

Vision for Swindon

How are we going to get there?

Plan 2016-2020



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Foreword

The Council Plan sets out the vision for Swindon and the priorities we are trying to achieve for our residents and the borough of Swindon. It gives details of the pledges we have made about what we will do to achieve the vision. The plan describes the first stage of our work towards achieving the vision and covers the period up to 2020. It does not include everything that the Council will do but is intended to help you understand the Council's priorities for Swindon.

The plan is intended for a wide audience. It is aimed at residents, elected members, current and potential Swindon Borough Council staff and the Council's partners. If you have an interest in Swindon, we hope there is something of interest for you in our plan.



Leader of the Council -
Councillor David Renard

Introduction from the Leader of the Council

As Leader of Swindon Borough Council I am proud to lead an organisation which has a role in supporting everyone who visits or works in Swindon. The range of services we provide is vast, from road maintenance, waste and recycling through to licencing, care of the elderly, fostering and adoption, strategic and local planning. The list goes on!

But at its heart, our aim is straightforward. We want Swindon to be a prosperous place where people are happy to live and work. The Council has described this in its vision for Swindon.

'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 that 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 would 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.'

Introduction from the Leader of the Council

Making this vision a reality requires leadership from the Council and other public, private and voluntary sector bodies. While we must continue to maintain vital services for the borough we must pay even more attention to the place we want Swindon to become, what will the future look like for the next generation of Swindonians?

Swindon has a history of growth and expansion and we need to understand what we want the next phase of Swindon's growth to look like. What type of houses do we want? How will we make sure that we have a fit for purpose and resilient transport network to support the growing economy? What do we want the town centre to look like?

Swindon has a history of attracting people and businesses that come here for work and to bring up their families. How will we make sure the people who are already here, and those who choose to come in the future, have access to a great education, a range of good jobs, well-maintained green open spaces and safe supportive communities to live in? These are the questions we must address.

We know that our resources are limited and getting less. Keeping the Council sustainable for the next four years will require a fundamentally new approach to the way we work. We cannot achieve our vision for Swindon alone. Strong and effective partnerships with residents and the many organisations who work in Swindon will be fundamental to our success. Generating income will become increasingly important too as central government grants shrink and Councils become more self-sufficient.

Introduction from the Leader of the Council

We know that we must prioritise and be clear about what we are going to do and when. To start with we have set out four priorities which will guide all of the Council's work to 2020 and beyond.

1. **Improve infrastructure and housing to support a growing, low-carbon economy**
2. **Offer education opportunities that lead to the right skills and right jobs in the right places**
3. **Ensure clean and safe streets and improve our public spaces and local culture**
4. **Help people to help themselves while always protecting our most vulnerable children and adults**

The plan includes our pledges to you about what we will deliver and other major pieces of work the Council will be doing. It is important too, that you can see whether we are achieving what we set out to do, so the plan includes details of how we will measure our performance.

A Snapshot of Swindon in 2020

We will have 15,800 (7%) more residents in Swindon Borough in 2020 than in 2016. In total there will be 236,100 residents.



There will be 8 million waste collections every year in Swindon.



There will be 2,500 more young people in Swindon aged 25-34 looking for somewhere to buy or rent than in 2016. A total of 33,800 residents will be in this age group



There will be 100,900 households living in Swindon in 2020. This is 5,200 more than 2016.



There will be 14,600 households over the age of 65 living in Swindon in 2020; that is 2,400 more than 2016. If only 10% of these want to move to smaller housing this will be 1,400 potential downsizers.

Unless action is taken, about 4,300 residents over the age of 65 will have a trip, slip or fall in 2020. 1,100 of these will fall twice or more.



A total of 2,100 residents aged 85 and above will be living on their own in 2020. This is 160 more than in 2016.



By 2020 it will take 45 minutes to get to London by train due to rail improvements. There will be an average of almost half a million car journeys on Swindon roads every day.

There will be 116,000 jobs in Swindon. This is 7,000 more jobs than in 2015.



Approximately 17,300 residents are likely to be living with diabetes in 2020 (diagnosed or undiagnosed). Diabetes is associated with life expectancy that is 10 years lower than average.

Unless action is taken approximately 166,200 residents will be overweight or obese in 2020. This is 11,100 more than in 2016.



Approximately 14,500 babies will be born in Swindon between 2016 and 2020.



What will Swindon be like in 2020?

You

You will feel safe and secure where you live. Your local area will be well maintained and there will be a sense of local and civic pride. Our website will give you good information about Council services, so that you can access the information you need when and where you need it. You will feel able to trust your Council to provide you with the help and support you need and get good customer service from the Council, but will feel empowered to help yourself whenever possible.

Your Community

You will feel able to achieve your potential and make a contribution to your community. The Council will work with you and with partners to develop your community as a place where you can make your own decisions. Your neighbourhood will be a good place to live. People will care for their environment and each other. The design of housing will support communities to grow and thrive. Housing will be available that supports older residents to live at home for longer.

Your Employment

Swindon will continue to be a place of opportunity. Businesses will want to set up and grow here. There will be good employment opportunities including an increasing number of apprenticeships for our young people. Swindon's housing and business growth will be well planned so that we do not damage the environment. We will benefit from good transport links. There will be good quality and well planned housing to meet the needs of our growing population.

