreements and protocols with partners with regard to health provision across partner agencies, including the secure estate; improve the communication skills of young people with specific reference to their speech and language capabilities.

Our Plan is to:

- Implement a protocol that has been agreed for the delivery of Speech and Language to work alongside the 'Rapid English' programme to enhance the identification and support of young people who are acknowledged as needing an intervention.
- Ensure Children Looked After are prioritised to gain support, ensuring they meet with the YOT nurse for an assessment of needs and follow up.
- Ensure the designated nurse has regular and suitable clinical supervision to help monitor outcomes and identify good practice.
- Work closely with On Trak, Uturn and other relevant services to ensure a young person is referred to the appropriate support service.
- Ensure that all up to date health related educational materials are easily and readily available through social media platforms including the Dock.

The delivery of general health services to young people via Restorative Youth Services continues to perform well against CQC auditing processes. Priorities for 2017/18 continue around access by more vulnerable groups of young people, including Children Looked After, which require new processes measured against new targets, as well as the extension of physical wellbeing to include emotional health.

PARENTING

Our aim is to ensure parents of young people at risk of offending are offered help voluntarily or if necessary receive a statutory intervention from the parenting worker.

Our Plan is to:

- Recruit to the vacancy for a RYS parenting worker with a suitably qualified, skilled and experienced practitioner by August 2017
- Set and agree new ambitious targets alongside outcomes for engaging parents and refining performance.
- Ensure the parenting work encompasses the whole RYS Service delivery.
- Create innovative ways of providing support to parents given limitation of resources, including the facility of social media platforms..
- Provide detailed qualitative analysis of parental feedback to promote changes in practice.
- Review source of referrals and seek greater involvement from Education schools and colleges as well as other targeted or universal services including Families First.
- Ensure parenting remains a key aspect in the drive to change behaviours and reduce offending or reoffending by young people.

VICTIMS/ RESTORATIVE JUSTICE

Our aim is to promote the benefits of Restorative Justice in helping victims and raising the confidence of the public in the youth justice system.

Our Plan is to:

- Review processes around RJ and victim contact, including communication, engagement and recording.
- Improve the engagement of victims in more direct methods of RJ processes which include conferencing.
- Continually review best practice and research findings to inform changes in processes.
- Contribute to the bi-annual South West RJ managers meetings.
- Examine and publish the profile of young people from disadvantaged backgrounds and BME populations to set targets around interventions.
- Continue to contribute to the wider work of the Wiltshire Restorative Together programme
- Ensure all aspects of the Victims Charter remain embedded in RYS service delivery and offers

Restorative Justice remains a powerful and effective means of helping a young offender to take responsibility for their actions, and for reassuring victims that the process has value. Restorative Youth Services is committed to improving the scope of restorative justice, bringing more young people and victims of all ages into the process, and promoting restorative justice across agencies where it can bring about a resolution and avoid the formalities of police processes and entry into the youth justice system.

REDUCING FIRST TIME ENTRANTS

Our aim is to reduce the number of young people who are at risk of offending or anti-social behaviour from entering the youth justice system.

Our Plan is to:

- Work collaboratively with a number of key agencies in the justice and care sectors to keep first time entrants within target.
- Work with the YJB, MOJ and police to ensure FTE data submitted via PNC is accurate and understood in terms of its potential impact on shaping YOT delivery
- Promote greater links with specialist or universal programmes where early intervention plays a key part, including the Troubled Families and Early Help schemes.
- Engage young people in new forms of digital tools, including social media and a bespoke web site to provide 24/7 access to informed information and better access to services aimed at young people.
- Extend the award winning Young Volunteers programme to schools across Swindon.
- Prioritise Children Looked After who are more vulnerable to criminal or anti-social behaviour or influences.

The drive to keep young people out of the criminal justice system is dependent on a close collaboration with many sectors of the welfare and justice system, including police and education. Young people require new ways of engagement to deliver key messages to keep them safe from harm or be made more aware of the risks they face, for which innovation in practice (including the use of new digital tools) is a key focus.

For more information contact;

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4 - REDUCING OFFENDING AND SAFEGUARDING YOUNG PEOPLE

RE-OFFENDING

Our Aim is to continue to reduce the rate of young people re-offending, offering the opportunities and support they need to become valued and productive members of the community.

Our Plan is to:

- Continue to keep our re-offending rates below national averages (as achieved in 2016/2017).
- Intervene at a greater intensity in the first four weeks, 26% of offenders re-offended within this period.
- Prioritise the needs of Children Looked After who are especially vulnerable to unnecessary or undeserved prosecution or anti-social behaviour.
- Maintream and build on desistance factors and the young person's strengths to ensure that a positive identity is developed and maintained away from offending behaviour.
- Continue to work with girls and young women 'differently' in accordance with the December 2014 HMIP Joint Inspection into Girls in the Criminal Justice System.
- Develop new group work programmes to tackle developing trends in offending such as burglary offences.

Re-offending rates have risen in recent years as measured against a more challenging and complex cohort of young people. A greater focus on targeting and supporting these young people has resulted in the national average for re-offending remaining static for the last recorded year (2013-2014 compared with 2014-2015). During the period of 2016/2017 we have been able to compare data against the existing offender population using the live tracker tool which evidenced that 14.8% of young people known to Swindon Youth Offending Team throughout the period re-offended, compared with the latest available national cohort (2014/2015) which evidenced a re-offending rate of 37.9%. Although we have seen a reduction in Swindon's re-offending rate we do not want to become complacent and will continue with this as a target throughout the next financial year. The emphasis will also remain on those young people more vulnerable by virtue of their environmental, physical or emotional circumstances and condition to help improve their life chances and rehabilitate them into the local community as quickly and effectively as possible.

INTENSIVE SUPERVISION

Our aim is to help relevant young people stay out of Custody where there is a greater risk of reoffending by offering Courts a credible and consistent intensive level of supervision whether it is through the scaled approach of three contacts per week or through the Intensive Supervision and Surveillance Requirement as part of a Youth Rehabilitation Order where daily contact will be had. All young people released from Custody will be supported with intensive supervision, in order to aid their resettlement into the community and support them during the initial phase of their Notice of Supervision in the Community.

Our Plan is to:

- Deliver more group work programmes for young people who would benefit from intensive supervision to enable a greater level of contact (this will include revamping and relaunching the Attendance Centre resource).
- Offer the support of an intensive interventions worker to any young person who requires an intensive level of intervention as assessed by their Youth Offending General Reconviction Scale (YOGRS) score.
- Continue to ensure that all young people sentenced to Custody are allocated an Intensive Interventions worker upon sentence who will aid and support them in their resettlement and reintegration into the community, thus reducing their likelihood of reoffending upon release.
- We will continue with the ambitious target of seeing young people complete their ISS programme (in 2016/17 the successful completion rate was 15.4% against a target of 55%).
- To continue to offer ISS, ISSP Bail, BSS packages and ensure that Intensive Referral Orders are continuously available to sentencers on all occasions.
- Continue to work collaboratively with Wiltshire YOT to assist with joint intensive interventions that cross boundaries.

EDUCATION, TRAINING & EMPLOYMENT (ETE)

Our Aim is to ensure that all young people are in suitable education, training or employment at the close of their intervention; and to strengthen links to local colleges and education providers to help inform the process of engaging a young person and assisting with the decisions around placements.

Our plan is to:

- Improve performance against the local target of at least 89% of young people in suitable ETE. During the period of April 2016 to March 2017 69.6% of young people were in suitable ETE, evidencing that improvement is still required in this area.
- Continue to promote the use of the software 'Rapid English' which has a proven record of improving a young person's standard of communication and literacy.
- Ensure that where a question has been answered with a 'yes' in the speech, language communication and neuro-disability screening in Asset Plus that a referral is made to the Speech and Language Therapist.
- Continue to promote stronger and more effective links to relevant schemes such as 'working links'.
- Continue to work closely with Family First Team to ensure that the YOT and RYS continue to play an active role in the Troubled Families Agenda.
- Continue to dedicate a YOT resource to ensure relevant young people are offered training and practice required to complete and pass CSCS (Construction Skills Certificate Scheme) to enable them to work in the construction industry if they wish to.

Engaging a young person in suitable ETE remains challenging, and the continued secondment of key personnel to the RYS team, including the Educational Welfare Officer and Youth Engagement Worker, remain critical in meeting these ambitious targets of 89% of young people being in suitable ETE.

REMANDS

Our aim is to reduce the number of remands to custody by providing bail and remand support packages which have the support and confidence of Magistrates and Judges.

Our Plan is to:

- Continue to deliver training to all Social Work teams outlining their responsibilities when a young person is either remanded to local authority accommodation or to youth detention accommodation (Custody).
- Ensure that ISSP Bail and RLAA packages are routinely available to all courts and remand to youth detention accommodation is only used as a last or only resort.
- Continue to support young people in making bail applications post remand where possible and appropriate.
- To work closely with Social Care to try and source suitable accommodation to increase the likelihood of a bail application being accepted post remand.
- Aspire to keep the costs of remands to with local authority budget allocations.
- Continue to be centrally and closely involved in remand planning and welfare meetings with the remanded young person to ensure that the young person is safe from harm or abuse and is afforded appropriate ETE provisions whilst so remanded.
- Continue to offer 365 days a year contact for young people made subject to ISSP Bail.
- Monitor local targets, which include the need to ensure that less than 9% of all young people on bail are subsequently remanded into custody. [Outturn for 16/17 was 5.4%]

CUSTODY

Our aim is to reduce the number of young people receiving a conviction in Court who are sentenced to Custody.

Our plan is to:

Maintain a target of less than 5% of all sentencing outcomes resulting in a Custodial sentence.

Outturn: 3.6% (6 young people were sentenced to Custody).

