

## Swindon Plan 2024 – 2027: Performance Framework

For each Objective, the Performance Framework includes:

- Deliverables: These are the key milestones that we will undertake to achieve each objective. These deliverables show our pathway of steps and it is worth noting that not all are in our control or may be reliant on previous steps, for example, achieving funding.
- Performance Measures: These are the measures that will be used to track progress against each objective.

### Mission: Build a Fairer Swindon

#### Theme: Stronger and Safer Communities

Objective: Increase engagement and enable community participation

Deliverables:

Year	Quarter	Deliverable	Responsible Officer
2024/25	Q1 (June 24)	Celebrate Volunteer Week and report on 23/24 stats to evidence the value of volunteering	Head of Health Improvement Services & Live Well Swindon
		Begin the design of the new Target Operating Model, actively seeking views and expertise from service areas and teams.	Director of Transformation
2024/25	Q2 (Sept 24)	Deliver the Let's Talk Swindon activity/roadshow (with residents and partners) to update on the development of the Swindon Plan	Head of Health Improvement Services & Live Well Swindon
		Begin the design of the new Digital Front Door, actively seeking views and expertise from service areas and teams.	Director of Transformation
		Explore the opportunity to develop a Swindon Business Network which focuses on social corporate responsibility, community wealth and volunteering.	Corporate Director of Stronger and Safer Communities
		Deliver a range of ACL programmes in partnership which improve skills and access to long term community involvement.	Adult Community Learning Manager
		Produce a paper summarising the direction of travel and review of library outcomes and customer service delivery in libraries to inform the Customer and Community Access Strategy.	Head of Skills & Education Partnerships
		Deliver Tenant Academy courses at the new training facility at Enterprise Works, delivering courses	Head of Housing

		requested by tenants as part of the Tenant Academy Strategy	Commissioning and Strategy
		Commence 'behind every door' door knocking exercise to visit every council owned home. Each visit will include a tenancy audit as well as seeking views from residents on variety of appropriate Council issues.	Head of Housing Customer Services
		Commence Estate Walkouts in Council home populated neighbourhoods to identify neighbourhood issues, working alongside tenants, communities and partners to find solutions.	Head of Housing Customer Services
2024/25	Q3 (Dec 24)	Summary of internal work conducted through the new Safer and Stronger Community Directorate in the first 4 months	Corporate Director of Stronger and Safer Communities
		Carryout Let's Talk Swindon activity (internally and externally) to discuss Customer and Community Access points, including the role of libraries	Corporate Director of Stronger and Safer Communities
		Work alongside tenants to agree the action plan of the Housing Tenant Engagement Strategy ensuring ongoing dialogue and updates based on discussion are embedded.	Head of Housing Commissioning and Strategy
2024/25	Q4 (Mar 25)	Deliver the Let's Talk Swindon activity/roadshow (with residents and partners) to updated on SBC matters and continue conversations about involvement	Head of Health Improvement Services & Live Well Swindon
		Develop a Customer and Community Access Strategy, including Needs Assessment which articulates plans and improvements to ensure customers and residents can access the right things in the right places at the right time.	Corporate Director of Stronger and Safer Communities
2025/26	Q1 (June 25)	Develop a Community Strategy which sets out our intention to work collaboratively with communities, partners, residents, parishes and the voluntary and community sector.	Corporate Director of Stronger and Safer Communities
		Celebrate Volunteer Week and report on 24/25 stats to evidence the value of volunteering	Head of Health Improvement Services & Live Well Swindon
		Initiate the new Target Operating Model to ensure services are joined up and accessible for residents, customers and partners.	Director of Transformation
		Initiate the new Digital Front Door to ensure services are joined up and accessible for residents, customers and partners.	Director of Transformation
2025/26	Q4 (Mar 26)	Deliver the Let's Talk Swindon activity/roadshow (with residents and partners) to updated on SBC matters and continue conversations about involvement	Head of Health Improvement

			Services & Live Well Swindon
		Review and Report on the new Target Operating Model to understand success, challenges and adaptations required/taken.	Director of Transformation
		Review and Report on the new Digital Front Door to understand success, challenges and adaptations required/taken.	Director of Transformation
2026/27	Q1 (June 26)	Review the Community strategy to ensure actions are being completed and outputs/outcomes achieved and updated.	Corporate Director of Stronger and Safer Communities
		Celebrate Volunteer Week and report on 25/26 stats to evidence the value of volunteering	Head of Health Improvement Services & Live Well Swindon
2026/27	Q2 (Sept 26)	Deliver the Let's Talk Swindon activity/roadshow (with residents and partners) to updated on SBC matters and continue conversations about involvement	Head of Health Improvement Services & Live Well Swindon
2026/27	Q3 (Dec 26)	Host a celebration event to thank volunteers for supporting the Council's work.	Head of Health Improvement Services & Live Well Swindon
2026/27	Q4 (Mar 27)	Deliver the Let's Talk Swindon activity/roadshow (with residents and partners) to updated on SBC matters and continue conversations about involvement	Head of Health Improvement Services & Live Well Swindon
		Review and Report on the Target Operating Model to understand success, challenges and adaptations required/taken.	Director of Transformation
		Review the Digital Front Door to ensure continued effectiveness and improvement	Director of Transformation

## Performance Measures:

Performance Measure	Source of Data	Frequency	Target / Benchmark?	Starting point	Responsible Officer
Increase the percentage number of residents who are very or fairly satisfied with how well informed the Council keeps residents about the services and benefits it provides	Resident Survey	Annually	Annual Increase	2023 – 47%	Performance Team
Increase the percentage number	Resident Survey	Annually	Annual Increase	2023 – 18%	Performance Team

of residents who are very or fairly satisfied with the level of engagement Swindon Borough Council offers to local residents					
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Objective: An inclusive and fair Swindon

Deliverables:

Year	Quarter	Deliverable	Responsible Officer
2024/25	Q1 (June 24)	Complete an annual report to showcase the work that has been carried out to address the cost of living crises in order for us to learn from what works and what can be done in the future to support the residents of Swindon.	Head of Health Improvement Services & Live Well Swindon
2024/25	Q2 (Sept 24)	Establish a Financial Wellbeing Partnership co-chaired by Citizens Advice Swindon to ensure that work to improve the financial wellbeing and security of Swindon residents is joined up and effective.	Head of Health Improvement Services & Live Well Swindon
		Working Together event to launch strategy and concepts with internal colleagues and partners.	Corporate Director of Stronger and Safer Communities
		Introduce Open Future Learning to internal staff and partners to promote a new way of working which builds understanding, confidence and opportunities to work well with and co-produce with adults with learning disabilities.	Principal Social Worker
		Roll out 'See the Person' training to all Housing staff as mandatory training to reduce the stigma often faced by council tenants because of the tenure of their home.	Head of Housing Commissioning and Strategy
2024/25	Q3 (Dec 24)	Publish a Financial Wellbeing Strategy co-produced with Citizens Advice and people with lived experience to articulate the actions and joined up working by the Council and partners to achieve financial wellbeing for the residents of Swindon.	Head of Health Improvement Services & Live Well Swindon
		Deliver a Borough of Sanctuary Partnership Event, co-produced and facilitated alongside the voluntary and community sector, people with lived experience and the national City of Sanctuary body to celebrate Swindon as a place of welcome.	Head of Health Improvement Services & Live Well Swindon