Vulnerable People

Everyone, including our most vulnerable residents will have the support they need to live full and independent lives for as long as possible. They will have all the information they need to plan for their future. If people need extra support, it will be easy for them and their family to assess their needs and organise appropriate support. People will feel in control of their own care and feel able to make choices about what is the most appropriate for them. Carers will be supported in their caring role.

Children And Young People

All children will be supported so that they get the best possible start. Children will enjoy opportunities to play and be active. They will get good quality experiences and are given a love of learning so that they are well prepared for school. During their schooldays, they will have the opportunity to benefit from high quality teaching and a rich curriculum so that they achieve their full potential. Young people will be helped to make the transition to adulthood.

Your Council

The Council will publish information about Council performance, so that you will be able to hold us to account. We will give you information about how the Council is working to achieve our vision and our progress in delivering our pledges. We will publish financial information so that you can see how your Council Tax and the Council's other income is being spent. The Council's budget will continue to be carefully managed so that you get the best possible value for your money.



Vision for Swindon – Priorities

We want to make sure that we focus our energies and resources on the four priorities we believe will make the biggest difference to the lives of our residents and have the biggest impact on our Borough. The Plan provides a clear statement of these priorities and the pledges the Council has made about what we will do to achieve them.

Start here ▶

Priority 1

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

We are ambitious for Swindon. We see Swindon as a place where inward investment and high quality housing development mean that current and future generations can aspire to and achieve prosperity.

Good infrastructure is vital to make this possible. Swindon enjoys good road and rail connections and a good commercial bus network. In order to attract new businesses, both large and small, and retain existing ones we will continue to provide a safe, effective and fit for purpose transport network to meet current and future needs. We will make sure that traffic flows smoothly on our roads, and that pedestrians, cyclists and other road users can co-exist safely.

Swindon has a long history of being at the cutting edge of new technologies. We will make sure that our businesses and residents have access to the latest online technology including superfast broadband.

We are committed to sustainable, low-carbon growth. We will promote and develop solar arrays and solar noise barriers to minimise damage to the environment and encourage the increased take-up of low-emission vehicles.

We will plan for enough homes to meet the needs of our growing town. Developments are planned at the New Eastern Villages, Wichelstowe, Commonhead, Kingsdown and Tadpole Farm. An important feature of these developments will be a growing emphasis on cluster housing, creating communities where young and old can live side by side to support elderly and vulnerable members of our community to live with dignity and independence.

We will maintain and improve our existing housing stock. All our homes meet the Government's minimum standard for housing, the Decent Homes Standard and we will make sure that continues to be the case.

In our drive for growth, we will not lose sight of the impact rapid development can have. Our planning policy is based on the delivery of sustainable growth. We will enhance and complement what we have to be proud of whilst addressing areas which could be improved. Our growth will be well managed and give us a town fit for the twenty first century.

In order to ensure that we improve infrastructure and housing to support a growing, low-carbon economy, we have identified the following three outcomes:



View outcomes here ▶

Priority 1

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

Swindon has good infrastructure which supports our economy to grow without damaging the environment.

To make this happen we will deliver the following pledges:

- Deliver the Government standard Superfast Broadband coverage to all commercial and domestic premises in the Borough by 2017.
- Construct solar arrays on Council-owned land at Common Farm, Chapel Farm and a solar noise barrier along roads including the M4 at Wichelstowe.
- Demolish the obsolete Carlton Street and Wyvern car parks and use the space for regeneration.
- Replace the current Health Centre in the town centre with a new and improved facility
- Establish effective and appealing pedestrian links from the Town Centre to North Star and enhance Wellington Street as a prime thoroughfare for the town.
- As part of the town's regeneration:
 - Re-develop the former Aspen House site / Granville Street area, to extend on the successful Regent Circus development.
 - Make Havelock Square an attractive, safe open space to complement local shops
 - Replace the current bus station with a new and modern facility.

We will also:

- Ensure that Swindon enjoys a national and international reputation as a centre for sustainable technologies that generate significant revenue for the Council.
- Monitor and control the level of pollutants emitted by industry and other sources.
- Improve existing locations of poor air quality linked to traffic pollution
- Encourage contractors to use sustainable materials and re-use and recycle building materials
- Make sure that the Council reduces the carbon emissions from our activities
- Use LED lighting sources in street lighting to reduce energy consumption and the carbon footprint.
- Identify further sources of funding to continue innovative work with solar and hydrogen schemes, and develop a waste to energy proposal

We'll measure our success by:

Increasing the percentage of premises that have access to superfast broadband

Increasing the income to Swindon Borough Council through the additional Business Rates that will come from the new solar farms and solar noise barriers

Reporting every quarter on the progress of our projects against the identified milestones

Increasing the amount of electricity generated from renewable sources in Megawatts Electric (MWe)

Priority 1

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

Swindon's housing is high quality and meets current and future needs of all residents

To make this happen we will deliver the following pledges:

- Build new affordable homes including 200 new council homes and 66 units through the Affordable Housing Development programme at sites including the Hawthorns, the Royal British Legion site in Penhill, Townsend House in Old Town and the Former Refuge in Park South
- Complete the redevelopment of Sussex Square
- Develop Council-owned brownfield sites at Oakfield, and other sites as they become available, for housing
- With Barratt Homes we will build up to 3,500 homes in Wichelstowe including the development of a district centre.