- Ensure that when the Court are considering a custodial sanction that robust alternatives to custody are provided in pre-sentence reports; particularly with regards to statutory alternatives (Intensive Referral Order and Intensive Supervision and Surveillance).
- Ensure that the Courts are informed of any potential detriments to the young person's rehabilitation and safety and well-being through a custodial sentence are clearly documented in pre-sentence reports.
- Continue to seek regular feedback from Magistrates regarding PSR robustness and quality.
- Continue to provide resettlement support for young people leaving custody. Resettlement support is aimed at providing a genuine and intensive offer of support and guidance post release.
- Ensure YOT continue to go above and beyond the statutory minimum requirements in seeing young people in custody.

ACCOMMODATION

Our aim is to ensure that young people are in suitable accommodation on release from custody and on the completion of community orders.

Our plan is to:

- Maintain a current target of 96% young people being in suitable accommodation in the above categories.
- Outturn 2016/17: 90%.
- Ensure that YOT links with the Local Authority when there are housing concerns for a young person.
- Advocate for a better range of accommodation for young people.
- Continue to work closely with Housing and or Children's Services in respect of Custody resettlement cases.

The YOT, Children's Services and Homelessness Team will manage the risks of housing young people in housing crisis by immediate direct notification between the teams once a young person's housing needs have been made known to their respective team. The Homelessness Team to assess a young person's housing needs on first presentation where possible, to avoid return appointments.

SAFETY AND WELLBEING

Our aim is to ensure we continue to have robust and high quality assessments, plans and management of the safety and well-being of the young person which are meaningful and reduce any risks which will potentially affect the child or young person's safety or well-being.

Our Plan is to:

- Continue to use Asset Plus to provide a holistic overview of the young person's safety or well-being concerns and develop a plan (including ensuring the incorporation of the plans of other key agencies) to safeguard the young person.
- Ensure accurate assessments and management about the level of safety and/or well-being concerns through countersigning, quality assurance and peer auditing.
- YOT Team will continue to participate and contribute to MARP (CSE and criminal exploitation) and other Home Office work.
- Contribute to MASH (Triage)/Missing, Child Protection and Child in Need conferences and reviews, and to ensure effective and timely information sharing.
- Work with CAMHS to ensure the early identification of mental health issues.
- Contribute across boundaries (with Wiltshire YOT and wider if required).

CHILDREN LOOKED AFTER (CLA)

Our aim is to reduce the incidents of CLA coming into the youth justice system – and ensure that protocols/policies are followed in respect of out of Court disposals to improve communication and joint working on appropriate cases between YOT and Children's Social Care.

Our plan is to:

- Improve awareness for social care of their involvement when a young person is remanded.
- Improve our links with social care teams by introducing our roles and responsibilities in their team meetings.
- To ensure all relevant YOT staff have access to ICS; the CSC database to enable staff to identify CLA at the earliest possible opportunity and to ensure CSC plans are, where relevant, incorporated into YOT plans.
- Challenge out of borough placements and ensure certainty that the young people in this situation will always be 'looked after' by Swindon (and YOT remains working with such children as a Home YOT).
- Ensure that the designated Nurse link is maintained.
- Ensure that the child's voice is heard and shapes service delivery.
- Ensure effective links with Independent Reviewing Officers as well as Children's Social Workers.
- Explore and promote out of Court disposals and ensure they are appropriately used in any case including Child Looked After.

RISK OF HARM

Our aim is to ensure robust and high quality assessments, planning and management of risk of harm are in place and reviewed and any risk of harm is, where possible prevented. To ensure effective YOT participation in risk forums such as Prevent, MAPPA, MARAC and MARP and that risk is reviewed in a timely and routine fashion.

Our plan is to:

- Continue to receive daily intelligence from seconded Police staff and ensure that such intelligence contributes to effective and thorough risk assessments.
- For management to continue to 'gatekeep' Asset Plus assessments and deliver training where needed to ensure that staff are reflecting, analysing and recording risk of harm and safety and well-being issues more widely and in greater depth.
- Ensure that the YOT are exploring risk of harm thoroughly and that they do not underestimate the level of harm that a child or young person poses to others and the need to manage this.
- Ensure that all MAPPA risk management plans are incorporated and replicated in Asset Plus risk management and intervention plans.
- Attend training with the MAPPA co-ordinator and Wiltshire YOT to see how best to include and incorporate MAPPA risk management plans into Asset Plus.
- Ensure that assessments and plans are reviewed when required.
- Ensure interventions to manage risk of harm are consistently delivered and to plan.
- Develop a new PRAISE template in line with Asset Plus so that peer evaluation and learning can take place.
- Ensure that there is YOT presence as needed at MAPPA, MARAC, MARP and the strategic Prevent Board.

VOLUNTEERS

Our aim is to further embed volunteers into the YOT and personality match them to our workers and young people so that an enhanced level of support can be offered to young people on statutory court orders. Further enhance the range of work that YOT volunteers undertake in a co-ordinated and planned way.

Our plan is to:

- Recruit a part time volunteer co-ordinator.
- Develop our pool of volunteers and continue to motivate and acknowledge the work that existing volunteers undertake.
- Broaden the skills of our volunteers through additional training and involve them as desired in more one to one activities and case management support where appropriate.
- Create a 'volunteer profile' on each of our volunteers to acknowledge where their skills and interests lie so that these can be utilised in the best way to support the young person.

KNIFE CRIME

Our aim is to reduce the number of incidents involving weapons and to raise awareness of the dangers/ potential consequences (legal or otherwise) of being in possession of a weapon or bladed article.

Our plan is to:

- Raise awareness of the dangers of knife crime and being in possession of a weapon by delivering weapons awareness sessions as a 'prevention' measure; such as school assembly's.
- Deliver a basic weapons awareness session to every young person who is made subject to a statutory court order (and has not received the session in the school setting).
- Develop a more enhanced and detailed weapons awareness programme at the youth offending team which can be delivered across a number of sessions both in the group setting and on a one to one basis.
- Share intelligence with the Police if there are any concerns that a young person may be known to carry a weapon.

BURGLARY

Our aim is to reduce the developing trend of domestic burglary offences through structured intervention with young people who have been convicted of, or involved with such an offence or associated offences (e.g. Handling Stolen Goods).

Our plan is to:

- Develop an intervention specifically tailored and directed at young people who have perpetrated a burglary or are on the periphery of committing burglary offences.
- Use a restorative approach by inviting victims of burglary offences to come into the group sessions and explain their experience of being a victim of burglary.
- Provide an intensive level of contact where required to reflect the seriousness of the offending behaviour and ensure that rehabilitative and supportive measures are put in place to prevent further offending.
- Work closely with the Police and ensure that they are aware of any concerns we have in relation to young people developing networks with known IOM cases.
- Provide robust and structured sentence plans and interventions to raise awareness of the harm caused to the victims of such offences, including psychological and emotional harm.

For more information contact;

Melissa Norton – YOT
Operational Manager
mnorton@swindon.gov.uk





RESTORATIVE YOUTH SERVICES

Service Manager (and Officer in Charge YJC) – Matt Bywater



RYS PREVENTION & SPECIALIST SERVICES

Operational Manager Specialist Services – Dale Colsell

Dan Collins Youth Engagement Worker (SBC/YOT P/T 7.4hrs p/w)	Victoria Harvey Parenting (YOT F/T)	Jill Wells Education Welfare Officer (SBC/YOT P/T 7.4hrs p/w)	Denise O'Rafferty YOT Worker (Unpaid work/ Reparation) (YOT F/T)	Jenny Munday RESPECT Worker (YOT P/T 20hrs p/w) and Victim and Restorative Justice Co-ordinator (YOT P/T 17hrs p/w)
ON TRAK		SUBSTANCE MISUSE (U-TURN)		Tracey Bayliss RESPECT Worker (YOT F/T)
Kathleen Kinloch Counsellor (On Trak P/T 35hrs p/w)	A. Harvey-Jones Counsellor (On Trak P/T 35hrs p/w)	Michael Hadgraft Substance Misuse Worker (U-Turn F/T)	Hannah Woloszczynska Substance Misuse Worker (U-Turn F/T)	
Graham Hackney Youth Counsellor (On Trak P/T 20hrs p/w)	Melanie Richards Youth Counsellor (On Trak P/T 20hrs p/w)	HEALTH		Clare O'Driscoll Specialist Speech & Language Therapist (SBC/ YOT P/T 3.7hrs p/w)
		Lorraine Gibson Mental Health Practitioner (YOT P/T 25 hours)	Rachel Steadman Young People Health Nurse (SBC/ YOT P/T 17hrs p/w)	Emily Benson Communications Worker (YOT P/T 15hrs)

YOT COURT, SUPERVISION, THROUGH CARE, REMAND & INTENSIVE INTERVENTION

YOT Operational Manager – Melissa Norton

Stephanie Gillett Social Worker (Seconded F/T)	Jayne MacLeod Social Worker (YOT F/T)	Gail Martin YOT Worker (YOT F/T)
Andrew Seddon Probation Officer (Seconded F/T)	Karen Sercombe YOT Worker (YOT F/T)	Vacancy YOT Worker/ Volunteer Co-ordinator (YOT F/T)
ISS		POLICE
Julie Coleman Bail Support and Intensive Interventions Co-ordinator (YOT F/T)	Fiona Buchanan Police Officer (Seconded F/T)	Daniel Vizor Police Youth Justice Worker (Police F/T)
Cathy Hill ISS Worker (YOT F/T)		

COURT ADMINISTRATION, INFORMATION & VOLUNTEERS

Carla Da Silva PA/Finance Assistant (RYS F/T)	Jeanette Glover Court Admin/ Reception Supervisor (RYS P/T 30hrs p/w)	Yvette Bennett Court/ On Trak Admin (RYS P/T 30hrs p/w)	Vacancy Digital Marketing Apprentice (RYS F/T)	Volunteers (40) AA - 14 Panel Members – 16 On Trak – 10 (Some may have dual roles)
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RYS Staff (31 exd 2 vacancies) and Volunteers (40 active)						
Ethnicity			Gender			
	Staff	Volunt	Staff		Volunt	
			M	F	M	F
White	97%	97.5%	23%	74%	15%	82.5%
Mixed	3%			3%		
Asian						
Black		2.5%			2.5%	
Other						

MODEL OF SWINDON YOUNG PEOPLE OFFENDING (YOT 2016/17 DATA)

National: ARRESTS (2015/16 Data)
Arrests of young people fell by 7% between 2014/15 and 2015/16, with the largest % fall being for Robbery (down by 27%). Between 2005/06 and 2015/16 the no. of young people arrested for notifiable offences fell by 75%, from 348,500 to 88,600 (accounting for 10% of total arrests in 2015/16). In 2015/16, the majority of arrests by police of young people were for theft offences (26%) and violence against the person offences (25%).