		Introduce Working Together across SBC service areas to ensure a council wide approach to ensure teams understand the Working Together principles and create a culture of good practice.	Corporate Director of Stronger and Safer Communities
		Working alongside our leisure and physical activity providers to explore opportunities to increase the number of people with disabilities accessing and benefiting from services.	Head of Health Improvement Services & Live Well Swindon
2024/25	Q4 (Mar 25)	Establish an ongoing Borough of Sanctuary Partnership which joins up the work happening across Swindon to create Swindon as a place of welcome and to apply for the award to become a Borough of Sanctuary.	Head of Health Improvement Services & Live Well Swindon
		Develop and deliver focused training on cultural diversity and inclusion, working alongside partners and communities to enhance the understanding and confidence of the SBC workforce	HR & OD Director
		Review the Equality, Diversity & Inclusion plan to ensure it is understood and used well; developing as needed a handbook for colleagues which helps to ensure service design, delivery and culture promotes and enhances this agenda.	HR & OD Director
2025/26	Q1 (June 25)	Secure the Borough of Swindon Award and draft a strategy co-produced with partners and people with lived experience which articulates the actions and joined up working to celebrate Swindon as a place of welcome.	Head of Health Improvement Services & Live Well Swindon
		Complete Working Together Survey to analysis progress and achievement of the strategy	Corporate Director of Stronger and Safer Communities
		Explore opportunities to secure additional funding to create further Changing Places to enable more people with disabilities or limited mobility to enjoy our parks, open spaces, community buildings and community events	Director of Inclusion and Achievement
2025/26	Q2 (Sept 25)	Host a Borough of Sanctuary Partnership event which formally launches the strategy, celebrates the work carried out to achieve the award and thanks those involved.	Head of Health Improvement Services & Live Well Swindon
2025/26	Q3 (Dec 25)	Review and report on the end of Year 1 Financial Wellbeing Strategy to ensure actions are happening and outputs and outcomes are achieved or updated.	Head of Health Improvement Services & Live Well Swindon
2025/26	Q4 (Mar 26)	Review the Equality, Diversity & Inclusion plan and associated handbook seeking views from colleagues about their confidence and knowledge of this area and showcasing embedded practice.	HR & OD Director
		Establish a strategic Working Together Board to increase partnership working and showcase examples of excellent practice.	Corporate Director of Stronger and

			Safer Communities
2026/27	Q1 (June 26)	Host a Borough of Sanctuary Partnership event to inform the next year of action and take forward the learning into the strategy and partnership for Year 2.	Head of Health Improvement Services & Live Well Swindon
		Complete Working Together Survey to analysis progress and achievement of the strategy.	Corporate Director of Stronger and Safer Communities
2026/27	Q2 (Sept 26)	Review and report on Year 1 of the Borough of Sanctuary Strategy and articulate the plans for year 2.	Head of Health Improvement Services & Live Well Swindon
2026/27	Q3 (Dec 26)	Review and report on the end of Year 2 Financial Wellbeing Strategy to ensure actions are happening and outputs and outcomes are achieved or updated.	Head of Health Improvement Services & Live Well Swindon
2026/27	Q4 (Mar 27)	Host a Borough of Sanctuary Partnership event to celebrate the work carried out, recognise those involved and includes an element of training and development for workforces.	Head of Health Improvement Services & Live Well Swindon

## Performance Measures:

Performance Measure	Source of Data	Frequency	Target / Benchmark?	Starting point	Responsible Officer
Borough of Sanctuary Award achieved	National City of Sanctuary Award programme	Annual		June 2025	Head of Health Improvement Services & Live Well Swindon
Working Together embedded across SBC	Internal measures	Annual	100% Service Areas with a signed commitment to the Working Together Plan	Dec 2024	Corporate Director of Stronger and Safer Communities

Objective: Delivering safer communities through partnership working

Deliverables:

Year	Quarter	Deliverable	Responsible Officer
2024/25	Q1 (June 24)	Appointment of a CSP Data Analysis funded by the OPCC but reporting directly on behalf of the Community Safety Manager and functions of the CSP. This position will be pivotal in the partnership being data lead in terms of its response to the crime demand of the Swindon Communities.	Strategic Community Safety Partnership Manager
		The OPCC has offered funding from the Safer streets Round 5 to employ a team of four community ASB wardens. These will be recruited either internally as part of the community safety team or commissioned and directed by the SBC community safety team.	Strategic Community Safety Partnership Manager
		Enhance and improve the offer to residents of the Borough in terms of anti-social behaviour. Through the UK Prosperity Bid Grant monies has been ringfenced to enhance the offer to residents that are experiencing anti-social behaviour within their communities.	Strategic Community Safety Partnership Manager
		Introduction of a clear framework for responding to ASB – CSP officers have agreed a clear set of priorities and deliverables with Executive members of Swindon Community Safety Partnership (including SBC Corporate Directors) to enhance our response to ASB, we have a commitment to develop an ASB strategy and MULTI-AGENCY policy to support the journey of a resident through the reporting of ASB and enhance joint working to ensure better outcomes for victims.	Strategic Community Safety Partnership Manager
		Introduction of a Community Engagement Officer – SBC will dedicate the resource of a full-time community engagement officer, working within Swindon Community Safety Partnership. This officer will be solely responsible for developing our ability to engage with our communities, leading events and consultation opportunities enabling our residents to ensure the safety issues most important to them become our priorities.	Strategic Community Safety Partnership Manager
		Publication of refreshed DA Strategy for 2024 – 2034 CSP officers will publish the refreshed Swindon DA Strategy by middle of the year 2024. This will ensure SBC have clear priorities and deliverables to significantly improve the DA offer for victims of DA and VAWG in Swindon.	Strategic Community Safety Partnership Manager
		Begin to collate consultation data and crime data to feed into the Community Safety Partnership's plan 2025-2030.	Strategic Community Safety Partnership Manager
2024/25	Q2 (Sept 24)	Implementation of Focused Deterrence model with our most at risk YP SBC will support the implementation of the focussed deterrence model in Swindon alongside key partners, enabling us to support and divert our most at	Strategic Community Safety

		risk and vulnerable young people away from a life of crime by providing opportunities for identity development and diversion.	Partnership Manager
		Roll out of Community Engagement Roadshows with a focus on Serious Violence SBC's community engagement officer will hold a number of community-based roadshows across the borough to open up the communication between SBC and our residents, using the information gained to support the development of our strategic priorities moving into Year 2	Strategic Community Safety Partnership Manager
		Development of a Community Engagement Strategy Following the initial community engagement activities taking place in Year 1 – SBC's community engagement lead will develop a clear and concise framework for Swindon in relation to engagement with our residents and businesses across the Community Safety agenda – enabling the Swindon voice to be heard and implemented into future Strategies and priorities.	Strategic Community Safety Partnership Manager
2024/25	Q3 (Dec 24)	Successful implementation of the 'Hold' phase of 'Clear, Hold and build' across Broadgreen with a scalable model for the borough. By successfully implementing the nationally renowned 'Clear Hold and Build' programme within a Swindon Community we will be able to develop a scalable model of successes in reducing serious and organised crime within our communities and building community resilience to ensure sustainability in managing the effects of this crime.	Strategic Community Safety Partnership Manager
		Produce a draft version of the Community Safety Partnership Plan 2025-2030.	Strategic Community Safety Partnership Manager
2024/25	Q4 (Mar 25)	Development of Serious Violence Needs Assessment and Serious Violence Duty Strategy SBC have committed to supporting the implementation of the Serious Violence Duty into Swindon to create a safer Swindon for those who live, work and visit in Swindon and reduce incidences of Serious Violence. Senior officers will take a key role in the development of the strategy and adjoining delivery plan.	Strategic Community Safety Partnership Manager
		Release of the Community Safety Partnership Strategy for 2025-2030 setting the priorities for how the partnership will reduce crime and disorder in the communities of Swindon for the next five years based on the crime data and public consultation data.	Strategic Community Safety Partnership Manager
2025/26	Q1 (June 25)	Commissioning of effective safe accommodation/housing strategy to support our victims now and into the future – SBC are committed to maintaining effective commissioning processes in relation to Safe Accommodation for victims of domestic violence and their families. We will maintain efficient co-commission relationships with partners and service providers to	Strategic Community Safety Partnership Manager



		ensure the services we offer meet the needs of communities.	
2025/26	Q2 (Sept 25)	SBC remain committed to maintaining strong governance arrangements within the Swindon CSP and ensuring the CSP structure remains resilient and mobilised to implement future requirements such as the Victim and Prisoners Bill 2024 and be at the forefront of national funding opportunities to enhance services for Swindon residents.	Strategic Community Safety Partnership Manager
2025/26	Q3 (Dec 25)	Collation of consultation data and strategic assessment plan for the Community Safety Partnership.	Strategic Community Safety Partnership Manager
2025/26	Q4 (Mar 26)	Review of the of the year 1 Community Safety Plan against the deliverables and data.	Strategic Community Safety Partnership Manager
2026/27	Q1 (June 26)		
2026/27	Q2 (Sept 26)		
2026/27	Q3 (Dec 26)		
2026/27	Q4 (Mar 27)	Review of the of the year 2 Community Safety Plan against the deliverables and data.	Strategic Community Safety Partnership Manager