We will also:

- Improve the quality of the Council's existing housing stock and ensure that it is well maintained
- Deliver a structural repairs service and thermal improvements to non-brick built Council housing stock.
- Make sure that the Council's empty properties are re-let quickly
- Work with landlords in the private sector to improve housing standards and increase the availability of safe and healthy homes
- Investigate ways to offer a wider range of rental opportunities.
- Support tenants who want to buy their Council homes and use receipts to provide affordable housing.
- Provide housing to meet specific needs including cluster housing projects, adapted homes for foster parents, assisted dwellings for people with disabilities and appropriate homes for older people.

We'll measure our success by:

Reporting every quarter on the progress of our housing projects against the identified milestones

Increasing the number of new houses where planning consent has been given

Increasing the number of affordable houses built

Increasing the number of new houses completed by March 2026 in other housing projects

Increasing the percentage of condition survey complaints responded to within 5 working days

Priority 1

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

Swindon's housing is high quality and meets the current and future needs of all residents

To make this happen we will deliver the following pledges:

- Make the case to Government to invest in a Thamesdown Drive extension and surrounding road improvements.
- Improve the town centre road network to pave the way for the Kimmerfields development.
- Improve highway linkages to the new Eastern Villages, particularly around the White Hart roundabout.

We will also:

- Work to ensure that Swindon's roads are not congested.
- Provide and maintain a robust and fit for purpose highway network which manages and balances the needs and safety of all highways users
- Plan and implement schemes such as Junction 16 Highway Improvements, Rapid Transit and Sustainable Transport
- Manage adverse weather events to keep the travelling public safe and manage the longer-term resilience of the network to continue to operate during adverse weather.
- Work with bus operators to ensure the local bus network meets the current and future passenger requirements.
- Promote effective walking and cycling routes throughout Swindon as part of a healthy lifestyle approach

We'll measure our success by:

Reporting every quarter on the progress of our projects against the identified milestones

Maintaining the average vehicle speed during the weekday morning peak on Swindon managed A roads in mph

Priority 2

Offer education opportunities that lead to the right skills and right jobs in the right places

The earliest years of a child's life set the foundation for their future achievement and development. We will make sure that every child that has the opportunity to benefit from high quality early education and childcare.

A good education is fundamental to supporting Swindon's children and young people to reach their potential. We will support and challenge our schools so that every pupil is given the opportunity to learn and achieve. Our initial target is to reach the average level of performance at both GCSE and A level, but we are ambitious for our children and young people and will not stop there. We are striving to be one of the highest performing areas in England and achieve results which are in the best 25% in the country.

We will work to improve access to higher education in Swindon as part of a wider focus on skills development. Skills are both the means to, and the end product, of a highly productive economy. More than a third of jobs expected to be created by 2020 are likely to require at least a degree level qualification.

Although, employment in Swindon is high, better than the average for Great Britain we are keen to support young people on the first rungs of the career ladder and will be working with local businesses to support them to create apprenticeships.

Swindon has a strong private sector led economy. We will use our strong voice within the Swindon and Wiltshire Local Enterprise Partnership (SWLEP) to sustain and grow our economy. We understand the importance of our existing business base and will provide support for existing businesses large and small to grow and create additional employment opportunities. We know we need to attract new businesses too, and will work with Forward Swindon Limited to bring new businesses and investment to Swindon.

In order to ensure that we offer education opportunities that lead to the right skills and right jobs in the right places; we have identified the following two outcomes:



[View outcomes here](#) ▶

Priority 2

Offer education opportunities that lead to the right skills and right jobs in the right places

Swindon's education and skills provision enables children and adults to achieve their full potential

To make this happen we will deliver the following pledges:

- In addition to the two new free secondary schools, build one secondary and 12 primary schools to meet the needs of our increasing population
- Secure a range of options to access Higher Education in Swindon.
- Improve educational attainment, in particular at ages 16-19 so we are above the average in England within five years.

We will also:

- Develop effective partnerships and collaboration and a commitment to sharing knowledge about what works well in improving teaching and learning.
- Carry out targeted work with individual schools to raise attainment.
- Further improve the quality of primary education so that we achieve results which are in the best 25%.
- Review the level of exclusion from school, including working closely with schools to support them to manage pupils' behaviour; to avoid exclusion and to maintain pupils in a mainstream school.
- Improve mental wellbeing in schools, reducing bullying and self-harm, and encouraging pupils to make positive lifestyle choices.
- Work with partners to manage home to school/college transport so that pupils have access to education
- Ensure the availability of high quality education, post 16 education, and training and employment opportunities for young people with Special Educational Needs and Disabilities.
- Work with partners to increase the number of young people under 18 staying in education or work with training.
- Work with schools to improve awareness of routes to higher level skills and career options
- Develop and deliver a Higher Education (HE) Strategy to achieve at least national participation rates

We'll measure our success by:

Increasing the percentage of young people who were studying in Swindon at the age of 16, who attain a Level 3 qualification by the age of 19. Attainment of Level 3 equates to achievement of 2 or more A-levels or equivalent qualifications

Increasing the percentage of young people aged 16 in Swindon schools achieving at least 5 GCSEs at grades A*-C (including English & Maths)

Increasing the percentage of Swindon Schools rated good or outstanding

Increasing the number of permanent and fixed term exclusions in Swindon schools as a percentage of the school population

Reporting every quarter on the progress of our school building against the identified milestones

Priority 2

Offer education opportunities that lead to the right skills and right jobs in the right places

Swindon has a thriving and growing economy

To make this happen we will deliver the following pledges:

- Improve the reputation and image of Swindon to attract inward investment.
- Increase the number of businesses employing young people as an apprentice from 15% to 20% (an additional 280).