National: FIRST TIME ENTRANTS (2015/16 Data)
In 2015/16 there were 18,300 FTEs in the Youth Justice System. This number has continued falling since the peak of 110,800 in 2006/07. In the last year, the number has fallen by 12% (from 20,700 in 2014/15). It has fallen by 83% since 2005/06 (107,700). FTEs are getting older, their average age increased from 14.6 to 15.2 years between 2005/06 and 2015/16.

In 2015/16, 66% (12,000) of FTEs received a youth caution. In 2005/06 youth cautions accounted for 91% of FTE disposals. The proportion of FTEs receiving a caution has fallen year on year since 2006/07.

National: PROVEN OFFENCES BY YOUNG PEOPLE (2015/16 Data)

Overall there were 79,600 proven offences by YPs that resulted in a caution or conviction in 2015/16, down by 9% from 2014/15 and down by 74% since 2005/06.

Main offences for 2015/16 were violence against a person (26%), theft and handling (14%) and criminal damage (12%).

Between 2005/06 and 2015/16 the proportions of proven offences by type has changed. Violence against a person increased by 8%, and drug offences by 4%. The largest decrease was for motoring offences which decreased by 8%. Theft and handling offences have decreased by 4% whilst remaining offence groups remain fairly consistent over this period.

National: RE-OFFENDING BY YOUNG PEOPLE (2014/15 Data)

The overall re-offending (binary) rate for YPs was 37.9% in 2014/15 (a decrease of 0.1% compared to 13/14), with an average of 3.3 re-offences per re-offender (an increase of 3.12% compared to 2013/14 and an increase of 3.06% compared to 2003/04). There have been decreases in the number of offenders in the cohort, the number of reoffenders and the number of re-offences that they committed in each year since 2006/07.

In 2004 149,500 young people formed the cohort; in 2014/15 the size of the cohort had fallen by 76% to 36,300. The corresponding number of re-offenders has decreased from 50,200 to 13,700, a fall of 73%. As the size of the cohort has been falling by a slightly greater proportion over the period than the number of re-offenders, the re-offending rate has increased. Similarly, over the same period, the number of re-offences has decreased from 153,600 to 45,300, a fall of 71%.

National: CUSTODY (2015/16 Data)

The average under 18 population in 2015/16 held in the youth secure estate was 960. This represents a 8% reduction from previous year and 51% from 2005/06.

Overall the average length of time spent in custody increased from 110 days in 2014/15 to 118 days in 2015/16. For Detention and Training Orders (DTOs) the average time was 112 days, for Section 91 Orders 278 days, and for other sentences 394 days. In the past custodial episodes for young people who turned 18 before they left the secure estate were excluded. Custodial episodes up until the young person's 18th birthday are now being included, and this new approach results in averages that are higher than previously published.

National: REMAND (2015/16 Data)

There were 16,300 remand episodes given by the Courts for YPs in 2015/16, down by 12% on 2014/15 and 51% on 2010/11. Remand decisions that involved YPs being bailed (Conditional or unconditional bail) accounted for 87% of all sentencing remand episodes. For those YPs given a custodial remand in 2015/16, 64% were not given a custodial outcome following their remand. Of these, 27% were acquitted and 38% were given a non-custodial sentence.

Population in Swindon (Census data 2011)

Total = 209,156

YP <18 = 48,965

(23%) of local population

Local Resolutions (LR)

Pre charge (Police Bail) support to young people with serious allegations

First Time Entrants (FTE)

Local target: To reduce FTEs

Outturn: 102 (518 per 100,000) Jan-Dec16
[153 (774 per 100,000) Jan-Dec15]

National: 15,975 (327 per 100,000) Jan-Dec16
[18,214 (373 per 100,000) Jan-Dec15]

Reprimands & Final Warnings replaced by

- Youth Cautions
- Youth Conditional Cautions (YCC)

PREVENTION

93 YP (10-17) received a Local Resolution (PNC data). [110 15/16]

Total No. of Young People Arrested Trend						
2010	2011	2012	2013	2014	2015	2016
2262	1997	1596	1079	1031	1389	
Swindon & Wiltshire data: Howard League						

Violence against the person represents over a quarter of all offences committed by FTEs, with criminal damage, public order offences, and theft accounting for half of total offences for 2016/17.

Statutory Court Orders

Local target to reduce re-offending: To be better than national average

Outturn: 36.6% 14/15
[40.3% 13/14]

National average: 37.7% 14/15
[37.9% 13/14] and the

Local target re further Offences per young person: To be better than national average

Outturn: 1.30 14/15
[1.16 13/14]

National average: 1.23 14/15
[1.19 13/14]

COURT WORK

62 [67 15/16] Referral Orders between 3 and 12 months duration.

316 [207 15/16] Referral Order panels were held.

50 [43 15/16] Youth Rehabilitation Orders, 10 [6 15/16] with Intensive Supervision & Surveillance (ISS) requirements between 3 months and 3 years duration.

Local target: > 89% are in suitable Education, Training & Employment (ETE)

Outturn: 69.6%
[79% 15/16]

At Risk of Custody

Local target: <9% of all remands are to the Secure Estate.

Outturn: 5.4%
[5.9% 15/16]

Custody

Target: <5% of all convictions are Custody

Outturn: 3.6%
[2.7% 15/16]

ADULT OFFENDING

The National Probation Service currently has fourteen 18 and 19 year olds on their caseload in Swindon (3.2% of the 432 offenders currently managed by the NPS in Swindon). 6 current NPS managed offenders in Swindon were under 18 at the time of their sentence.

Average Caseload (Applies to offences related to Intervention Orders) Average No. of Contacts (One-to-one)				
Period	No. of Pract.	Average Caseload per practitioner	Total no. of contacts	Av. cost per contact
2013/14	15	653 (43)	12,030	£60
2014/15	15	363 (24)	10,987	£66
2015/16	14	315 (22)	11,206	£55

Up to £1,500 per young person

Per 6 months average order up to £5,000 per young person on a Referral Order

Per 6 month average order (Youth Rehabilitation Order) up to £6,000

Intensive Supervision & Surveillance requirement up to £10,000

2016/17 Actual costs to LA (Remands only)				
Bed nights	YOI	Costs (Cumulative)	SCH/STC	Costs (Cumulative)
Qtr 1	146(2)	£25,842	15(1)	£7,260
Qtr 2	33 (1)	£31,683	0(0)	£7,260
Qtr 3	54(1)	£41,241	0(0)	£7,260
Qtr 4	108(2)	£60,357	0(0)	£7,260

For 3 month, average (Detention & Training Order up to £60,000)

7 - FINANCE & RESOURCING

Youth Offending Team

Income and budgeted expenditure for 2017/18 is as follows:

Agency	Staffing costs (£)	Payments in kind—revenue (£)	Other delegated funds	Total (£)
Local Authority	£146,000.00	£85,000.00	£121,500.00	£352,500.00
Police Service*	£75,000.00			£75,000.00
National Probation Service	£38,200.00		£5,000.00	£43,200.00
Health Service	£32,000.00		£59,700.00	£91,700.00
Police and Crime Commissioner*			£76,994.00	£76,994.00
YJB Grants (Incl. Att. Centre & Unpaid Work)			£225,850.00	£225,850.00
Other (Wiltshire Community Fund)			£62,200	£62,200.00
Total	£291,200.00	£85,000.00	£551,244.00	£927,444.00

YOT BUDGET 2017/18	
Salaries (incl.contrib.to U-Turn)	£637,700.00
Equipment	£1,000.00
Accommodation	£0.00
Overheads	£32,500.00
Activity	£3,500.00
Reserve into 18/19	£22,544.00
Total	£697,244.00

Each of the strategic partners continue to comply with their requirements under legislation for meeting the staffing and other resource allocations necessary to sustain the YOT, although inflationary increases and a cut in funding by the National Probation Service prompted a restructuring of staff (see below).

Historic falls in the Youth Justice Board grant since 2012 (of 40%) contributed to an complete erosion of the YOT's financial reserves (of £43,940). Taken in conjunction with year on year increases in salary related costs, it was necessary to carry out a review of levels of staffing within RYS in order to secure the savings in costs necessary to sustain a workable budget for 2017/18. Voluntary redundancies, as well as natural retirements, helped to provide a platform aimed at sustaining RYS through to 2019 unless there are any further significant reductions in grant funding. Building up a small reserve in 2017/18 will help to offset pressures from 2018/19 and beyond.

The YJB have announced an increase in the cost of bed nights as well as a reduction in grant funding to Local Authorities, amounting to £13,534 in Swindon. Undoubtedly this will create a budget pressure in 2017/18, although the YOTs priorities are to keep a young person out of remand based on a suitable package of support within the community.

In a separate initiative, RYS was able to commission CAMHS to recruit a 0.7 fte Mental Health Worker following a successful bid for funds from the Clinical Commissioning Group (CCG).

The Substance Misuse Service U Turn - This service is funded from three different sources: Local Authority based Public Health accounts for £75,000, helping to ensure that this service is integrated with wider children's services; Youth Justice grant funding transferred from YOT income to U Turn (£13,000) and Children's Services core funding making a total budget of £127,700.