## Performance Measures:

Performance Measure	Source of Data	Frequency	Target / Benchmark?	Starting point	Responsible Officer
Reduction of ASB Reported Crime by 3% each year in the top ten highest ASB areas of Swindon.	Wiltshire Police	Annually	109.2(3%)	Average in top ten areas is 112.6 for ASB	Strategic Community Safety Partnership Manager
Violence Against Women and Girls (VAWG) has increased in Swindon the last few years from 2020/21. From an average percentage change in 2021/22 of 18.4%, to average percentage change in 5.79% in the top ten areas. The Community Safety Partnership	Wiltshire Police	Annually	37.2 (3%)	38.4	Strategic Community Safety Partnership Manager

with support of the Community Safety Team intend to continue to bring down these rates by 3% per year.					
Increase the feeling of safety after dark from the resident's survey. 3% improvement first year, 5% each year for the subsequent two years.	SBC Residents Survey	Annually	% of feeling Very of Fairly Unsafe: Year 1= 34% Year 2=29% Year 3=24%	37% Very of Fairly Unsafe	Strategic Community Safety Partnership Manager

### Theme: Improve Health and Wellbeing

Objective: Improve children's health

Deliverables:

Year	Quarter	Deliverable	Responsible Officer
2024/25	Q1 (June 24)	Integrated Care Board Child and Young People (CYP) Programme Team pledge a commitment to collate evidence locally and report data regionally and nationally highlighting the severity of the CYP obesity situation in Swindon and across BSW. This will be achieved through regular engagement with clinical leads at Great Western Hospital (GWH) and Public Health (PH) Colleagues at the Council (SBC), scoping current working practices, demand and capacity with colleagues at out of county Acutes for additional support.	Public Health Specialist (Healthy Weight and Physical Activity)
2024/25	Q1 (June 24)	An initial 20 parents will be trained through 'Healthy and Affordable Cookery' course, with the production of an evaluation of the intervention to assess if this improved confidence in cooking skills as captured in post-course questionnaire.	Public Health Specialist (Healthy Weight and Physical Activity)
2024/25	Q1 (June 24)	Working with Swindon Growers, at least 10 growers across Swindon contributing their surplus crops to the scheme. In September, there will be 4 locations - 1 school, 1 supported housing scheme, 1 community centre and 1 library set up to distribute food. All food collected will be distributed at each site, with any surplus being donated to food banks. At least	Public Health Specialist (Healthy Weight and Physical Activity)

		100 leaflets will be distributed on what people could do with vegetables.	
2024/25	Q1 (June 24)	The language in future National Childhood Measurement Programme (NCMP letters will change to reflect the following values: We will accept and respect different body shapes and sizes, promoting health and well-being for all people, regardless of their body size or shape. We will support people to develop a positive relationship with food and eating. We will promote movement that is enjoyable, accessible, and inclusive for people of all sizes, abilities, and interests. We will support people to feel valued and happy for who they are, right now, regardless of their weight.	Public Health Specialist (Healthy Weight and Physical Activity)
2024/25	Q1 (June 24)	Conduct an options appraisal that will detail the most cost-effective options for delivering a child and family weight management intervention in Swindon. This will consider interventions that are online, in the community or in schools, taking into consideration the evidence as well as the available providers for this service, be it in-house or externally commissioned.	Public Health Specialist (Healthy Weight and Physical Activity)
2024/25	Q1 (June 24)	Discussions to be concluded with neighbouring Integrated Care Boards with the aim of establishing robust virtual multi-disciplinary team opportunities providing additional support to Great Western Hospital Clinicians working with CYP meeting the Tier 3 / Tier 4 service thresholds. This work is supported by regional NHS colleagues	Public Health Specialist (Healthy Weight and Physical Activity)
2024/25	Q1 (June 24)	Using a Connecting Care model, we aim to improve outcomes and experiences for families through personalisation of care and reductions in health inequalities, particularly in areas of deep deprivation. The Connecting Care approach will strengthen all links including Council, general practice, early year settings, public health, Nursing, Maternity, health visiting, voluntary sector and school nursing ensuring advice and “treatment” is provided in the community.	Public Health Specialist (Healthy Weight and Physical Activity)
2024/25	Q1 (June 24)	40 businesses will have been engaged and offered information on healthy catering tips, these takeaways are located in postcodes that have been linked to areas of greater childhood obesity prevalence. 6 businesses will have implemented recommended changes as part of consultation with Environmental Health Officers.	Public Health Specialist (Healthy Weight and Physical Activity)
2024/25	Q1 (June 24)	<ul style="list-style-type: none"> <li>- A Public Health Specialist, focussed on oral health will be in post to strategically plan and ensure delivery of effective initiatives to improve children’s oral health.</li> <li>- Parents of young children will begin to receive oral health advice and an oral hygiene pack by the age of</li> </ul>	Public Health Head of Service for Children and Young People

		<p>1 through their contacts with Health Visitors (First Dental Steps Programme).</p> <ul style="list-style-type: none"> <li>- Children attending schools in the most deprived areas (IMD 1-6) and all children attending Special Schools will begin receiving Supervised Tooth-brushing in School</li> <li>- Children attending early years settings and their families will begin to have access to oral health promotion advice and a dental hygiene pack, prioritising settings in areas of deprivation and/or with higher proportions of residents of Asian ethnicities (Swindon Children's Oral Health Inequalities Project).</li> <li>- A further plan to extend oral health promotion and improvement initiatives over the following year will be in place to reach more children.</li> <li>- Families will be able to access oral health advice through Public Health Nursing as a result of having Oral Health Champions in the services.</li> </ul>	
2024/25	Q2 (Sept 24)	Develop a position paper on the maternal weight management offer in Swindon for pregnant people with excess weight, measured by completion of the paper, the number of recommendations made in the paper, and the impact of the paper on the development of new maternal weight management services in Swindon.	Public Health Specialist (Healthy Weight and Physical Activity)
2024/25	Q2 (Sept 24)	Public Health, working with the Holiday Activities Fund coordinator will aim for a 5% increase of participants who are eligible to attend the Holiday Activities Fund programme to attend (currently 30%).	Public Health Specialist (Healthy Weight and Physical Activity)
2024/25	Q2 (Sept 24)	<ul style="list-style-type: none"> <li>- Children deemed to be at high risk of developing decay will be identified by the Health Visiting Team, and referred to the local community dental services (CDS) to access specialist preventative treatment/advice (subject to capacity)</li> <li>- All eligible children will have access to Supervised Tooth-brushing in school (all eligible schools signed up to the Programme).</li> <li>- Resident feedback on their oral health and access to dentistry will be analysed to inform the Oral Health and Access to Dentistry Strategy (run by Healthwatch).</li> </ul>	Public Health Head of Service for Children and Young People
2024/25	Q3 (Dec 24)	Swindon Borough Council, alongside the Integrated Care Board will have promoted the uptake of the 'ORCHA Digital App' software with 10 partner organisations, with a focus on	Public Health Specialist (Healthy

		ensuring that these organisations are able to use the software to help service users improve their mental health and manage their weight.	Weight and Physical Activity)
2024/25	Q3 (Dec 24)	20 families will have received slow cookers. Families will report feeling more confident using slow cookers. A forum for these families to share recipes with each other will be established.	Public Health Specialist (Healthy Weight and Physical Activity)
2024/25	Q3 (Dec 24)	10 families to participate in a pilot scheme aiming to move them from emergency food supplies to independent finance. 90% of families will report increased access to healthier food sources.	Public Health Specialist (Healthy Weight and Physical Activity)
2024/25	Q3 (Dec 24)	Open one new Cooperative Fruit and Veg club in a strategic location that is in an area of greater deprivation and where there are no other alternatives nearby. This will provide fruit and veg at a discounted rate for families using the service.	Public Health Specialist (Healthy Weight and Physical Activity)
2024/25	Q3 (Dec 24)	Alongside housing support managers, Public Health will aim to increase the number of participants to 40 tenants taking part in the budget and healthy eating courses. Public Health will also explore the potential to capture additional data, whereby all tenants who took part report making healthier food choices through 5 a day questionnaire.	Public Health Specialist (Healthy Weight and Physical Activity)
2024/25	Q3 (Dec 24)	Public Health will aim to implement the following conditions into the future 0-19 service contract: <ol style="list-style-type: none"> <li>1. Community health care providers are signed up to and working towards or have achieved the Baby Friendly Standard</li> <li>2. The Healthy Start scheme is being promoted effectively and uptake of the scheme is being monitored</li> <li>3. Universal and targeted support around diet, physical activity and healthy weight is provided in line with High Impact Area 4: healthy weight, healthy nutrition for early years and High Impact Area 3: improving lifestyles for school age year 5-19 years</li> <li>4. Oral health improvement is integrated into the service</li> <li>5. Public health nurses apply All Our Health: Childhood Obesity in their work</li> </ol>	Public Health Specialist (Healthy Weight and Physical Activity)