We will also:

- Provide accommodation to attract key workers to Swindon
- Invite contractors to bidders' day events to improve their understanding of local contract opportunities
- Support new and existing businesses and encourage inward investment to maintain our reputation as the city with the highest concentration of foreign owned businesses in the UK
- Support local businesses and private landlords by offering a range of advice and assistance enabling them to trade safely and lawfully
- Increase the number of apprenticeship, traineeship and supported internship positions and work experience opportunities offered by the Council.
- Improve access for businesses to necessary skills provision higher/degree level apprenticeships and Higher Education.
- Increase participation in work/ learning/volunteering of adults who have had a break in employment
- Complete the employment land needs assessment to ensure that Swindon has sufficient employment land to meet the requirements of our growing economy
- Work with partners to extend Local Plan horizon and focus on sub-regional spatial planning concerns
- Free planning from unnecessary red tape and encourage appropriate employment development on our own land
- Continue to implement the extended Small Business Rates Relief scheme

We'll measure our success by:

Increasing Gross Value Added (GVA) per worker compared with Oxford, Cambridge, Milton Keynes, Bristol and Norwich. GVA is the measure of the value of goods and services produced after taking costs into account

Increasing the number of businesses employing apprentices

Increasing the increase in the number of jobs

Reporting every quarter on the progress of our projects against the identified milestones

Priority 3

Ensure clean and safe streets and improve our public spaces, and local culture

We want to make sure that your local environment supports you to keep physically active, and feel a sense of wellbeing. We will do this through making sure that our streets and public spaces are clean and well maintained.

Litter and fly tipping are a problem for everyone. We want to work with you to keep our streets clean by raising awareness of the consequences of a dirty environment and encouraging responsible behaviour through education and enforcement.

We want our streets to be safe too. We want them to be free of crime and safe for pedestrians and road users. Crimes of all types have a detrimental effect on quality of life, and place a huge strain on resources.

The impact of road deaths and serious injuries is devastating for the families of those involved and leaves a legacy of both medical and personal consequences. The Council is determined to reduce road casualties and will work with the Police, schools and local communities to improve road safety education, training and publicity for all age groups and categories of road users.

Inconsiderate parking and road use can cause both safety and access issues. We will work with you to encourage compliance with parking regulations and road restrictions such as bus lanes.

We want to develop Swindon's cultural, leisure and retail offer to benefit residents and promote the town to visitors and inward investors. We will develop a new cultural quarter for Swindon to house Swindon's Museum and Art Gallery. We want to develop the North Star area as a new regional leisure destination to include a range of activities to attract visitors.

In order to ensure that we have clean and safe streets and improve our public spaces and local culture, we have identified the following two outcomes:



[View outcomes here](#) ▶

Priority 3

Ensure clean and safe streets and improve our public spaces, and local culture

Swindon is a clean, well maintained and safe place to live, work and visit

To make this happen we will deliver the following pledge:

- Find new ways to engage communities and neighbourhoods to increase the cleanliness of their local areas.

We will also:

- Work with parish and town councils, residents' groups and businesses to support them where they wish to provide street cleaning and grounds maintenance services.
- Carry out a community governance review to explore the options for parishes to ensure sustainable investment in our public spaces.
- Improve the efficiency of our waste and recycling collections service to households and businesses.
- Work with Forward Swindon Ltd and other partners to deliver schemes which are sustainable in the long term to maintain and improve public spaces in the town centre
- Implement strategies and schemes for play, recreation and green spaces including addressing smoking in children's play areas.
- Continue to improve the environment at the crematorium, respecting the sensitivities of the bereaved.
- Carry out annual road safety reviews to identify and address accident trends and hotspots
- Implement Public Space Protection Orders where appropriate to make sure that shared space can be enjoyed by all and address issues such as dog fouling, street drinking and inappropriate use of public spaces
- Work with partners to reduce Domestic Abuse and Hate Crime
- Work with Wiltshire Police, Wiltshire and Dorset Fire and Rescue and other partners to develop neighbourhood partnership working to reduce crime and anti-social behaviour
- Work with partners to maximise the contribution of licensed activities while reducing any detrimental impacts.

We'll measure our success by:

Reducing the level of recorded violent crime and reporting on incidents of Domestic Abuse and Anti-Social Behaviour

Reporting on the success of the fly tipping campaign and educational visits

Reducing the number of people killed or seriously injured on Swindon's roads

Increasing the percentage of Swindon adults using outdoor space for exercise/health reasons

Priority 3

Ensure clean and safe streets and improve our public spaces, and local culture

Swindon values its heritage and has a vibrant cultural, leisure and retail offer

To make this happen we will deliver the following pledges:

- Secure a new Museum and Art Gallery that can showcase the high quality art and exhibits that we possess.
- Support the development of the new regional leisure destination at North Star.
- In the longer term we also aim to
 - Secure a sustainable future for the Mechanics Institute.
 - Support the redevelopment of the Corn Exchange

We will also:

- Make sure that new development in the town centre encourages visitors to come to Swindon and increases spending in the town.
- Secure a sustainable future for the Council's heritage and remaining leisure assets
- Work with local history societies and networks to promote Swindon's heritage through collection and promotion of local material.
- Continue to develop the Visitor Information Centre provision by working with hotels and businesses to market events and promote their businesses,
- Provide and promote events and activities including literature, music and health.
- Improve the retail and leisure offer in Swindon town centre including attracting new businesses to the Fleet Street area and the development of a cultural quarter for the new Swindon Museum and Art Gallery.
- Make sure that Swindon is a safe place to live and visit through working with businesses and enforcement of safety standards.