The Youth Counselling service On Trak - On Trak continues to receive funding in order to meet demands by young people for their services, including increased waiting times. The budget overall is £127,800 (£63,800 from SBC and £64,000 from the CCG) in 2017/18.

These budgets are managed by the Restorative Youth Services Business Manager in partnership with Swindon Borough Council finance.

For more information contact;

Blair Staynings - RYS

Business Manager

bstaynings@swindon.gov.uk



8 – DIVERSITY STATEMENT

Whilst there is a general understanding of the barriers which are preventing some young people from accessing Restorative Youth Services, it is also clear that diversity needs to be interpreted in its widest context if RYS is to reach out effectively to more young people in Swindon. The On Trak Youth Counselling Service and U-Turn Substance Misuse Service are actually engaged in strategies to improve access by those hardest to reach – including males; young people designated 'Looked After'; and young people with learning or communication difficulties. Innovation in practice (such as the use of ex-drug users or the recruitment of a Digital Marketing apprentice) are part of the RYS Plan going forward to address imbalances in categories of young people accessing services who can help with a range of problems, some of which are centred on mental wellbeing.

Less obvious are those young people disadvantaged by virtue of their poor levels of communication, such as those who attend Court or enter the secure estate. Work will also be done in 2017 to help identify the reasons for this, and analyse them for the benefit of future under 18s going through the criminal justice system.

RYS is committed to reducing inequality and will be asking partner agencies, staff and volunteers to help identify realistic and deliverable ways of doing this. Resourcing some changes (such as the need to reach out to young people in schools and colleges) will present challenges requiring new ways of working – such as the use of social media. Bids for funding will also be made to commissioners for funding new ways of working. The 2017/18 Plan – and the accompanying Diversity Impact statement – is central to the determination of the team to make a difference to the lives of young people in Swindon.

2011 Census data on Swindon Population Ethnicity	Swindon Population aged 10-17 (20,167)	Restorative Youth Services (2016-17 data)			
		YOT – Community Sentence 160 (148)	YOT – Custody 6 (5)	U-Turn 113 (60)	On Trak 110 (91)
White	87.2%	86.3% (89%)	100% (80%)	87.6% (91.6%)	90% (90%)
Mixed	3.4%	6.3% (0.7%)	0% (0%)	0% (0%)	1% (2%)
Asian	7.6%	1.9% (1.4%)	0% (0%)	0% (0%)	1% (2%)
Black	1.4%	4.4% (9%)	0% (20%)	1.8% (1.7%)	1% (2%)
Other	0.4%	1.3% (0%)	0% (0%)	10.6% (6.7%)	7% (4%)

* Figures in brackets relate to 2015/16 data

RYS Staff (31 excl 2 vacancies) and Volunteers (40 active)						
Ethnicity	Gender					
	Staff	Volunt	Staff		Volunt	
			M	F	M	F
White	97%	97.5%	23%	74%	15%	82.5%
Mixed	3%			3%		
Asian						
Black		2.5%			2.5%	
Other						

To find out more go to SBC equality@swindon.gov.uk

9 - GLOSSARY

ABC	Acceptable Behaviour Contract	LSCB	Local Safeguarding Children Board	SCI	Swindon Crime Initiative		
AIM	Assessment Intervention Moving On	MAPPA	Multi Agency Public Protection Arrangements	SHARP	Safeguarding, Harm and Risk Panel		
ASB	Anti-Social Behaviour	MARAC	Multi-agency Risk Assessment Conference	SMU	Substance Misuse		
ASSET	Assessment Tool Planning, Interventions & Supervision	MARP	Multi Agency Risk Panel	SOS	Signs of Safety (Safeguarding model of working)		
BME	Black & Minority Ethnic	MoJ	Ministry of Justice	STC	Secure Training Centre		
CAF	Common Assessment Framework	NEET	Not in Education, Employment or Training	STASTC	See the adult, see the child		
CAMHS	Child and Adolescence Mental Health Service	NOMS	National Offender Management Service	TAC	Team Around the Child		
CPN	Community Psychiatric Nurse	NPT	Neighbourhood Policing Team	TaMHS	Targeted Mental Health Service		
CPS	Crown Prosecution Service	NS	National Standards	U-Turn	Young Peoples drug service		
CSP	Community Safety Partnership	PHE	Public Health England	WLCJB	Wiltshire Local Criminal Justice Board		
CSPPI	Community Safeguarding & Public Protection Incident	OHFT	Oxford Health Foundation Trust	YEW	Youth Engagement Worker		
CV	ChildView Case Management System	On Trak	Youth Counselling Service	YJB	Youth Justice Board		
DTO	Detention and Training Order	PACE	Police and Criminal Evidence Act 1984	YOT	Youth Offending Team		
ETE	Education, Training and Employment	PCC	Police & Crime Commissioner	YP	Young Person		
EWO	Education Welfare Officer	PRAISE	Peer review audit tool	YRO	Youth Rehabilitation Order		
FTE	First Time Entrant	PSR	Pre-Sentence Report	Restorative Youth Services comprises the Swindon Youth Offending Team, U turn Young People's Substance Misuse Service and On Trak Youth Counselling Service. To find out more about its work in preventing or reducing crime amongst 10-17 year olds, Substance Misuse work and Counselling simply come along to our Free information Session from 2:00pm to 3:30pm on: <table><tr><td><ul style="list-style-type: none">9th June 20177th July 201711th August 20178th September 20176th October 2017</td><td><ul style="list-style-type: none">10th November 20178th December 201712th January 20189th February 20189th March 2018</td></tr></table>		<ul style="list-style-type: none">9th June 20177th July 201711th August 20178th September 20176th October 2017	<ul style="list-style-type: none">10th November 20178th December 201712th January 20189th February 20189th March 2018
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HMCTS	Her Majesty's Courts and Tribunal Service	PVE	Preventing Violent Extremism				
HMYOI	Her Majesty's Young Offenders Institution	RMP	Risk Management Plan				
IOM	Integrated Offender Management	RJ	Restorative Justice				
ISS	Intensive Supervision & Surveillance	RLAA	Remand to Local Authority Accommodation				
KPI	Key Performance Indicator	RO	Referral Order				
LAC	Looked After Children	ROSH	Risk of Serious Harm				
LASCH	LA Secure Children's Home	RYDA	Remand to Youth Detention Accommodation				
LASPO	Legal Aid Sentencing & Punishment of Offenders Act	SAVRY	Specialist Assessment of Violence Risk in Youth				
		SEND	Special Education Needs or Disability				

Swindon Borough Council

Swindon Borough Local Development Scheme (8th Review)

**Swindon Borough Council's programme for the preparation of
Local Development Documents**

September 2017

Contents

	Page
Introduction	2
Development Plan Documents	2
Future Development Plan Documents	4
Local Planning Guidance Documents	7
Other Planning Documents	10
Supporting Information	12
Appendix 1 – Glossary	14
Appendix 2 - Outline of Proposed Scope and Structure of the Non-Statutory Joint Spatial Framework	16
Appendix 3 – Process Diagram for Joint Working	18
Appendix 4 - Outline Programme for Local Plan Review and Non-Statutory Joint Spatial Framework	19
Appendix 5 - Local Plan Review Production Risk Assessment	20

Introduction

1. A Local Development Scheme (LDS) is required to be prepared by Swindon Borough Council (the Council) under Section 15 of the Planning and Compulsory Purchase Act 2004 (as amended by the Localism Act 2011).
2. The LDS must specify (among other matters) the documents which, when prepared, will comprise the Development Plan for the area. It must be made available publically and kept up-to-date. It is important that local communities and interested parties can keep track of progress.
3. The LDS sets out the timetable for the production of Development Plan Documents (DPDs) which comprise the Development Plan for the Borough, including the Local Plan, and sets out the key production and public consultation stages of DPDs. This enables the community, businesses, developers, service and infrastructure providers and other interested organisations to know which DPDs are to be prepared for the area and when they will be able to participate¹.
4. This LDS replaces the previous LDS published in December 2013.
5. This LDS provides information about the preparation of the Swindon Borough Local Plan 2036 and related documents which will replace the Local Plan 2026 (adopted in 2015). The LDS takes into account ongoing joint working with Wiltshire Council.
6. Further documents will be added to the LDS programme as the need for them becomes apparent and resources allow.
7. The LDS is not in itself a planning policy; instead, it sets out what work will be undertaken to review existing planning policies and produce new ones for the future.
8. The Authority Monitoring Report produced by the Council will review the implementation of the LDS.

Development Plan Documents

9. Development Plan Documents (DPDs) contain policies for the use, protection and/or development of land, usually including the allocation of land for development. These must be in general conformity with government guidance, in particular the National Planning Policy Framework (NPPF) 2012.
10. Together the DPDs for an area form the Development Plan for that Local Planning Authority. Section 38(6) of the Planning and Compensation Act states that planning applications must be determined in accordance with the development plan unless material considerations indicate otherwise.
11. Foremost of the DPDs in an area is the **Local Plan**, which sets out local planning policies and identifies how land is used, determining what will be built where. A

¹ Public consultations will continue to be advertised and stakeholders notified when important documents are published for public consultation, in accordance with the Statement of Community Involvement which is available here:

https://www.swindon.gov.uk/info/20113/local_plan_and_planning_policy/641/statement_of_community_involvement

Local Plan may be a single document or a suite of Development Plan Documents (which can cover specific policy matters or specific geographical areas).

12. For a unitary authority, such as Swindon Borough, the Council has the responsibility for producing **Minerals and Waste Local Plans**. These have been produced jointly with Wiltshire Council.
13. **Neighbourhood Plans** are not compulsory. However, when duly prepared they are a statutory document that forms part of the development plan. In parished areas these are prepared by a town or parish council or councils. Neighbourhood Plans must be in general conformity with the adopted Local Plan.