		6. PHE's operational guidance to support the delivery of the NCMP is followed.	
2024/25	Q3 (Dec 24)	<ul style="list-style-type: none"> <li>- A joint Oral Health and Dental Access Strategy will be in development, jointly with the ICB, which will set the plan for sustained investment in preventative and early intervention initiatives for children.</li> </ul>	Public Health Head of Service for Children and Young People
2024/25	Q4 (Mar 25)	<ul style="list-style-type: none"> <li>- A commissioning plan will be in place to secure a sustainable Oral Health Promotion Service.</li> </ul>	Public Health Head of Service for Children and Young People
2025/26	Q1 (June 25)	Deliver the NAPSACC intervention in 4 nurseries across Swindon and produce an evaluation of the intervention. If the trial proves successful, it could provide a model of practice to implement in nurseries in areas of greater deprivation, helping them to improve physical activity, nutrition and obesity levels	Public Health Specialist (Healthy Weight and Physical Activity)
2025/26	Q1 (June 25)	<ul style="list-style-type: none"> <li>- All children attending early years settings (IMD 1-6 and areas with highest proportions of residents of Asian ethnicities) and their families will have had access to oral health promotion advice and a dental hygiene pack (Swindon Children's Oral Health Inequalities Project).</li> </ul>	Public Health Head of Service for Children and Young People
2025/26	Q2 (Sept 25)	<ul style="list-style-type: none"> <li>- All parents of young children who have turned 1 in past year will have had oral health advice and an oral hygiene pack through their contacts with Health Visitors (First Dental Steps Programme).</li> </ul>	Public Health Head of Service for Children and Young People
2025/26	Q3 (Dec 25)	100% of primary schools in Swindon have been informed about ModeShift Stars by Transport.	Public Health Specialist (Healthy Weight and Physical Activity)
2025/26	Q3 (Dec 25)	100% of primary schools in Swindon have been made aware of the Daily Mile / Movement through Public Health's Healthy Schools initiative.	Public Health Specialist (Healthy Weight and

			Physical Activity)
2025/26	Q3 (Dec 25)	<ul style="list-style-type: none"> <li>- A joint Oral Health and Dental Access Strategy will be published, jointly with the ICB, which will set the plan for sustained investment in preventative and early intervention initiatives for children.</li> </ul>	Public Health Head of Service for Children and Young People
2025/26	Q4 (Mar 26)	<ul style="list-style-type: none"> <li>- An Oral Health Promotion service will have been commissioned.</li> <li>-</li> </ul>	Public Health Head of Service for Children and Young People
2026/27	Q1 (June 26)	<ul style="list-style-type: none"> <li>- Residents will begin to benefit from Oral Health Promotion advice, provided to settings including early years and schools, on an ongoing basis.</li> </ul>	Public Health Head of Service for Children and Young People
2026/27	Q2 (Sept 26)	Swindon Borough Council will aim to have developed at least 5 child-friendly communities, with a focus on promoting local 'street play' initiatives, ensuring communities, old and new have the opportunity for children to play and be safe doing so, and making sure we encourage active travel around the neighbourhood.	Public Health Specialist (Healthy Weight and Physical Activity)
2026/27	Q2 (Sept 26)	Swindon Borough Council, alongside the Parish Councils will scope the potential to construct 5 new play parks in areas of greater deprivation, with a focus on ensuring that these play parks are accessible to children of all abilities.	Public Health Specialist (Healthy Weight and Physical Activity)
2026/27	Q3 (Dec 26)	Increase the uptake of Healthy Start Cards by 10% in the SN1 postcode.	Public Health Specialist (Healthy Weight and Physical Activity)
2026/27	Q3 (Dec 26)	50% of primary schools in Swindon have implemented green level ModeShift Stars.	Public Health Specialist (Healthy Weight and Physical Activity)

## Performance Measures:

Performance Measure	Source of Data	Frequency	Target / Benchmark?	Starting point	Responsible Officer
Reception prevalence of overweight (including obesity)	Public Health Outcomes Framework	Annually	19%	20.5%	Public Health Specialist (Healthy Weight and Physical Activity)
Percentage of eligible schools signed up to the Supervised Tooth-brushing Scheme	At Home Dental (commissioned provider)	Monthly	100%	0%	Public Health Head of Service for Children and Young People

## Objective: Promote independent living

## Deliverables:

Year	Quarter	Deliverable	Responsible Officer
2024/25	Q1 (June 24)	By June 2024: <ul style="list-style-type: none"> <li>We will capture levels of independence, wellbeing and risk using the Occupational Therapy (OT) outcome measure pre, and post, OT intervention.</li> </ul>	Principal Occupational Therapist / Corporate Director of Stronger and Safer Communities
2024/25	Q1 (June 24)	By May 2024 we will: <ul style="list-style-type: none"> <li>- have baseline data on the number of people being supported by two or more carers.</li> <li>- Be able to report on the number of people who have had their care and support optimised through moving and handling.</li> </ul>	Corporate Director of Stronger and Safer Communities / Principal Occupational Therapist
2024/25	Q1 (June 24)	<ul style="list-style-type: none"> <li>To have 1 Reablement Supervisor to sit at Wat Tyler with the Adult Service Team twice a week to ensure they are supported to offer more people reablement prior to them having care that is paid for.</li> <li>Reablement Deputy Manager will sit at Wat Tyler once a week to promote Joint working.</li> <li>We will work with Swindon Borough Councils recruitment team to promote the reablement service, to ensure we can increase our workforce to meet any increased demand to ensure everyone who is eligible for reablement to receive it.</li> </ul>	Head of Service Building Independence – Regulated Services



		<ul style="list-style-type: none"> <li>• Complete review of how our rotas are organised to ensure we maximise our capacity in reablement. So, we can offer reablement to everyone who is eligible to receive the service</li> <li>• Reablement feedback forms will be issued in the packs that are sent out to all homes when starting the service. So, people can voice their experience of the service and feedback can be used to improve our delivery or share good experiences.</li> <li>• Reablement will roll out the My Care My Views Survey to gather the views of people that use the service to inform our priorities.</li> </ul>	
2024/25	Q2 (Sept 24)	<p>Contract for Lyndhurst Centre Capital build awarded and builders occupying site.</p> <p>We will secure the offer of service deliverables within the quartet of agreed providers to ensure a sustainable model for the community youth centre.</p>	Quantity Surveyor
2024/25	Q2 (Sept 24)	<p>In Sep 2024:</p> <ul style="list-style-type: none"> <li>• We will be able to report on change in levels of independence, wellbeing and risk pre, and post, Occupational Therapy (OT) intervention using the OT outcome measure.</li> <li>• The Principal Occupational Therapist will undertake an audit on the outcome measure for independence.</li> </ul>	Principal Occupational Therapist / Corporate Director of Stronger and Safer Communities
2024/25	Q2 (Sept 24)	Housing and Adult services will have completed a joint review of the response service model provided by Homeline, a key part of this will be capturing the experiences and views of the current customers (residents) about the current model and alternative options. To inform a decision about the future model for residents	Director of Adults and Director of Housing
2024/25	Q2 (Sept 24)	<p>By September 2024 we will:</p> <ul style="list-style-type: none"> <li>- continue to report on the number of people who have had their care and support optimised through moving and handling.</li> <li>- have established the critical path for the Swindon-wide change in approach to moving and handling.</li> </ul>	Corporate Director of Stronger and Safer Communities / Principal Occupational Therapist
2024/25	Q2 (Sept 24)	<ul style="list-style-type: none"> <li>• Reablement support workers will be trained to issue low level equipment to support people to be more independent.</li> </ul>	Head of Service Building Independence – Regulated Services