We'll measure our success by:

Measuring visitor numbers

Reporting every quarter on the progress of our projects against the identified milestones

Priority 4

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

The Council is 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 the Council but some children and their families need higher levels of support. In this case, the Council will work with the family to develop their parenting skills and to make sure that children are safe from harm.

The Council is committed to ensuring that everyone lives a healthy, safe, fulfilling and independent life and is supported by thriving communities. We recognise that some adults, whether because of their physical or mental health or their age or disability will need additional support. The Council will ensure that this support is provided in a way that helps people to stay in control of their lives. We will make sure that good quality information is provided to help people to make choices about their care and improve their wellbeing.

Although Swindon has low rates of poverty and deprivation and generally Swindon residents enjoy good health, there is a real gap between the affluent and less affluent areas, which are we working to address. Other concerns are obesity and rates of physical activity in adults, smoking prevalence, particularly in pregnancy, alcohol consumption by under 18's, self-harm and levels of diabetes.

Increasingly, our role is to work with you to support communities and volunteers so that local problems can be solved by local people to meet local needs. We will be working to build on the existing strong tradition of voluntary work in Swindon to ensure that Council volunteering is making an impact.

In order to ensure that we help people to help themselves while always protecting our most vulnerable children and adults, we have identified the following four outcomes:



[View outcomes here](#) ▶

Priority 4

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

Vulnerable adults live as independently as possible and enjoy safe and fulfilling lives

To make this happen we will deliver the following pledges:

- Provide early support for people in debt so that we significantly reduce the need to use bailiffs to recover Council Tax and other debts.
- Work with the Clinical Commissioning Group and GP surgeries to help people with long term health and social care needs to manage their health effectively with support from community groups and multi-disciplinary teams
- Ensure that more people and their carers are supported to live as independently as possible and reduce the length of time people need to spend in residential care.

We will also:

- Provide access to good quality information and advice for vulnerable adults, children and families
- Provide good access to assessment of care needs and timely reviews
- Provide high quality support and assessment for carers, recognising their invaluable contribution.
- Provide good quality and timely transition planning so that the progression for young adults from adults to children's services is well managed and support continues to be provided.
- Work with the Clinical Commissioning Group to implement a pooled budget so that money can be used more flexibly to improve health and social outcomes for vulnerable adults.
- Minimise delays in hospital discharges through improving the range and availability of care and nursing provision and developing supported housing.
- Complete actions from the Homelessness Strategy with a priority to support complex rough sleepers
- Provide transport to support vulnerable adults and children
- Improve recruitment and retention of health and social care staff

We'll measure our success by:

Increasing the percentage of adult social care clients who have an annual review

Increasing the percentage of carers' assessments/reviews completed

Measuring progress by the end of 2017 towards a pooled budget with the Clinical Commissioning Group

Reducing delayed hospital discharges attributable to Adult Social Care adult social care clients who have an annual review

Reducing the annual percentage of arrears cases leading to bailiff referrals rate of Council Tax carers' assessments/reviews completed

Increasing the in-year collection rate of Council Tax carers' assessments/reviews completed

Priority 4

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

Swindon's children are safe, free from harm and able to grow and prosper

To make this happen we will deliver the following pledges:

- Increase the number of foster carers in Swindon so that every 'child looked after' who should be, is placed within 20 miles of their home borough.
- Work with all of the 1270 families in Swindon who are in most need of support by 2020 in phase 2 of the Troubled Families Programme

We will also:

- Ensure that Swindon's children who need to be in care are offered the best care and support by work including :
 - Further strengthening the quality of core social work, ensuring timely and authoritative intervention to drive up the quality of outcomes for vulnerable children.
 - Strengthening the Looked After Children Education Service making sure that everyone working with children understands the importance of schools and learning for looked after and other vulnerable children
 - Enhancing the role of the Council as a Corporate Parent to increase opportunities for care leavers to progress into further / higher education or employment.
- Develop new family support services and support them to access sustainable funding
- Work with health to transform Child and Adolescent Mental Health Services.
- Make sure that every child gets the best start in life through delivery of the Universal Healthy Child Programme
- Support Swindon schools and colleges to achieve at least bronze level Healthy Schools Award
- Create sufficient early education places for two year old and support take up of these places
- Protect young people by ensuring that age restricted products such as alcohol, tobacco and knives are not sold to them.
- Ensure that Swindon's children and young people are kept safe through working to prevent and disrupt child sexual exploitation, human trafficking , honour based violence and female genital mutilation and other related issues

We'll measure our success by:

Increasing the percentage of care leavers going into employment, education or training

Increasing the number of families who have become involved with the Troubled Families programme by 31 March 2020

Reducing the number of children who became the subject of a child protection plan during the year ending 31 March for a second or subsequent time

Increasing the percentage of looked after children who are placed inside the Borough boundaries or within 20 miles of their home address

Increasing the numbers of 2-year-olds taking up places funded early education

Priority 4

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

People feel in control of their lives and able to help themselves and each other

To make this happen we will deliver the following pledge:

- Deliver a borough-wide approach to increase the impact of volunteering, enabling more people to be active citizens in their communities.