Existing Development Plan Documents

14. The statutory development plan is the set of DPDs that together form the statutory basis for determining planning applications in Swindon Borough. The development plan comprises both DPDs prepared by Swindon Borough Council as local planning authority and made (adopted) Neighbourhood Plans prepared by Parish and Town Councils within Swindon.
15. On publication of this LDS, the statutory development plan for the Council comprises:

Table 1 – Swindon Borough Development Plan

Document	Notes
Swindon Borough Local Plan 2026	Adopted March 2015. Sets out the spatial vision, objectives and strategy for the spatial development of Swindon and policies and allocations to deliver the vision over the period to 2026.
Swindon Central Area Action Plan	Adopted February 2009. Amended by the Local Plan 2026. Encompasses the Town Centre, the Railway Village, the historic Great Western Railway Works, North Star, Old Town and surrounding residential areas.
Wiltshire and Swindon Minerals Core Strategy	Adopted July 2009. Sets out the spatial vision, strategic objectives and strategy covering minerals provision up to 2026 including the strategic policies and proposals to deliver the vision.
Wiltshire and Swindon Minerals Development Control Policies DPD	Adopted September 2009. Sets out generic policies to assist in determining planning applications for minerals development up to 2026.

Document	Notes
Wiltshire and Swindon Minerals Site Allocations DPD	Adopted December 2012. Identifies land for future mineral (aggregates) working and aggregate recycling facilities up to 2026 in accordance with the Swindon and Wiltshire Minerals Core Strategy.
Wiltshire and Swindon Waste Core Strategy	Adopted July 2009. Sets out the spatial vision, strategic objectives and strategy covering waste provision up to 2026 including the strategic policies and proposals to deliver the vision.
Wiltshire and Swindon Waste Development Control Policies DPD	Adopted September 2009. Sets out generic policies to assist in determining planning applications for waste development up to 2026.
Wiltshire and Swindon Waste Site Allocations DPD	Adopted November 2012. Identifies land for future waste management facilities and aggregate recycling facilities up to 2026 in accordance with the Swindon and Wiltshire Waste Core Strategy.
Wiltshire and Swindon Minerals Local Plan	Adopted November 2001. One policy (Policy 35 Preferred Areas for Sharp Sand and Gravel) continues to be saved.
Wroughton Neighbourhood Plan	Made July 2016.
Highworth Neighbourhood Plan	Made July 2017.

16. Accompanying the Development Plan is the Swindon Borough Policies Map which is a geographical representation of the policies on an Ordnance Survey base.

Future Development Plan Documents

17. The Council is working on a review of its Local Plan and associated Development Plan Documents.

Swindon Borough Local Plan – Review (2036)

18. In accord with the recommendations in the Local Plan 2026 Inspector's Report, the Council's priority is to review the Local Plan, providing a new strategic context for development up to 2036. It will determine the level and direction for future growth. It will include the allocation of a range sites to meet the identified need, a review of existing development management policies, and strategic guidance for the production of future neighbourhood plans.
19. The following table sets out the content, coverage and timetable for the preparation of the Local Plan 2036 (the timetable is also illustrated in Figure 1 below).

Swindon Borough Local Plan Review (2016-2036)	
Role and subject	<p>This document will set out the overall development strategy for the period 2016 to 2036 for Swindon Borough. It will include strategic policies as well as locations for housing (including market, affordable, self- build, specialist and gypsy and traveller accommodation), employment sites and the identification of key supporting infrastructure.</p> <p>It will not be the purpose of the review to change or remove strategic objectives or policies that remain in accordance with national policy and support the delivery of sustainable development.</p> <p>The review will also include updating existing Local Plan development management policies to ensure their continued consistency with national policy and relevance to the development strategy.</p>
Geographical coverage	Swindon Borough
Document type/status	Development plan document
Chain of conformity	National policy
Replaces	Swindon Borough Local Plan 2026, Swindon Central Area Action Plan (2009)
Timetable – Key Stage	
Public consultation on scope & issues (Regulation 18)	Q4 2017
Public consultation on Preferred Options (Regulation 18)	Q4 2018
Public Consultation on Pre-submission (Regulation 19)	Q2 2019
Submission to Secretary of State (Regulation 22)	Q1 2020
Examination in Public (Regulation 24)	Q3 2020
Inspector's Report (Regulation 25)	Q4 2020
Adoption (Regulation 26)	Q1 2021

(Regulation references taken from The Town and Country Planning (Local Planning) (England) Regulations 2012)

20. The key milestone is the point at which the document is submitted to the Secretary of State and/or examination. Full Council is required to approve the DPD for submission and finally adopt the plan as per the Council constitution.
21. The Local Plan Review will be produced concurrently with a new **non-statutory Joint Strategic Framework** prepared jointly with Wiltshire Council (see flow chart at Appendix 3). The concurrent timetable for the production of the non-statutory framework alongside the Local Plan Review is shown at Appendix 4.

Swindon and Wiltshire Non-Statutory Joint Strategic Framework

22. Swindon Borough Council has committed to joint working with Wiltshire to review and roll forward the housing and employment requirements for each local authority area. A Strategic Housing Market Assessment and Functional Economic Market Assessment for the combined area is near completion and provides the opportunity to develop joint working with Wiltshire with a clear understanding of the current housing and employment relationships between the two authorities.
23. The programme for the Swindon Borough Local Plan Review includes a proposal for a non-statutory Joint Strategic Framework prepared with Wiltshire Council which will relate to the combined area of Swindon and Wiltshire. This document will set out in broad terms the quantum and spatial distribution of new jobs, homes and infrastructure in the period to 2036 across the various Housing Market Areas, but it will not allocate specific sites. It will inform the preparation of separate but aligned Local Plan Reviews that will include detailed site allocations to deliver the broad distribution of development agreed in the Joint Strategic Framework. The outline of the proposed scope and structure of the Non-Statutory Joint Spatial Framework is shown at Appendix 2.
24. The relationship between the Swindon Borough Local Plan Review and the Swindon and Wiltshire Joint Strategic Framework is an important one, as the local plan will take its lead from the broader strategy included within the Joint Spatial Framework. The programme for the Swindon Borough Local Plan Review takes into account the need for work on the Joint Spatial Framework to be completed before the Swindon Borough Local Plan Review is published at pre-submission stage.
25. The methodology for joint working with Wiltshire will be consulted on as part of the proposed Regulation 18 consultation programmed for Autumn 2017, allowing stakeholders the opportunity to comment on the proposed approach.

Minerals and Waste Development Plan Documents

26. As outlined in Table 1, Wiltshire Council and Swindon Borough Council have successfully cooperated in the preparation and adoption of a complete set of Minerals and Waste Development Plan Documents. These plans are being implemented and monitored through the Annual Monitoring Report (AMR) process. A review of national policy including the 'National planning policy for waste' will be undertaken. If as a result of this review, or through monitoring processes, a need

arises to review aspects or the entire adopted policy framework, a programme will be developed through a subsequent iteration of the two authorities respective LDSs.

Development Plan Documents Prepared by Others

27. At the time of writing a number of **Neighbourhood Plans** are being prepared in Swindon Borough. They are prepared in a timescale that is set by the parish councils, not the Council, and therefore the timetable for their preparation is not contained within this LDS. The following Neighbourhood Plans are currently in preparation (stage reached):
- South Marston Village (passed examination, referendum scheduled for October 2017)
 - Hannington Parish (Regulation 14 stage)
 - Wanborough (Regulation 14 stage)
 - Blunsdon St Andrew - East (area designated)
 - Stratton St Margaret (area designated)

Local Planning Guidance Documents

Existing local planning guidance documents

28. **Supplementary Planning Documents (SPDs)** are not part of the statutory Development Plan but provide additional guidance on matters covered by Development Plan Documents. They are not subject to independent examination but have significant material weight in the determination of planning applications. The preparation of Supplementary Planning Documents involves evidence gathering, an initial draft and public consultation. They may be subject to Sustainability Appraisal. On publication of this LDS the adopted Swindon Borough SPDs are:
- **Residential Extensions and Alterations SPD.** This SPD amplifies Policy DE1 of the adopted Swindon Borough Local Plan 2026 by providing detailed guidance to assist in achieving high quality development and protect amenity.
 - **Inclusive Design Access for All SPD.** This SPD amplifies Policy DE1 of the adopted Swindon Borough Local Plan 2026 by providing guidance to assist in achieving high quality and inclusive design for all development; including individual buildings, public and private spaces.
 - **Swindon Residential Design Guide SPD.** The purpose of this SPD is to expand upon Policy DE1: High Quality Design (Swindon Borough Local Plan 2026) and to assist with implementation of this policy in accordance with the National Planning Policy Framework (NPPF). The SPD builds on previous guidance to provide a clear set of principles and guidelines to ensure high quality design, and to shape new development in line with the Council's Strategic Planning Objectives on Design Quality, the placemaking ambitions within the Borough's Corporate vision and in accordance with the core principles of the NPPF.
 - **Swindon Design Guide.** The Design Guide covers all aspects of design focusing on specific types of development and specific areas.