2024/25	Q2 (Sept 24)	Children's services have established a project with Family Workers supporting schools and partners. Working with schools and partner agencies to improve early help and support to families, ensuring good quality assessment of need for intervention at the earliest point. To ensure we are strengthening the multi-agency partnership, and those who know children and their families best, to deliver early help to families.	Director of Safeguarding and Support
2024/25	Q3 (Dec 24)	By December 2024: Explore introducing joint initiatives with Education children and adult services to improve access to employment education training, volunteering to enable people with a learning disability and/or autism to lead ordinarily independent lives	Corporate Director of Stronger and Safer Communities / Director of Inclusion and Achievement
2024/25	Q3 (Dec 24)	By December 2024: <ul style="list-style-type: none"> <li>We will be able to continue to report on change in levels of independence, wellbeing and risk pre, and post, Occupational Therapy (OT) intervention using the OT outcome measure.</li> <li>POT will have compiled a report following audit on the outcome measure for independence and make further recommendations.</li> </ul>	Principal Occupational Therapist / Corporate Director of Stronger and Safer Communities
2024/25	Q3 (Dec 24)	By December 2024 we will: - continue to report on the number of people who have had their care and support optimised through moving and handling. - understand where in an individual's journey through health and social care will be the best place to optimise a person's care through moving and handling	Corporate Director of Stronger and Safer Communities / Principal Occupational Therapist
2024/25	Q3 (Dec 24)	<ul style="list-style-type: none"> <li>Monitor all completed feedback forms and My Care My View surveys in quarter 1. To understand and use feedback to shape our service.</li> <li>We will work with commissioning and transformation colleagues to develop a quality assurance framework for all in house service. So, we can be assured that are services are good and feedback from people who use reablement is being used</li> </ul>	Head of Service Building Independence – Regulated Services
2024/25	Q4 (Mar 25)	Refurbishment of the Lyndhurst will complete and be signed off for occupancy.  The established local steering group/management committee with appropriate constitution (including 1/3 child voice representation) will ensure that the project is meeting the needs of the local area and outcomes establishing the Lyndhurst Children and Young People Board.	Quantity Surveyor / Service Lead for Partnerships: Early Help

2024/25	Q4 (Mar 25)	<p>By March 2025:</p> <ul style="list-style-type: none"> <li>We will be able to continue to report on change in levels of independence, wellbeing and risk pre, and post, Occupational Therapy (OT) intervention using the OT outcome measure.</li> <li>We will have a plan to make any changes to the outcome measure, or change service provision, following any learning from the audit on independence.</li> </ul>	Principal Occupational Therapist / Corporate Director of Stronger and Safer Communities
2024/25	Q4 (Mar 25)	<p>By March 2025 we will:</p> <ul style="list-style-type: none"> <li>- continue to report on the number of people who have had their care and support optimised through moving and handling.</li> <li>- be able to report on the impact of optimising an individual's care on their independence, wellbeing and level of risk.</li> <li>- have a list of people who would like to 'work together' with us (co-production) to develop the Swindon-wide change in approach to moving and handling</li> </ul>	Corporate Director of Stronger and Safer Communities / Principal Occupational Therapist
2024/25	Q4 (Mar 25)	<ul style="list-style-type: none"> <li>Explore how we can use AI and Tech within Reablement to support people with overnight needs or complex health conditions. To make people more independent.</li> <li>Reablement will be fully relocated to join Adult Services in Wat Tyler House to promote joined up working. To ensure people receive seamless care.</li> <li>Complete new service priorities in line with Adults Strategy to inform work plan 25/26.</li> </ul>	Head of Service Building Independence – Regulated Services
2025/26	Q1 (June 25)	<p>Lyndhurst Centre - Initial work experience resources implemented with a forward plan to developing the full offer.</p> <p>Alternative education provision fully established and sector provider in place.</p>	Service Lead for Partnerships: Early Help
2025/26	Q1 (June 25)	<p>As part of the wider review of the council's front door (first point of contact) Adult Services will work with Children's services to take in to account the feedback from the Local Government Association Peer Review relating to the accessibility and join up of services that support people with a learning disability and autistic people</p>	Corporate Director of Stronger and Safer Communities / Director of Inclusion and Achievement
2025/26	Q1 (June 25)	<p>By June 2025</p> <p>Live well (Public health) and Adults will explore greater opportunities for collaborative working with shared caseload, shared risk decision making</p>	Corporate Director of Stronger and Safer Communities / Head of Health

			Improvement Services & Live Well Swindon
2025/26	Q1 (June 25)	By June 2025 Live well (Public health) and Adults will trial new ways of working with people at the first point of contact with Swindon Borough Council to promote, choice and control and independence	Corporate Director of Stronger and Safer Communities / Head of Health Improvement Services & Live Well Swindon
2025/26	Q1 (June 25)	By June 2025 <ul style="list-style-type: none"> <li>We will be able to continue to report on change in levels of independence, wellbeing and risk pre, and post, OT intervention using the Occupational Therapy (OT) outcome measure.</li> <li>We will start to implement the plan to make any required changes to the outcome measure, or to service provision, following the learning from the audit on independence.</li> </ul>	Principal Occupational Therapist / Corporate Director of Stronger and Safer Communities
2025/26	Q1 (June 25)	By June 2025 we will: <ul style="list-style-type: none"> <li>- continue to report on the number of people who have had their care and support optimised through moving and handling.</li> <li>- have a co-produced business case to request funding for Swindon-wide optimal moving and handling.</li> </ul>	Corporate Director of Stronger and Safer Communities / Principal Occupational Therapist
2025/26	Q2 (Sept 25)	Official Opening of the Lyndhurst – please note this will have been operational for a quarter but this allows for a meaningful opening event.	Service Lead for Partnerships: Early Help
2025/26	Q2 (Sept 25)	By September 2025 <ul style="list-style-type: none"> <li>We will be able to continue to report on change in levels of independence, wellbeing and risk pre, and post, OT intervention using the Occupational Therapy (OT) outcome measure.</li> <li>We will have considered whether we can extend the outcome measure to capture the impact of the social work support provided for individuals.</li> </ul>	Principal Occupational Therapist / Corporate Director of Stronger and Safer Communities
2025/26	Q2 (Sept 25)	By Sep 2025 we will: <ul style="list-style-type: none"> <li>- continue to report on the number of people who have had their care and support optimised through moving and handling.</li> <li>- have presented the business case for Swindon-wide optimal moving and handling to key stakeholders.</li> </ul>	Corporate Director of Stronger and Safer Communities / Principal Occupational Therapist