We will also:

- Develop better ways to recruit and manage volunteers including a Swindon wide website for promoting Council & other volunteering opportunities.
- Develop new models of volunteering so residents can make bigger contributions to local issues including loneliness and looking after the local environment.
- Support communities to progress a vision for their area through Neighbourhood Plans
- Continue to encourage voting and participation in local democracy
- Support home adaptations to enable disabled occupiers to live independently
- Review the use of assistive technology to increase independence and quality of life
- Identify and support vulnerable people to apply for social housing.
- Identify and develop a range of housing options for older people, including lifetime homes to ensure that people can stay in their communities for longer.
- Make sure that adults and young people with learning disabilities are supported to live independently and access for employment.
- Continue to provide early support to tenants in rent arrears to help sustain tenancies
- Work with partners to reduce the impact of household debt.
- Ensure that local residents are provided with the support needed to make Universal Credit applications.

We'll measure our success by:

Reducing the number of Council Tax Support claims.

Increasing the proportion of older people (aged 65 and over) who were still at home 91 days after discharge from hospital into reablement or rehabilitation services

Increasing the percentage of volunteering opportunities taken up in identified high impact initiatives

Increasing the percentage of working age adults with learning disabilities receiving a long term care package that are in employment

Priority 4

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

Children and adults are healthy and enjoy high levels of wellbeing

To make this happen we will deliver the following pledge:

- Reduce smoking prevalence to less than the England average

We will also:

- Lead the delivery of the Tobacco Control Strategy
- Promote smokefree places as part of development plans and achieve one planned smokefree district centre
- Commission and /or deliver services to improve health and well-being including lifestyle services including NHS Health checks, Stop Smoking, well-being physical activity and healthy weight services
- Promote the 'One You' Campaign in Swindon to target people age 40-65 to make healthy lifestyle changes alongside NHS Health checks and other interventions
- Ensure that all contaminated land sites within Swindon are either remediated or where used, are only used for purposes that pose no threat to health
- Promote health and well-being through community initiatives
- Work closely with schools, businesses and developers to ensure that transport choices promote healthy lifestyles
- Promote healthy eating for families through programmes such as Change4Life and the sugarsmart campaign
- Develop Swindon as a dementia and age friendly place to live
- Reduce levels of self-harm in children, young people and adults.
- Work with disadvantaged and vulnerable groups to reduce inequalities in sexual and reproductive health through open access services and targeted public health interventions

We'll measure our success by:

Reducing the percentage of adults in Swindon who smoke

Increasing the percentage of physically active adults

Reducing the percentage of children who are overweight or obese at reception and in year 6

Financing our plan

How will we deliver the Vision for Swindon?

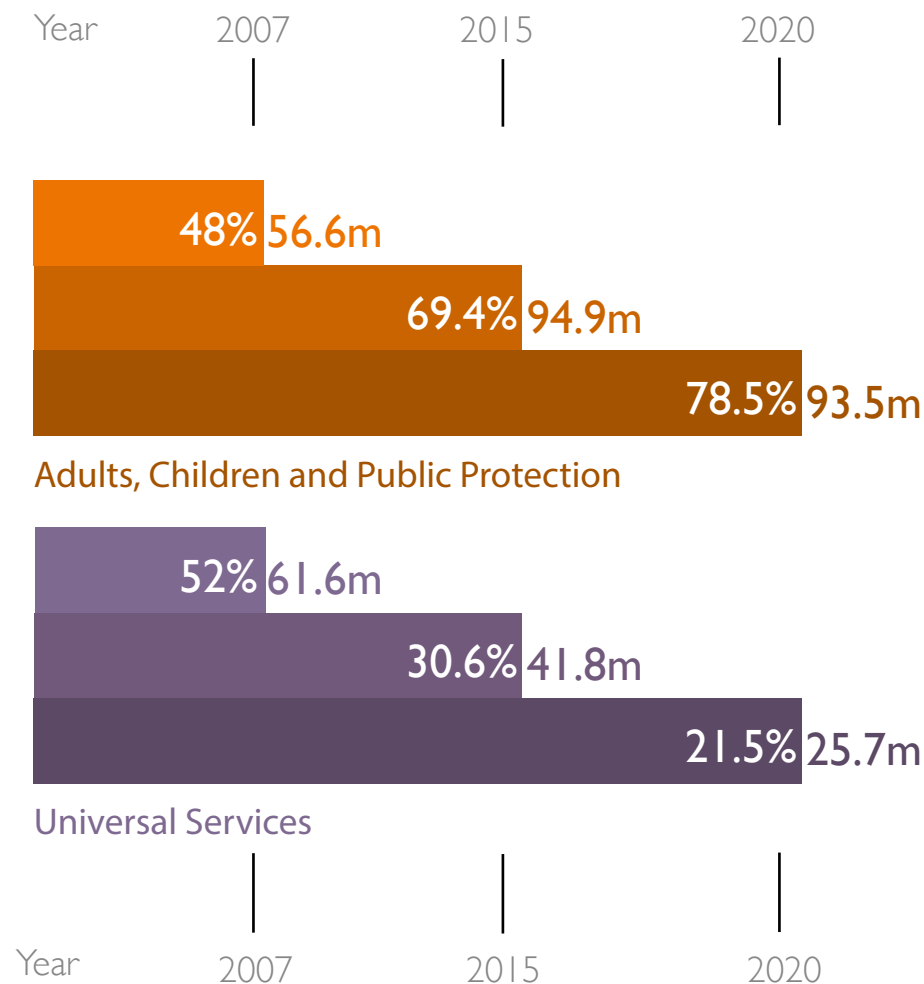
To achieve what we have set out in this plan will need to take action to make the Council sustainable over the next four years. We need to make sure that we have enough money both to survive as a Council and deliver the priorities we have set out.