- **Shopfronts Coding Guidance.** The Shopfronts Coding Guidance Note will be applied whenever planning consent is required for a new or amended shopfront.
 - **New Eastern Villages Planning Obligations SPD.** This SPD sets out Swindon Borough Council's approach to securing, by planning obligations, the infrastructure required as a consequence of developments in the New Eastern Villages. The approach detailed seeks to achieve the effective delivery of infrastructure to enable sustainable growth at the New Eastern Villages to ensure the right infrastructure is delivered in the right place, at the right time. The SPD provides more detailed advice and guidance on Local Plan Policies IN1 (Infrastructure Provision), SD3 (Development Management), NC3 (New Eastern Villages) and RA3 (South Marston).
 - **New Eastern Villages Framework Travel Plan SPD.** This SPD sets out Swindon Borough Council's approach to securing the travel plan measures required by planning obligations as a consequence of development at the New Eastern Villages. The approach detailed within the SPD seeks to achieve the effective delivery of residential, workplace and educational travel plans to enable sustainable growth at the New Eastern Villages, and to ensure the correct supporting transport infrastructure is delivered in the right place, at the right time.
 - **New Eastern Villages Sustainable Drainage Systems (SuDS) Vision SPD.** To ensure a cohesive approach to SuDS across the New Eastern Villages development, this SPD has been produced to inform pre-application discussions and assist with the formulation of masterplans. It also provides guidance on effective design solutions for SuDS schemes to encourage current planning applications to create high-quality sustainable communities.
 - **New Eastern Villages Island Bridge Vision SPD.** This SPD sets out the vision for a cohesive network between the development islands at the New Eastern Villages where not already provided by developers. It has been produced to inform pre-application discussions and assist with the formulation of masterplans. Finally the document sets out the principles of design for the bridge structures as well as Environment Agency minimum technical requirements.
 - **New Eastern Villages (NEV) Green Infrastructure SPD.** This SPD seeks to provide a framework to ensure the delivery of an integrated and connected green infrastructure network and green spaces at the New Eastern Villages to support an environment where safe, healthy communities can be created. The document sets out the strengths and opportunities for a range of green infrastructure typologies that should be secured throughout the New Eastern Villages. Finally the SPD provides guidance on the delivery of strategic green infrastructure for each village to assist with formulation of masterplans for developers.
29. The Council also has adopted a number of other Local Planning Policy Documents which are also not part of the statutory Development but provide additional guidance. On publication of this LDS these are:

- **Affordable Housing Development Control Guidance Note.** This statement sets out the Council's position for adopted guidance that underpins Policy HA2: Affordable Housing in the adopted Swindon Borough Local Plan 2026. This is to be used as a material consideration to the determination of relevant planning applications.
- **Archaeology Supplementary Planning Guidance (SPG).** This SPG provides guidance to developers, architects, agents and landowners where their development proposals impact on archaeological remains.
- **Buildings of Significant Local interest SPG.** This SPG sets out the criteria for assessing proposals affecting buildings of significant local interest).
- **Community Forest SPG.** This SPG seeks to ensure that, where applicable, the aims and objectives of the Community Forest are incorporated into development proposals.
- **Conservation Areas SPG.** This SPG provides the background to the designation of the Borough's conservation areas and to list the architectural, historic and environmental elements that have formed the framework for the Council's Conservation Area Appraisals.
- **Landscape Character Areas SPG.** This SPG provides guidance on the characteristics of each of the Borough's Landscape Character Areas that should be addressed when considering development proposals within them.
- **Listed Buildings SPG.** This SPG provides advice on the repair and alteration of listed buildings, including the use of appropriate materials, and the detailed design of individual features.
- **Noise and Residential Development SPG.** This SPG provides advice for developers to assist in protecting future occupiers of residential development from noise sources.
- **Open space and new housing development SPG.** This SPG provides guidance on open space and new housing development.
- **Tree Protection On Development Sites SPG.** This SPG provides guidance in respect of the preservation of appropriate trees within development schemes.
- **Guidance Note on Nature Conservation.**
- **Swindon Borough Parking Standards.**
- **Street Trading and Ancillary Retail Kiosks' Design Management Guidance Note (DMGN).** (This complements the existing policy documents, which relate to town centre regeneration, as well as providing more detail of the specifics of street trading - with the overall aim of working towards a more inviting town centre).
- **Travel Plans Guidance Note.** This provides guidance for the preparation of travel plans for new developments.

Future local planning guidance documents

30. The following Supplementary Planning Documents are being or will be prepared:
- A Supplementary Planning Document for the Bridge Street / Fleet Street area, to provide detailed guidance to inform the regeneration of this area. *Public Consultation – Winter 2017/18. Adoption - Spring 2018.*
 - A review of the Swindon Access For All Supplementary Planning Document, encompassing detailed guidance for older persons & specialist housing. This SPD will to set out detailed guidance on the design of accommodation aimed at meeting the needs of elderly persons and persons with a disability. *Public Consultation – Winter 2017/18. Adoption – Spring 2018*
 - Local Heritage Assets SPD (*TBC*)
 - Local Heritage Assets at Risk SPD (*TBC*)
 - Conservation Appraisals Review (*TBC*)

Other Planning Documents

Local Development Orders

31. **Local Development Orders** (LDOs) are made by local planning authorities and give a grant of planning permission to specific types of development within a defined area. They streamline the planning process by removing the need for developers to make a planning application to a local planning authority. They create certainty and save time and money for those involved in the planning process. On publication of this LDS the adopted Swindon Borough LDOs are:
- Local Development Orders in support of a low carbon Swindon covering the following elements:
 1. Non-domestic air source heat pumps and district heating installations (this LDO applies Boroughwide)
 2. Hydrogen and electric car fuelling installations (this LDO applies on multiple sites)
 3. Pre-identified sites for solar arrays and solar farms (this LDO applies on multiple sites)
 - Local development orders for employment sites at:
 - Blagrove Business Park
 - BMW Plant Swindon
 - Dorcan Industrial Estate
 - Groundwell Industrial Estate

- Honda Plant Swindon
- Keypoint
- South Marston Industrial Estate
- Local development order for Victoria Road. (An LDO has been prepared for the Victoria Road area to complement the redevelopment scheme being advanced at the College Site in helping deliver the regeneration of the wider Victoria Road/Regent Circus area).
- Local development order for house extensions. (The House Extensions LDO applies to rear house extension planning applications in the Borough that are deemed low impact and in compliance with the Council's house extensions planning guidance. The LDO extends "Permitted Development" rights for qualifying rear house extensions. The LDO does not remove any of the nationally set "Permitted Development" rights).
- Local development orders to deliver assisted living bungalows. (The Council has adopted Local Development Orders to help deliver assisted living bungalows on the following sites:
 - Land at end of Linden Avenue/Sycamore Grove, Pinehurst
 - Land behind Bembridge Close/Beaufort Green, Park North

Infrastructure Delivery Plan

32. An update of the Infrastructure Delivery Plan will be made to provide up-to-date guidance on the infrastructure required to support planned development and as part of the Local Plan Review.

Community Infrastructure Charging Schedule

33. The Community Infrastructure Levy (CIL) Charging Schedule will be reviewed in line with the review of the Local Plan, or the monitoring process indicates an earlier review, or as a response to legislative changes. CIL charging schedules are not formally part of the relevant Plan, but charging schedules and relevant plans should inform and be generally consistent with each other. The process for preparing a CIL Charging Schedule is similar to that which applies to the Local Plan. Guidance on the CIL is available on the Planning Practice Guidance website: <https://www.gov.uk/guidance/community-infrastructure-levy>. The Section 106 Planning Obligations Supplementary Planning Document will be reviewed in line with the CIL review.

Statement of Community Involvement

34. We are currently updating our Statement of Community Involvement (SCI) to set out the way we communicate with our businesses and communities on the preparation of planning documents and the determination of planning applications. A

consultation on the draft SCI will take place in Winter 2017/18 with expected adoption in Summer 2018.

Authority Monitoring Report

35. Local planning authorities are required to prepare and publish an Authority Monitoring Report (AMR) on the progress of their development plans. It is anticipated that the Council will produce an AMR every 12 months and that this will be made available to the public on the Council's website. The AMR is not subject to public consultation. The 2017 AMR will be published in December 2017.

Supporting Information

Duty to Co-operate in the preparation of development plan documents

36. Throughout the preparation of the Joint Strategic Framework and the Local Plan Review process the Council will exercise its duty to co-operate with neighbouring authorities, focusing on the key cross boundary and strategic issues highlighted by the evidence base.
37. The duty to co-operate was introduced through the Localism Act 2011 and requires councils and public bodies to 'engage constructively, actively and on an ongoing basis' in the preparation of Local Plan documents, including in the preparation of evidence to underpin these documents. The duty relates to sustainable development or use of land that has a significant impact on at least two local planning areas. Issues that may not be able to be wholly addressed by one local planning authority working alone are set in paragraph 156 in the NPPF.
38. The NPPF states that Local Authorities should consider producing joint planning policies to address some of these strategic matters, as well as informal strategies such as joint infrastructure and investment plans. A joint approach will not be required where an issue can be addressed adequately within one administrative boundary. When compiling its scheme of work, the council considers and discusses with neighbouring authorities whether production of joint documents is a sensible course of action, such as with minerals and waste planning. The decisions of such considerations will be carefully recorded, clear justification by way of an explanation of the strategic context behind the course of action taken will be set out and, where necessary, a memorandum of understanding between the bodies published.
39. Responsibilities under the duty to co-operate for both authorities were taken into consideration to inform the decision to produce a non-statutory Wiltshire and Swindon Joint Strategic Framework to inform the review of both local plans. Preparation of the framework will require close working and decision making at member and officer level and effective working with neighbouring authorities and the prescribed bodies under the duty to cooperate. This will be an essential element to inform the preparation of both the Joint Spatial Framework and the review of each authority's Local Plan.

Risk assessment

40. Risk assessment will be undertaken during the LDS period by senior managers and will consider mitigation and contingency measures that may need to be implemented in order to ensure that sound DPDs are prepared and developed in a timely manner. Significant risks that have been identified include:

- failure to secure consensus with members leading to key milestones being missed
- changes to legislation and regulations delaying the plan making process
- lack of an appropriate and up-to-date evidence base
- insufficient resources (financial and staff) at critical points in the process

A more detailed risk assessment for the Local Plan Review is included at Appendix 5.

