

Refresh of the Council's Vision, Priorities and Pledges

Cabinet

Date: 5th September 2018

Author: Leader of the Council and Chief Executive

Wards: All

Parishes Affected: All

1. Purpose and Reasons

- 1.1 This report sets out an updated set of Pledges that the Council intends to deliver for the people of Swindon in order to achieve the Vision for the Borough of Swindon and the four priorities as agreed by full Council on 15th September 2015.
- 1.2 This report is necessary as it provides the detail of how the Council's Vision and Priorities will be delivered in its current context.
- 1.3 Since the adoption of the Council's Vision, Priorities and Pledges in 2015, some of the Pledges have been delivered and new issues and opportunities have emerged. It has been necessary to update the Pledges to reflect these changes.

2. Recommendations

Cabinet is recommended to:

- 2.1 Adopt the 26 Pledges as set out in Appendix One.
- 2.2 Authorise the Leader of the Council and the Chief Executive to work with Portfolio Holders and Corporate Directors to set out a suite of specific deliverables for each of the years 2018/19, 2019/20 and 2020/2021 which will clearly show how each Pledge will be achieved.

3. Detail

- 3.1 The Vision for Swindon 2030 which the Council adopted in September 2015, set out how the Council will shape the Borough, and deliver growth that allows communities to prosper, families to live healthy and happy lives and children to fulfil their potential. This remains the Council's ambition for the Borough and its residents
- 3.2 In order to deliver the Vision, the Council agreed a set of four priorities in September 2015, to enable Councillors and officers to prioritise their work and ensure that the Council is using its increasingly limited resources to best effect in pursuit of delivering the Vision for Swindon. These remain the Council's priorities.
- 3.3 Also in September 2015, in order to give more detail about how the Vision and Priorities were going to be achieved the Council set out thirty Pledges, which

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described the actions it intended to take. There has been considerable change in both Swindon's and national circumstances in the period since September 2015 and it is imperative that the Council's Pledges reflect that change. In order to ensure that is the case, Portfolio Holders and Corporate Board Directors have undertaken an exercise to evaluate the continued relevance of those Pledges in the Council's current context. The updated Pledges reflect the results of that exercise.

- 3.4 Underpinning each Pledge, there will be a number of specific deliverables so that it is clear what the intermediate milestones or targets will be. This will not only ensure that there is clarity about how the Pledge is going to be delivered but will also give a clear performance management framework to measure progress against.

Priority One- Improve infrastructure and housing to support a growing, low-carbon economy

- 3.5 The Pledges relating to Priority One have been updated to reflect the fact that the 2015 Pledges relating to broadband, solar arrays, Sussex Square and Havelock Square have been completed. The Pledges relating to broadband and solar arrays have been superseded by Pledges expressing a commitment to digital innovation and enhancing Swindon's reputation as a sustainable energy exemplar.
- 3.6 The commitment to developing infrastructure and housing, including affordable housing, and the work with Barratts to further develop Wichelstowe remains. The commitment to ensuring that Swindon is a vibrant modern place is also still clearly included in the Pledges, which include work such as the delivery of the Masterplan for Kimmerfields in partnership with Homes England, delivery of a Bus Boulevard, enhancing Wellington Street as a prime thoroughfare for the town, delivering infrastructure to facilitate the development at New Eastern Villages and delivering improvements to the town centre strategic road network
- 3.7 There are no completely new Pledges in relation to Priority One, but the Pledges do reference new ventures and partnerships such as the development of the Carriage Works, the further development of Tadpole Garden Village and Badbury Park, work with Seven Capital at North Star and Nationwide at Oakfield and the southern access linking Wichelstowe to Junction 16.

Priority Two – Offer education opportunities that lead to the right skills and the right jobs in the right places.

- 3.8 Priority Two retains the Council's commitment to improving educational attainment, increasing apprenticeships and securing a range of options to access Higher Education. In addition, it includes a new Pledge to increase the level of skills of Swindon's workforce as a key contributor to both the growth of the Borough and the wellbeing of residents. Other changes include an increase in

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the number of primary schools the Council intends to build in view of Swindon's growing population.

Priority Three - Priority Three – Ensure clean and safe streets and improve our public spaces and local culture

- 3.9 Priority Three retains the Council's commitment to engaging communities in increasing the cleanliness of their local areas and to securing a viable and sustainable future for Swindon's key heritage assets. It also now include three new Pledges. These are a Pledge to work with partners to promote healthy lifestyles for the population of Swindon, a Pledge to encourage residents to recycle and reduce waste and a commitment from the Council to stop using single use plastics and a Pledge to deliver a programme of work to ensure that residents, visitors and businesses feel safe in Swindon's town centre.

Priority Four - Help people to help themselves while always protecting our most vulnerable children and adults

- 3.10 The Pledges which will support the delivery of Priority Four reiterate the Council's commitment to work with the Clinical Commissioning Group to support more people and their carers to live as independently as possible and to increase the number of foster carers. They also include the Council's commitment to early intervention and prevention to support children and their families including the Troubled Families Programme and to support residents to avoid getting into debt. The Pledge relating to volunteering has been made more specific in relation to volunteering to support vulnerable people. There are new Pledges relating to safeguarding vulnerable children and adults, Dementia Friendly status, reducing the number of children with excess weight and reducing homelessness
- 3.11 Full details of the 2015 Pledges and the Updated Pledges are given at Appendix One.

4. Alternative Options

- 4.1 Cabinet could choose to retain the existing set of Pledges. This would, however, bring the risk that the Council's Pledges and work programme which will flow from those Pledges would not reflect the current circumstances and would not allow the Council to take advantage of new opportunities.

5. Implications, Diversity Impact Assessment and Risk Management

Financial and Procurement Implications

- 5.1 There are no direct financial implications arising from this report. It will be necessary to ensure that all the deliverables defined to achieve the Pledges are affordable within the Council's budgetary framework.

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Legal and Human Rights Implications

- 5.2 Legal and Human Rights implications were taken into account when preparing this report. It is considered that the report's recommendations are compatible with Convention Rights.

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

- 5.3 There are no other implications at this time.

Diversity Impact Assessment

- 5.4 No Diversity Impact Assessment was undertaken as this report will not lead directly to any service changes. Any actions taken to achieve the Pledges will be done in full accordance with the Council's agreed Diversity Impact Assessment framework.

Risk Management

- 5.5 Any risk management assessment will be managed as part of specific proposals to achieve the Pledges and associated deliverables.

6. Consultees

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

7. Background Papers

- 7.1 None

8. Appendices

- 8.1 Appendix One – The Updated Pledges

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

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