Like most public bodies, the Council has seen a reduction in funding as part of the Government's objective to reduce the national debt and national deficit. Alongside this the Council's budget is reducing and demand for its services is rising.

Some of the services that the Council fund are universal services like refuse collection, grounds maintenance, libraries, determining planning applications and maintaining roads. Other aspects of our budget are more targeted to support people in need of help.

Swindon Borough Council has a net annual Budget of just under £137m. This is funded by council tax payers and a share of the business rates collected nationally.

During the last decade the profile of the Council's budget has changed significantly with a reducing amount being spent on universal services each year and a rising proportion being targeted at specialist services supporting vulnerable people as demand for those services go up. This trend is expected to continue and quicken over the next four years.



The graph above shows how our spend has changed. In 2007, 48% of council spend was on services for vulnerable people. This percentage has increased every year. By 2020 almost 80% of the Council's budget will be spent on services for vulnerable people. The amount available for universal services will have fallen from £61.6 m in 2007 , to £25.7 m in 2020.

How we manage your money

What next?

Between now and 2020, the Council must balance the budget or reduce the expected increase in cost of future services by between £70m and £80m. The Chancellor announced changes to the way local councils are funded as part of the Comprehensive Spending Review 2015. Local projections based on national figures show that the grant received from the Government by the Council (£28m) will be virtually gone by 2020.

This means that by itself careful management of the budget will not be enough. To respond to the financial reality the Council must find new ways of delivering services and increasing its income.

In order to address the funding gap over the next four years and ensure the Council is in a position to achieve its long-term Vision for Swindon it will focus three key themes:

1

Growing the Economy

– increase the number of businesses, create more high skilled jobs and generate new income for the borough.

2

Going Local

- to take services closer to local people by working with community groups and parish councils to identify new types of service provision less dependent on Council funding.

3

Building Resilience

- to focus more preventative services on addressing social care issues before they arise and help more people to take care of themselves.

Working in partnership with you

Growing Swindon's Economy

We know that we have to achieve our vision, priority and pledges with less money. To do this, the Council needs to become much more focused on economic growth. We know that we will have to reduce expenditure but we want to do as much as we can to attract additional funding to protect frontline services.

Supporting businesses to grow will create jobs and create income. The Council will get an increase in business rates if businesses open new premises or significantly extend existing premises. Our focus will be on allocating more land to employment and making it easy to get to market to provide enough land for growth. Once the supply of land is in place our emphasis then is on inward investment to bring in new businesses and grow small and medium sized businesses already in Swindon. We aim to secure new forms of investment as well as continuing to work closely with Wiltshire Council through the Local Enterprise Partnership, other public organisations along the M4 corridor, central government and private investors.

A particular area of focus will continue to be renewable energy schemes which both benefit the environment and attract additional business rates income for the Council.

We know that Swindon is a place of innovation and creativity. However, we recognise that this is not always how we are perceived. We want to change this perception and will be working with businesses, large and small partners from the public and voluntary sectors and community groups, to promote Swindon as a place to live, work, visit and invest.

By 2020

- ✓ Supporting the economy to grow will be a fundamental part of all the Council's work
- ✓ Strong public / private sector partnerships will be in place to support a growing high skilled economy
- ✓ Swindon will be a UK centre of excellence for hydrogen fuel cells
- ✓ The Council will facilitate a business friendly environment, making it easy for businesses large and small to work with us.
- ✓ We will be able to maximise investment in Swindon from all sectors.

Working in Partnership with you

Generating Income

We know that we cannot rely solely on income from business rates. The Council too, will change the way it works so that we maximise the potential of our staff and provide income to support our priorities.

One area of focus will be around enforcement. We want to improve the appearance of the Borough, the flow of traffic and security and safety of residents by scaling up enforcement activity to encourage people to change their behaviour. Over time lower levels of income will be offset by improved behaviour leading to less need for enforcement.

We will become more commercial; marketing our skills and generating income in areas such as building control, architecture, design and through development. By doing this we not only make best use of our expertise and generate income, but also make use of the opportunity to stimulate housing and employment growth through making connections for developers and other interested parties across the range of council services. Our planning function will offer a seamless service to enable developers to engage with a single organisation on all aspects of development.

We will explore whether the Council is best placed to deliver some essential services. Waste and recycling collections, highways and transport and building and depot services will be run by whatever organisation that is best placed to do so and have clear service standards. Additionally, we are keen to exploit further the opportunities presented by technology to accelerate opportunities for service improvements.

By 2020

- ✓ There will be fewer car parking and bus lane infringements helping the traffic to flow better and reducing road accidents
- ✓ The Borough will be cleaner and safer, reducing demand on Council Services
- ✓ Council services including planning, licencing, building control and architecture and design will generate revenue to cover the cost of the service.
- ✓ Developers will benefit from co-ordinated professional and business orientated support from Council services.
- ✓ Residents will benefit from waste and recycling collections and highways and transport services which make best use of technologies such as route optimisation.

Working in partnership with you

Going Local

As an increasingly large proportion of the Council's money will need to be spent on supporting vulnerable people, we need to look at how we can still provide services such as ground and street cleaning, leisure and libraries in a way which costs less and is sustainable in the long term.