Changes from the previous Local Development Scheme

41. Changes to the LDS, since the last version was published in December 2013, have been made to enable the Council to plan for the preparation of a review of the Local Plan to 2036. We are required to ensure that once the plan is adopted we have at least 15 years of the plan period remaining. Our work programme indicates that the plan is likely to be adopted in 2021 and therefore it must run to 2036.
42. The Council previously planned to produce a Site Allocations DPD. This will now be incorporated into the Local Plan 2036.
43. The CIL Charging Schedule was adopted by the Council in March 2015. In line with the preparation of the Local Plan 2036 the 2016 CIL Charging Schedule will also be reviewed.
44. The Council has adopted a number of supplementary planning documents since the publication of the previous LDS.

Appendix 1 - GLOSSARY

A guide to the terminology used in this document

Authority Monitoring Report (AMR) - A report on how the council is performing in terms of the Local Development Framework. It includes a review of the Local Development Scheme's timetable and monitors the success of development plan document policies.

Community Infrastructure Levy (CIL) - A charge levied by the council on new development to fund the provision of infrastructure and wider community benefits. In order to charge the levy, the council must have an adopted CIL Charging Schedule. As of April 2015 when the CIL Charging Schedule became effective, CIL is the primary mechanism for securing financial contributions from developers.

Community Infrastructure Levy Charging Schedule - A document that sets out the council's charges on development to provide funds to support the delivery of infrastructure. The Charging Schedule must be based upon a robust evidence base (linked to the Infrastructure Delivery Plan and robust viability assessments) and subjected to meaningful consultation. The Schedule is examined by an independently appointed assessor (generally the Planning Inspectorate); and if found sound, the council can then charge CIL. Swindon Borough's CIL Charging Schedule became effective in April 2015.

Development Plan Document (DPD) - A document setting out the council's planning policies and proposals. They are subject to community involvement, consultation and independent examination. A sustainability appraisal is required for each development plan document.

Gypsy and Traveller Accommodation Assessment (GTAA) - An assessment of the accommodation needs of gypsies and travellers.

Local Development Document (LDD) - The documents that set out planning policies for specific topics or areas, which make up the Local Development Framework.

Local Development Scheme (LDS) - A timetable for the preparation of local development documents.

Local Plan - A Development Plan Document setting out the spatial vision and strategic objectives of the planning framework for an area.

National Planning Policy Framework - The National Planning Policy Framework was

published on 27 March 2012. The framework gives guidance to local councils in drawing up local plans and on making decisions on planning applications. This is a key part of the government's reforms to make the planning system less complex and more accessible, and to promote sustainable growth.

Neighbourhood Planning - The Localism Act, which received Royal Assent on 15 November 2011, introduced new rights and powers to allow local communities to shape new development by coming together to prepare neighbourhood plans.

Sustainability Appraisal (SA) - This is required under national legislation for development plan documents and include consideration of social and economic impacts as well as impacts on the environment. Sustainability Appraisals are designed to incorporate the Strategic Environmental Assessment process (see below).

Statement of Community Involvement (SCI) - This is a document which sets out how the council will consult and involve the public at every stage in the production of the Local Development Framework. It also applies to major development control applications. The SCI is not a development plan document.

Strategic Environmental Assessment (SEA) - An appraisal of the impacts of policies and proposals on economic, social and environmental issues, required by European legislation.

Supplementary Planning Document (SPD) - A Local Development Document which provides additional advice and information relating to specific policy or proposals in a Development Plan Document.

Appendix 2 - Outline of Proposed Scope and Structure of the Non-Statutory Joint Spatial Framework

1. The Joint Spatial Framework would set out in broad terms the quantum and spatial distribution of new jobs, homes and infrastructure in Swindon and Wiltshire in the period 2016-2036.
2. The Joint Spatial Framework would be non-statutory and would not therefore be a development plan document or subject to examination in public in its own right. However, it would be tested through the examination of the respective local plans. The LDS timelines will be aligned to allow for the conjoined examination of the cross boundary matters between both Councils arising from the Joint Spatial Framework.
3. The Framework would cover all of Wiltshire and Swindon but would include separate sections for each Housing Market Area (HMA). There are best fit Functional Economic Market Area (FEMAA) definitions with the HMAs that will allow the alignment of jobs and workers at the HMA level to form the basis for plan making.
4. The section of the Framework which concerns the Swindon HMA and the 'Swindon/M4 corridor' FEMAA will be based on evidence prepared through joint working by Swindon Borough Council and Wiltshire Council officers.
5. Those sections of the Framework covering the other Wiltshire HMAs will be led by Wiltshire Council with joint working undertaken only in relation to cross-boundary implications with the Swindon HMA and/or 'Swindon/M4 corridor' FEMAA.
6. A consultation strategy will be developed for the Joint Spatial Framework to reflect the Councils' respective Statements of Community Involvement (SCI). Joint public consultation will be held to develop the Joint Spatial Framework. This consultation will not be part of the formal local plan review process, which will need to be undertaken separately by each respective planning authority in relation to their plans, but will be programmed to inform and be aligned with the formal local plan review process (see Appendix 3). The Framework will also be informed by consultations on the local plan reviews.
7. The final Joint Spatial Framework would be agreed by both authorities to inform the local plan reviews and support the Regulation 19 pre-submission consultations.
8. The Framework would broadly set out the overall scale and distribution by authority and HMA of housing growth in the plan period.
9. Through an iterative process the broad spatial distribution of housing development is agreed through the Framework to meet the identified needs, as appropriate, across the respective HMAs. This will include the identification of

broad locations where growth will take place. However it will not identify specific sites as this will be a matter for the individual local plans to address.

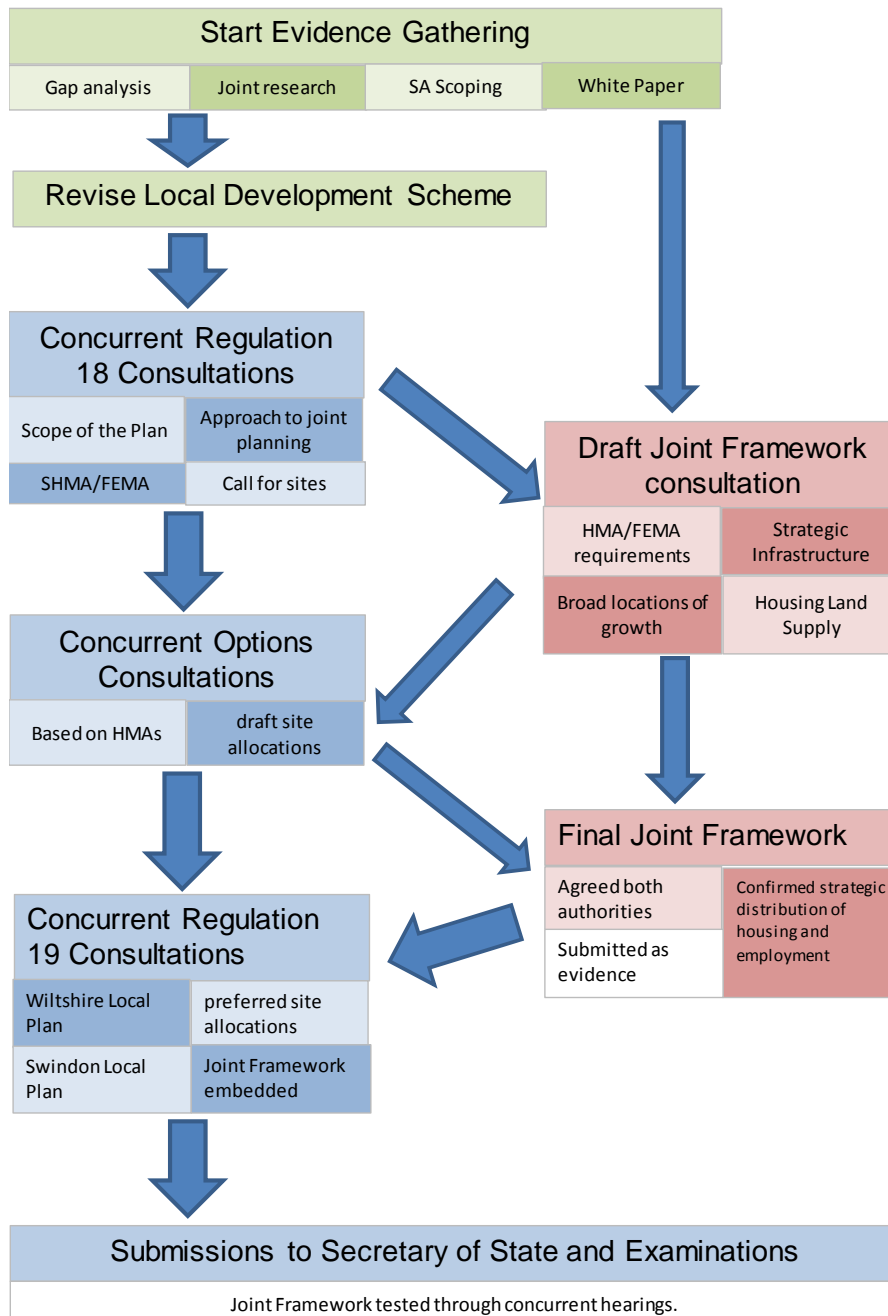
10. The Framework will identify the overall scale and distribution of planned employment land by FEMA and authority.
11. The Framework will identify strategic employment locations but not individual sites.
12. The Framework will identify the infrastructure needed to support the level of growth, in particular transport infrastructure.