2025/26	Q3 (Dec 25)	<p>By Dec 2025</p> <ul style="list-style-type: none"> <li>We will be able to continue to report on change in levels of independence, wellbeing and risk pre, and post, OT intervention using the Occupational Therapy (OT) outcome measure.</li> <li>Ongoing deliverables to be decided</li> </ul>	Principal Occupational Therapist / Corporate Director of Stronger and Safer Communities
2025/26	Q3 (Dec 25)	<p>By Dec 2025 we will:</p> <ul style="list-style-type: none"> <li>- continue to report on the number of people who have had their care and support optimised through moving and handling.</li> <li>- Have agreed funding for Swindon-wide optimal moving and handling.</li> </ul>	Corporate Director of Stronger and Safer Communities / Principal Occupational Therapist
2025/26	Q3 (Dec 25)	Housing and Adults services will build on their joint discovery to develop a Housing and Care Strategy, to ensure that we have a sustainable plan that ensures people have care and support in their own home	Director of Adults and Director of Housing
2025/26	Q3 (Dec 25)	Housing and Adults services will complete a joint review of the extra care model in Swindon, to ensure that the service provides good quality, equitable care solutions for people as an alternative to a 24-hour care home placement	Director of Adults and Director of Housing
2025/26	Q3 (Dec 25)	Multi-Agency Local Support Panels, based in the community will be embedded across Swindon. Children's services will be building on the model to make them accessible to families and professionals for early identification, signposting and support. To ensure that we are providing local community-based support for families at the right time.	Director of Safeguarding and Support
2025/26	Q4 (Mar 26)	<p>By March 2026</p> <ul style="list-style-type: none"> <li>We will be able to continue to report on change in levels of independence, wellbeing and risk pre, and post, OT intervention using the Occupational Therapy (OT) outcome measure.</li> <li>Ongoing deliverables to be decided</li> </ul>	Principal Occupational Therapist / Corporate Director of Stronger and Safer Communities
2025/26	Q4 (Mar 26)	<p>By March 2026 we will:</p> <ul style="list-style-type: none"> <li>- continue to report on the number of people who have had their care and support optimised through moving and handling.</li> <li>- Have an optimising care engagement day arranged to deliver key messages of why optimal moving and handling is being introduced into the Borough. It addresses individual and organisational concerns with live demonstrations of the equipment.</li> </ul>	Corporate Director of Stronger and Safer Communities / Principal Occupational Therapist
2025/26	Q4 (Mar 26)	Children's services have been successful in obtaining funding from the Youth Innovation Fund (YIF) to establish a Community Youth Centre, which we plan to	Director of Safeguarding and Support

		be a centre for excellence for Child First practice. The timeline for the build is between now and a completion date in March 2025. The current work to achieve a sustainable model is ongoing and work with VCFSE groups and wider partners is underway. SBC is an equal partner with 3 other VCFSE groups (SMASH, STEP and Way Swindon).	
2026/27	Q1 (June 26)	By June 2026 <ul style="list-style-type: none"> <li>We will be able to continue to report on change in levels of independence, wellbeing and risk pre, and post, OT intervention using the Occupational Therapy (OT) outcome measure.</li> <li>Ongoing deliverables to be decided</li> </ul>	Principal Occupational Therapist / Corporate Director of Stronger and Safer Communities
2026/27	Q1 (June 26)	By June 2026 we will: <ul style="list-style-type: none"> <li>- continue to report on the number of people who have had their care and support optimised through moving and handling.</li> <li>- Have a clear plan to scale up optimising care from Swindon Borough Council to the whole of Swindon.</li> </ul>	Corporate Director of Stronger and Safer Communities / Principal Occupational Therapist
2025/26	Q1 (June 26)	Children's Services will build on existing transition support to ensure that children we look after are protected, educated and healthy so that they are fully prepared to move into adulthood.	Director of Corporate Parenting
2026/27	Q2 (Sept 26)	By Sep 2026 <ul style="list-style-type: none"> <li>We will be able to continue to report on change in levels of independence, wellbeing and risk pre, and post, OT intervention using the Occupational Therapy (OT) outcome measure.</li> <li>Ongoing deliverables to be decided</li> </ul>	Principal Occupational Therapist / Corporate Director of Stronger and Safer Communities
2026/27	Q2 (Sept 26)	By Sep 2026 we will: <ul style="list-style-type: none"> <li>- continue to report on the number of people who have had their care and support optimised through moving and handling.</li> <li>- Have started to deliver multidisciplinary optimal moving and handling training to key stakeholders across Swindon.</li> </ul>	Corporate Director of Stronger and Safer Communities / Principal Occupational Therapist
2026/27	Q3 (Dec 26)	Lyndhurst Centre - Realisation of a fully functioning and embedded Children and Young People Board to steer the future of the Centre as a centre for excellence for child first practice, in partnership with a local constituted Lyndhurst Steering Group.	Service Lead for Partnerships: Early Help
2026/27	Q3 (Dec 26)	By December 2026 <ul style="list-style-type: none"> <li>We will be able to continue to report on change in levels of independence, wellbeing and risk pre,</li> </ul>	Principal Occupational Therapist / Corporate

		and post, OT intervention using the Occupational Therapy (OT) outcome measure. <ul style="list-style-type: none"> <li>Ongoing deliverables to be decided</li> </ul>	Director of Stronger and Safer Communities
2026/27	Q4 (Mar 27)	By March 2027 <ul style="list-style-type: none"> <li>We will be able to continue to report on change in levels of independence, wellbeing and risk pre, and post, OT intervention using the Occupational Therapy (OT) outcome measure.</li> <li>Ongoing deliverables to be decided</li> </ul>	Principal Occupational Therapist / Corporate Director of Stronger and Safer Communities

## Performance Measures:

Performance Measure	Source of Data	Frequency	Target / Benchmark?	Starting point	Responsible Officer
<ul style="list-style-type: none"> <li>Number of people whose level of independence has increased</li> </ul>					Principal Occupational Therapist / Corporate Director of Stronger and Safer Communities
Number of people receiving long term care who have had their care <u>optimised</u> through a focus on moving and handling.	Adult Social Care – 2024/25 Optimising Care Project Savings and Outcome Tracker				Principal Occupational Therapist / Corporate Director of Stronger and Safer Communities
Average length of stay	Dashboard	Monthly			Head of Service Building Independence – Regulated Services

## Objective: Improve mental health and wellbeing

## Deliverables:

Year	Quarter	Deliverable	Responsible Officer
2024/25	Q1 (June 24)	SBC Public Health to develop a robust all age suicide prevention training package for Health professionals across the system. The aim of the training will be to upskill the local workforce to feel more confident in recognising and responding to adults and children who maybe experiencing suicidal ideation.	Public Health Principal-Substance use disorders

2024/25	Q2 (Sept 24)	SBC Public Health to complete an audit of services in Swindon that exist and support the men and boy's mental health agenda. The aim of this deliverable will be to enable us to identify any gaps in service provision across the system. And to hear 'their voice' on how they can better be supported.	Public Health Principal-Substance use disorders
2024/25	Q3 (Dec 24)	SBC Public Health team to evaluate the effectiveness of the Swindon Mindful employer network series ran throughout 2024 in collaboration with SBC, Swindon and Gloucester Mind and Business West. The aim of this deliverable will be to assess how confident Swindon businesses now feel able to address mental health in the workplace and inform future commissioning plans.	Public Health Principal-Substance use disorders
2024/25	Q4 (Mar 25)	SBC Public Health in partnership with the BSW ICB mental leads to set up a self-harm working group. The purpose of this group will be to conduct a review in to hospital admission rates for self-harm in Swindon to understand in more depth the current high levels compared to the England average.	Public Health Principal-Substance use disorders
2025/26	Q1 (June 25)	SBC Public health to develop a cluster response process suicide surveillance self-assessment tool. This will enable services to be able to respond to emerging trends or clusters of suicides in Swindon and provide Quality assurance.	Public Health Principal-Substance use disorders
2025/26	Q2 (Sept 25)	SBC Public Health to review progress against deliverables outlined in the current 2024/25 mental health work plan and set new objectives for 2025/26, by analysing the most up to date population level data and evidence to support the objective setting.	Public Health Principal-Substance use disorders
2025/26	Q3 (Dec 25)	SBC Public Health to review the ongoing commitment and funding of the real time suicide surveillance system, prior to the licence agreement concluding. The system enables suspected suicides to be inputted in to a web-based surveillance system for review and response at Swindon's suicide and self-harm locality meeting.	Public Health Principal-Substance use disorders
2025/26	Q4 (Mar 26)	SBC Public Health to review the deliverables/outcomes outlined in the Suicide prevention and self-harm action plan set in Jan 2024. This will ensure the focus of the partnership meeting is aligned to the current priorities identified across Swindon and the BSW geographical area.	Public Health Principal-Substance use disorders
2026/27	Q1 (June 26)	SBC Public Health team to work in partnership with BSW ICB colleagues to ensure the current Rethink Bereavement services offer continues across Swindon. This will enable rapid access to support for those affected directly or indirectly by suicide.	Public Health Principal-Substance use disorders
2026/27	Q2 (Sept 26)	SBC Public Health to work in collaboration with BSW ICB colleagues to review the impact of the aims and objectives of the recently published BSW suicide	Public Health Principal-



		prevention strategy refresh 2024-2029. This will ensure the recommendations and priority groups are still relevant two years on from publication.	Substance use disorders
2026/27	Q3 (Dec 26)	SBC Public Health to review the public mental health strategic priorities to ensure they are still relevant dependant on population health needs, and refresh the role of Public Health within the mental health space.	Public Health Principal-Substance use disorders
2026/27	Q4 (Mar 27)	SBC Public Health to compile a comprehensive finding and analysis report on all suspected Swindon suicides for the previous 12mth period and present findings to the H&W board.	Public Health Principal-Substance use disorders