We recognise that many of services provided by the Council now will not be provided by us in the future. To support this change, we will work with community groups, existing parish councils, commercial organisations and others to make sure that you are supported to provide responsive local services run by local people responding to local needs. We want you to be able to set local priorities and take action to make things better. We will work with you to find the best option for your area, looking at whether putting parishes in place would work in your area, which services would be better delivered more locally and which land and buildings would be better owned and managed locally.

If services do transfer, we will support those groups that take responsibility for them so that they have the skills and knowledge to run the services successfully.

We want to build on Swindon's history of community involvement and support you to develop strong local networks and supportive communities. We want to make it easier for people to volunteer to run the services you value by removing bureaucracy, promoting opportunities and offering advice and support.

By 2020

- ✓ Services will meet local priorities, determined and delivered locally and funded from resources which don't depend on Council subsidy
- ✓ The Council will deliver a small number of targeted services focused on specific needs
- ✓ The Council will co-ordinate borough wide services such as major highways
- ✓ All parts of the borough will have well managed local community groups with a strong focus on volunteering
- ✓ The Council will support these groups as equal and valued partners and enable them to successfully deliver services

Working in partnership with you

Building Resilience

We want Swindon to be a place where people and communities thrive, where people have confidence in their own skills and abilities and have good support from their family, friends and community.

We want to support communities to develop that confidence and to give control back to individuals. We will continue to help people to help themselves and live as independently as possible. This not only results in better outcomes for individuals and their families but also reduces the demand for support from the Council so that we can focus on protecting those people who most need our help.

We will build our understanding of how to support people to age well and work to support people to look after themselves and prevent crises arising. We will make sure that all work with vulnerable adults and their families builds on their own strengths and gives them confidence to tackle challenges themselves. We will value and encourage the support the community gives to support this.

We will focus on work to reduce and prevent domestic abuse and to make sure that support for victims is in place early enough to prevent situations escalating.

We will improve the work we do to support young people in their transition into adulthood, making sure that they and their families are supported to make decisions about their future which give them the opportunity to maximise their potential.

By 2020

- ✓ We will focus on helping people to help themselves, empowering and enabling people to find their own solutions
- ✓ All staff working with vulnerable adults will be able to direct them to sources of information and support
- ✓ Our work will focus on facilitating people to look after their own health and wellbeing
- ✓ Staff will be alert and recognise signs of domestic abuse and provide early support
- ✓ There will be good co-ordination between adults and children's services so that young people with learning difficulties and disabilities are supported to fulfil their potential and make the right employment choices

Building our partnerships

Our vision for Swindon is ambitious. We cannot deliver it alone.

To make sure that the vision for Swindon is financially viable we need to make the best use of all available funding. We will need to work closely with central government to secure additional flexibility in the way we can use funding and borrow. By doing this we will be able to provide infrastructure for new housing developments, build new Council houses and address areas such as skills shortages and dependence on benefits.

We want to develop further our strong ties with Swindon and Wiltshire Local Enterprise Partnership. We will build on our joint work to secure funding for infrastructure and skills provision, through the partnership. We intend to develop this relationship further both locally through looking at opportunities for joint planning for housing growth to the west of the town.

We will build on our close partnership with local health commissioners at the Clinical Commissioning Group, pooling our resources so that money can be spent more flexibly to meet the needs of patients. We will bring together the provision of health and social care services, so that the systems work well together. Through doing this we will reduce emergency admissions to hospital and residential care and prevent hospital discharges being delayed. We will seek to develop this further by replicating it across mental health services resulting in increased employment of adults with learning disabilities and mental health problems.

In addition to building our local partnerships, we are looking at the opportunities to develop partnerships with other Councils that share a common interest with Swindon Borough Council. A particular area of focus has been through Swindon's membership of the Fast Growth Cities Network. The members of this network, Swindon, Oxford, Norwich, Milton Keynes and Cambridge, have been identified as areas of high economic and population growth. Discussions are taking place with the members of the network about joint approaches to central government on issues of strategic importance to all.

By 2020 through our partnerships we will have achieved:

- ✓ A vibrant town centre and local economy which is continuing to grow and outperform the England average
- ✓ A council that is independent of central government grant
- ✓ Shared information between partners so that we understand what people need better.
- ✓ More local control of public sector funding so that funding can be used flexibly between partners to meet local need
- ✓ An end to short term funding so that we can plan
- ✓ Easier movement of staff between public sector services
- ✓ Increased volunteering levels

How to contact us

Services

Save time, go
online
www.swindon.gov.uk

Pay on line
Apply on line
Report it on line
Find out on line

By telephone

General Enquiries – **01793 445500**
Streetsmart – **01793 445501**
Housing – **01793 445503**
Council Tax & Benefits - **0345 3022316**

Face-to-Face
(Swindon Direct –
Wat Tyler House)

Open 9.00 am – 5.00 pm
Monday to Friday
Closed Bank Holidays

Customer Feedback
Complaints
& Compliments

Email us:
customerservices@swindon.gov.uk
On Line: www.swindon.gov.uk –
search complaints

Almost
2 million
people visited
our website
last year

Over £13m
of payments were
made on line
in 2015

330,000
calls were made
to Customer
Services

84,000
people visited
Swindon Direct

3040
customer
comments
were received
last year

- ✓ General enquiries
- ✓ Waste & Recycling
- ✓ Housing repairs
- ✓ Housing needs
- ✓ Parking
- ✓ Planning &
Building control
- ✓ Council Tax & Housing
Benefits
- ✓ Licencing