Appendix 3 – Process Diagram for Joint Working

Key

Joint Framework stages

Aligned (but separate) Local Plan stages



Appendix 4 Outline Programme for Local Plan Review and Non-Statutory Joint Spatial Framework

		Local Plan Review	Links	Joint Spatial Framework
2017	Q1	Plan Preparation & Evidence Gathering	↘ ← → ←	Preparation & Evidence Gathering
	Q2			
	Q3			
	Q4	Issues & Options Consultation (reg. 18)		Scoping & Methodology Consultation
2018	Q1	Plan Preparation & Evidence Gathering	← → ←	Draft Framework Preparation
	Q2			Draft Framework Consultation
	Q3			Final Framework Preparation
	Q4	Preferred Options Consultation (reg. 18)		
2019	Q1	Submission Draft Preparation	← → ←	Final Framework Adoption
	Q2	Submission Draft Consultation (reg.19)		
	Q3	Final Submission Plan Preparation		
	Q4			
2020	Q1	Submission (reg 22)	↘ ← → ←	
	Q2	Examination Process		
	Q3			
	Q4	Inspector's Report		
2021	Q1	Adoption		

Appendix 5 - Local Plan Review Production Risk Assessment

Risk	Likelihood	Impact	Score	Response / Mitigation
Staff resources, including Planning Policy team absences (e.g. sickness) reducing capacity, affecting delivery timescales. Other workload that the Policy team may be required to accommodate which is not directly related to the Local Plan but which would divert resources away from core work activity. There may be issues in resourcing supporting staff input from other teams within the Council including transport, drainage or conservation.	2 (Medium)	2 (Medium)	4 (Medium)	Every effort will be made to rationalise workloads and to make use of staff in other sections where their skills are appropriate to the task, notably development management, housing and highways. Close working with management/portfolio holder will ensure that non-essential work streams are minimised to keep the team to programme. Specific studies will be undertaken by external specialist consultants where necessary. Short term contracts will be considered where appropriate, together with secondments with neighbouring authorities. Early engagement with other teams within the Council will take place to agree the requirement for their involvement in the project.
Availability of the Planning Inspectorate (PINS) for joint/concurrent examination. Once the Local Plan is submitted, its progress is heavily dependent on the ability of the Planning Inspectorate to provide the resources required. The timetable for the preparation and adoption of Local Plans depends on the capacity of the Planning Inspectorate to undertake examinations at the appropriate time. This risk is increased for conjoined examinations.	1 (Low)	2 (Medium)	2 (Low)	Every effort will be made to seek early confirmation from PINS that the proposed timings are acceptable. Officers will liaise with PINS on the timetable and provide them with early notification of when the Councils intend to submit.
Changing national policy, guidance and evidence. Changes to national planning policy, guidance or legislation can generate new issues or produce additional, unforeseen requirements. Such changes could potentially impact on deadlines, or force the Councils to revisit evidence or re-consult on changes made to the plan.	3 (High)	2 (Medium)	6 (High)	The Council will ensure officers keep up-to-date with emerging changes and the latest national guidance and best practice, revising the Local Plan timetable if necessary, and ensuring adequate budgetary provision for consultancy support if required. External support may be used to deliver new work or evidence base addendums if required.

Risk	Likelihood	Impact	Score	Response / Mitigation
New data becoming available. Unexpected or unknown issues arising during the preparation of the evidence base, plan preparation or sustainability appraisal could have implications for the plan reviews, in particular the spatial strategy. Evidence will need to be as up to date as reasonably possible.	2 (Medium)	2 (Medium)	4 (Medium)	Evidence may need to be amended if significant new data becomes available, taking a proportionate approach. Only significant changes in official government projections should justify changes to the strategy, though some tweaks to policy may be necessary. Parts of the previous Local Plan/Core Strategy evidence base may require a refresh to update existing information and ensure it remains fit for purpose. The policy team will mitigate this situation by undertaking an evidence base audit and project managing across the various evidence base disciplines to ensure that new information is disseminated as it becomes available. Officers and/or consultants will produce evidence base updates or addendums where necessary. Consultation windows will be used as an opportunity for interested parties to raise their concerns, frontloading issues at an early stage of plan-making, providing the Councils with the opportunity to accommodate changes or rebut criticisms where necessary.
Failure to meet the tests of soundness and legal compliance. All proposals and policies need to be justified to be found sound. There are also legal requirements relating to the duty to cooperate, Sustainability Appraisal and Habitats Regulations Assessment.	1 (Low)	3 (High)	3 (Medium)	Officers will attend relevant training or seminars on best practice, as well as maintaining a dialogue with the Planning Inspectorate and neighbouring authorities and other partners under the duty to cooperate. Consultants appointed to undertake specific studies will be required to ensure their work accords with national policy and guidance. All evidence will be robust and officers will make use of the Planning Advisory Service soundness and legal self-assessment toolkit, including commissioning critical friend support where necessary. Officers will follow the NPPF and Planning Practice Guidance and adhere to all applicable legislation.

Risk	Likelihood	Impact	Score	Response / Mitigation
Funding for evidence. Resources are not available to commission specific evidence base work.	1 (Low)	2 (Medium)	2 (Low)	Officers will undertake an evidence base audit identifying the evidence base documents that need to be refreshed or commissioned, and will cross-reference these to the skills, experience and resources available within the Councils. This will result in the efficient use of consultants only where absolutely necessary due to a lack of internal expertise or capacity. For joint working, costs will be shared by the two Councils which should lead to efficiencies and economies of scale.
Consultants not delivering within agreed timescales. Additional costs could also be incurred for out-of-scope work. This could result in delays to plan-making.	1 (Low)	2 (Medium)	2 (Low)	Timescales and expectations will be made clear to consultants within the project brief and reinforced at inception. Experience within the policy team of preparing briefs and managing consultants will minimise slippage. Should slippage begin to occur, the problem will be identified quickly and the consultants engaged with to find a solution.
Cooperation with other external bodies. Plan making requires cooperation, consultation and engagement with external bodies. The Duty to Cooperate needs to be met throughout the plan-making process and before Examination in Public takes place. Failure on the part of external bodies to respond in time or to provide adequate responses (requiring subsequent clarification) could cause significant delay to work programmes.	1 (Low)	2 (Medium)	2 (Low)	Officers will identify all relevant Duty to Cooperate partners and maintain an ongoing dialogue with them to ensure the duty to cooperate is met, recording meetings and the outcome of those meetings in a standard template. For joint working on evidence, clear working arrangements with other bodies will be required with strong programme management.

Risk	Likelihood	Impact	Score	Response / Mitigation
Difficulties in working with Infrastructure providers within our timescales. Infrastructure providers may have different priorities in terms of resource deployment leading to uncertainty about infrastructure requirements. Development planned through the Local Plan could have significant impacts on infrastructure requirements. If proposed allocations change late in the plan process it may be difficult to adjust infrastructure plans in time.	1 (Low)	2 (Medium)	2 (Low)	Officers will aim to provide clarity on the quantum and location of development to infrastructure providers as early in the plan-making process as possible so that they can identify infrastructure constraints and requirements. Ongoing liaison with infrastructure providers and developers will take place.
Large number of representations received during consultation periods. Logging and responding to a large number of representations could generate a significant amount of work, affecting resourcing of other projects and inputs into the Local Plan-making process.	2 (Medium)	1 (Low)	2 (Low)	The Councils will procure and make use on-line consultation response system to automate the processing of consultation responses as far as possible. Representations that are not submitted through the online system (e.g. by email or letter) will have to be manually entered, which is a time consuming task. Depending on the number of non-electronic comments received it may be necessary to bring in other staff, or temporary assistance, to record these comments.
Delays resulting from a legal challenge. A legal challenge to the Local Plan and the process for its development is a possibility given the possibility of significant public and/or developer opposition. The impact of this on the timetable could be significant if the challenge has substance.	1 (Low)	2 (Medium)	2 (Low)	Officers will follow the Planning Practice Guidance and PAS Plan Making Manual to ensure compliance with legal requirements and that risk of challenge is minimised. Officers will seek advice and assistance from Legal where necessary.
Lack of political consensus or not making decisions in a timely way. Given the significant public interest in the local plan elected members may feel they are not in a position to make a decision.	2 (Medium)	3 (High)	6 (High)	Close working with management/portfolio holder/Joint Working Group/Leaders Advisory Group will be required to ensure that the decision-makers are aware of the evidence, issues and options for the Local plan and what the impacts would likely be, in order to enable them to make an informed decision. Where agreement cannot be achieved there may be a need for further consultation or evidence gathering to recommend a way forward.

Risk	Likelihood	Impact	Score	Response / Mitigation
Late changes to proposals. There are a number of factors that could result in changes to the plan's proposals at a time which could result in delay. These factors include change of political direction, viability of infrastructure, development proposals and applications and impacts of plans being prepared by neighbouring authorities. A clear and early strategic steer on growth levels is needed to enable the plan to be developed to timetable (e.g. planning for infrastructure).	2 (Medium)	2 (Medium)	4 (Medium)	Early involvement of members through the Joint Working Group, Joint Strategic Economic Committee, Leaders Advisory Group and Cabinet will be required in confirming growth levels to be planned for and location of development. Ensuring that the evidence base is robust and capturing the views of duty to cooperate partners will assist in creating a sound footing and certainty for plan-making.
Submission of appeals on strategic greenfield development sites leading to team members dedicating time to support the preparation of appeal statements, proofs of evidence, additional evidence gathering, preparation for and attendance at hearings/public inquiries.	3 (Medium)	2 (Medium)	6 (Medium)	Officer time will be managed effectively. If necessary, external support could be used to represent the Council at appeal to limit the impact on plan-making work.
Ensuring that infrastructure provision is viable and agreeing a complementary approach to CIL/S106. Depending on the spatial strategy chosen there is the potential for the need for infrastructure to be provided across LPA boundaries. The two Councils currently operate separate CIL charging schedules which may need to be aligned, whilst S106 pooling restrictions affect the deliverability of infrastructure where numerous sites come forward together. The viability of sites will need to be assessed to ensure that infrastructure provision is deliverable.	1 (Low)	2 (Medium)	2 (Low)	Complete CIL/S106 viability work early in process. Commence discussions with infrastructure providers early to assess requirements and potential costs. Prioritise essential infrastructure requirements as necessary. Encourage land pooling where necessary to avoid S106 pooling restriction issues.