## Performance Measures:

Performance Measure	Source of Data	Frequency	Target / Benchmark?	Starting point	Responsible Officer
Hospital admissions as a result of self-harm (10-24 years)	OHID PH fingertips public health profiles	Annually	416 admissions per 100,000 people	2022/23 816 admissions per 100,000 people	Public Health Principal-Substance use disorders
Suicide rates (male)	OHID PH fingertips public health profiles	Annually	15.8 suicides per 100,000 people	2020/22 16.3 suicides per 100,000 people	Public Health Principal-Substance use disorders

## Theme: Improve Education and Skills

Objective: Improving employability and skills

## Deliverables:

Year	Quarter	Deliverable	Responsible Officer
2024/25	Q1 (June 24)	Deliver the Careers Leader Conference to celebrate achievements in 23/24 and agree plan for 24/25.	Careers Hub Lead
		Consult with residents and stakeholders and produce a summary to inform the Adult Community Learning (ACL) Strategic Plan	Head ACL
		Complete Recruitment for learners on supported internship programme (September 24 start)	EET Manager
		Complete Deep Dive and recommendations for care experienced	Head of Skills

		First Young People EET Engagement session to inform the Care Experienced EET Offer.	EET Manager
2024/25	Q2 (Sept 24)	Refresh Policy for schools to confirm destinations and sharing information in place and live with all schools and other education providers.	EET Manager
		Report on outcomes of Primary Pilot project completed with 25 schools and agreed actions for year 2 and key learning and year 2 plan in place.	Careers Hub Manager
		Hold event with cornerstone Employer group to contribute to employer engagement plans for academic year.	Head of Skills
		Raise the profile of Supported Internships at the Raising Aspirations Conference on 3 July and increase interest for 2025 programme delivery.	Head of Skills
		Finalise the Adult community Strategic plan and course offer	ACL Manager
		Finalise the Experienced and EET Improvement Plan and plan engagement sessions for promotion	EET Manager
		Co-production of Higher education strategy plan to be agreed	Head of Skills
2024/25	Q3 (Dec 24)	Review progress against Gatsby Benchmark and hold improvement event on best practice	Careers Hub Lead
		Development of EET offer and Post-16 Guide for Swindon and promote on Local Offer to ensure that the offer is widely known	EET Manager
		Undertake deep dive report on Learners leaving and agree actions to reduce, to ensure that young people remain in education, employment with Training and training	EET Manager
		Plan and deliver a live Broadcast event for young people Your Choices – post-16 and post-18 options.	Careers Hub Lead
		Hold an Inclusion Community of Practice event to support Careers Information and guidance is promoted for young people with special educational needs and disability.	Careers Hub
		Establishment of Higher education group to develop Higher education Strategy	Head of Skills
2024/25	Q4 (Mar 25)	Plan and deliver Appren-T-Fest Swindon Event for young people and families where local employers promote Apprenticeship opportunities across Swindon.	Careers Hub Manager

		Plan and deliver a live Broadcast event for young people Your Choices – post-16 and post-18 options.	Careers Hub Lead
		Deliver recruitment days for learners and parents for supported internship programmes, admission September 2025 with GWH, SBC and Amazon.	EET Manager
		Review opportunities and Benefits of using Community Foundation Funding to encourage young people back into education, training or employment	EET Manager
		Hold event to review effective practice , our offer and progress to engage more care leavers into Education training and employment	Head of Skills
2025/26	Q1 (June 25)	Approval and publication of Higher education strategy	Head of Skills
2025/26	Q2 (Sept 25)		
2025/26	Q3 (Dec 25)		
2025/26	Q4 (Mar 26)		
2026/27	Q1 (June 26)		
2026/27	Q2 (Sept 26)		
2026/27	Q3 (Dec 26)		
2026/27	Q4 (Mar 27)		

## Performance Measures:

Performance Measure	Source of Data	Frequency	Benchmark	Target	Starting point	Responsible Officer
Increase number of supported internships	Internal	Annual		24	7	Head of Skills
learners on Adult Community Learning courses who report improvements in their essential skills (English, maths and digital),	Internal	Annual		85%	82%	ACL Manager

Objective: Ensuing a quality education

Deliverables:

Year	Quarter	Deliverable	Responsible Officer
2024/25	Q1 (June 24)	Literacy Strategy to be on the forward plan for approval, this will set out the areas for action and change to improve Literacy at each stage of education	Head of Skills & Education Partnerships
		Swindon Learning Together Partnership established to provide a platform for change through Learning to bring together education leaders across all Education providers, Businesses and Voluntary sector.	Director of Inclusion and Achievement
		Hold conference for SEND leaders across schools to focus on Inclusive practice in schools 18 <sup>th</sup> June	Head of SEND
2024/25	Q2 (Sept 24)	Develop a Quality school Policy, to set out the actions and steps the LA will take to ensure that schools move towards Good or Outstanding	Primary Commissioner Advisor
		Hold Conference event for Raising Aspirations for Education leaders and Swindon Learning Together Partnership members to show case the importance of supporting young people in their aspirations 3 <sup>rd</sup> July	Head of Skills & Education Partnerships
		Develop the Inclusive Education and Skills Strategy, to set out the Strategic Partnership Framework for how all education settings and Schools work together	Director of Inclusion and Achievement
		Develop actions to improve attainment for pupils at SEND support through the SEND Inclusion and Alternative provision plan.	Head of SEND
		Develop engagement plan for Governs and Trustees to raise awareness of the Strategic priorities across Swindon.	Primary Commissioner Advisor
2024/25	Q3 (Dec 24)	Develop Co-production Plan to support development of an all age Numeracy strategy	Head of Skills & Education Partnerships
		Hold Swindon Learning Together workshop with Primary schools on the development of Children's University to support wider learning outcomes and raise aspirations in children	Primary Commissioner Advisor
		Plan and deliver conference on the importance of Literacy development for Early years providers	Service Manager for Early Years and Childcare
		Review progress on Send Inclusion and Alternative provision Plan year 1 to maintain focus and progress on delivery	Head of SEND
2024/25	Q4 (Mar 25)	Plan, prepare and hold conference for Education leaders and Partners on Literacy development	Head of Skills & Education Partnerships
		Hold engagement event for Governors and Trustees to show the importance of Governors role in improving education outcomes	Primary Commissioner Advisor

		Confirm opportunities for Swindon Learning Together to Join National or international partnerships to support stronger focus on Learning	Director of Inclusion and Achievement
2024/25	Q1 (June 25)	Plan, prepare and hold conference to support aspirations for children with SEND	Head of SEND
		Publish the Numeracy Strategy which will set out areas of change needed to improve numeracy levels across all education phases	Head of Skills & Education Partnerships
		Develop annual action plan (Termly) for Governors and Trustees to continue to raise awareness of the strategic priorities	Primary Commissioner Advisor
		Launch Children's University Opportunities for September 25	Primary Commissioner Advisor
2025/26	Q2 (Sept 25)	Review progress against the Inclusive Education and Skills Policy Partnership Objectives	Director of Inclusion and Achievement
		Review progress against the year 1 Literacy Strategy and agreed next year's actions to ensure pace and focus remain on key Literacy skills	Head of Skills & Education Partnerships
		Review Progress against the SEND Inclusion and Alternative provision Plan year 1 on the right support right time right place.	Head of SEND
2025/26	Q3 (Dec 25)	Plan, prepare and hold conference for Early years providers on numeracy development	Service Manager for Early Years and Childcare
		Review progress on Send Inclusion and Alternative provision Plan year 2 on right support, right time, right place	Head of SEND
2025/26	Q4 (Mar 26)	Plan, prepare and deliver conference for Education leaders on Numeracy	Director of Inclusion and Achievement
		Plan, prepare and hold conference for Governors and Trustees on raising numeracy and Literacy focus in schools	Primary Commissioner Advisor
2026/27	Q1 (June 26)	Plan, prepare and deliver a conference for SEND leaders on Inclusive Teaching for Numeracy and Literacy	Head of SEND
2026/27	Q2 (Sept 26)	Review progress against the Inclusive Education and Skills Policy Partnership Objectives and set new actions	Director of Inclusion and Achievement
		Hold Children's university Graduation event	Primary Commissioner Advisor
		Review progress against Year 1 Numeracy strategy and set actions for following year	Head of Skills & Education Partnerships
		Review Progress against the SEND Inclusion and Alternative provision Plan year 3 on right support, right time, right place	Head of SEND

2026/27	Q3 (Dec 26)	Plan, prepare and hold conference for Early years providers on Inclusive Education	Service Manager for Early Years and Childcare
		Review progress on Send Inclusion and Alternative provision Plan year 3 to ensure the right support at the right time in right place	Head of SEND
2026/27	Q4 (Mar 27)	Plan , prepare and deliver conference on Inclusive teaching and the impact on outcomes.	Head of SEND

## Performance Measures:

Performance Measure	Source of Data	Frequency	Benchmark	Target	Starting point	Responsible Officer
Good and Outstanding Schools	Ofsted	Quarterly	89%	95%	89%	Director of Inclusion and Achievement
Good Level of Development	National	Annual	67.2%	67.2%	66.5%	Service Manager for Early Years and Childcare
Key stage 2 Reading, writing & Maths	National	Annual	59%	59%	58%	Primary Commissioner Advisor
Key stage 4 GSCE English and Maths levels 4-9	National	Annual	65.1%	64.5%	63.2%	Director of Inclusion and Achievement

## Objective: A range of accessible learning

## Deliverables:

Year	Quarter	Deliverable	Responsible Officer
2024/25	Q1 (June 24)	Develop new entitlements offer for working parents of 2-year olds able to access new early years entitlements of 15 funded hours per week	Service Manager for Early Years and Childcare
		Produce best practice guidance for settings and information for parents to support and prepare children with SEND for transition to school	Service Manager for Early Years and Childcare
		Develop attendance drop in for schools and professionals to support improving school attendance	Service Manager – Attendance and Inclusion
		Issue refreshed EHE policy and guidance for Parents who choose to electively home educate	Service Manager – Attendance and Inclusion

2024/25	Q2 (Sept 24)	For the Education Capital Strategy to be in place and published to ensure that we have a robust capital programme of delivery of education provision to sufficient places within Swindon for Swindon residents.	Service Lead - Access and Provision
2024/25	Q2 (Sept 24)	To report on Summer reading challenge and impact	Library Development & Innovation Manager
2024/25	Q2 (Sept 24)	For the satellite provision of Churchward 6 <sup>th</sup> Form at the UTC to open to ensure sufficient and appropriate places for children with an EHCP in Swindon at this provision	Service Lead - Access and Provision
2024/25	Q2 (Sept 24)	To have a published Attendance Strategy and Policy in place in line with new DfE Guidelines which will provide clear and transparent information to parents and schools and improve attendance	Service Manager – Attendance and Inclusion
2024/25	Q2 (Sept 24)	Delivery and progress on supporting working parents access child care provision from 9 months	Service Manager for Early Years and Childcare
Allie2024/25	Q2 (Sept 24)	To review capital assessment and need in the NEV for all education places in line with the new local plan and ensure local schools for local children	Service Lead - Access and Provision
2024/25	Q2 (Sept 24)	To report on capital build projects and progress for places for children with SEND	Service Lead - Access and Provision
2024/25	Q3 (Dec 24)	To consult on the School Admissions Arrangements for September 2026/26 to ensure that fair and transparent admissions procedures are in place for Swindon residents to obtain a place at a mainstream school.	Strategic School Admissions Manager
		Progress report on SEND inclusion and attendance for children with EHCP's and SEND support	Head of SEND
		To hold attendance network event with school attendance leaders to promote attendance and best practice	Service Manager – Attendance and Inclusion
2024/25	Q4 (Mar 25)	Report on performance for phase transfers national deadlines for children with SEND Pre 16	SEND Statutory Service Team Manager
2024/25	Q4 (Mar 25)	Report on performance for admissions into Primary school	Strategic School Admissions Manager
2025/26	Q1 (June 25)	To report on performance for admissions into Secondary schools	Strategic School Admissions Manager

		Report on performance for phase transfers national deadlines for children with SEND Post 16	SEND Statutory Service Team Manager
		To plan and deliver attendance event with school leaders to ensure that best practice in schools supports attendance	Service Manager – Attendance and Inclusion
2025/26	Q2 (Sept 25)	For All Saints Primary School to open in phased approach to ensure sufficient Early Years and Mainstream places in the New Eastern Villages and ensure local schools for local children	Service Lead - Access and Provision
2025/26	Q3 (Dec 25)	Progress report on SEND inclusion and attendance for children with EHCP's and SEND support	Head of SEND
2025/26	Q4 (Mar 26)	Consult on progress of the SENDi & AP Strategy to enable residents to feedback on progress made	Head of SEND
		Report on performance for phase transfers national deadlines for children with SEND Pre 16	SEND Statutory Service Team Manager
		Report on performance for admissions into Primary school	Strategic School Admissions Manager
2026/27	Q1 (June 26)	To report on performance for admissions into Secondary schools	Strategic School Admissions Manager
		Report on performance for phase transfers national deadlines for children with SEND Post 16	SEND Statutory Service Team Manager
2026/27	Q2 (Sept 26)		
2026/27	Q3 (Dec 26)	Report on progress against 2-year-old and full entitlement progress accessing early years places to support parents who work	Service Manager for Early Years and Childcare
		Progress report on SEND inclusion and attendance for children with EHCP's and SEND support	Head of SEND
2026/27	Q4 (Mar 27)		

## Performance Measures:

Performance Measure	Source of Data	Frequency	Target	Benchmark	Starting point	Responsible Officer
Reducing overall absence	National	Termly	6.3%	6.5%	7.3%	Service Manager – Attendance



						and Inclusion
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## Mission: Build a Better Swindon

Theme: Support everyone to have a decent home

Objective: Local homes for care experienced children

Deliverables:

Year	Quarter	Deliverable	Responsible Officer
2024/25	Q1 (June 24)	Launch of the fostering recruitment and marketing strategy	Service Manager Corporate Parenting
2024/25	Q2 (Sept 24)	Business plans to be produced for capital bids to consider the purchase of property to establish residential homes and supported accommodation in Swindon	Head of Service Commissioning
2024/25	Q3 (Dec 24)	Consultation with council departments to explore options to increase the number of housing and support opportunities for young people.	Director of Corporate Parenting
2024/25	Q4 (Mar 25)	Increase the numbers of specialist foster carers who can care for our children with complex and trauma related needs by using the level of funding allowance to ensure level of training and skill is reflected in Foster Carer's allowances.	Service Manager Corporate Parenting
2025/26	Q1 (June 25)	Evaluation of overall effectiveness of recruitment and marketing strategy.	Director of Corporate Parenting
2025/26	Q4 (Mar 26)	Increase the number of foster carers recruited by Swindon, building on momentum caused by an increase in the fostering allowances in Summer 2023, and ensuring this is a corporate priority.	Service Manager Corporate Parenting
2026/27	Q4 (Mar 27)	Review the effectiveness and progress of the Sufficiency Strategy	

Performance Measures:

Performance Measure	Source of Data	Frequency	Target / Benchmark?	Starting point	Responsible Officer
Percentage of children looked after who live within 20 miles of Swindon	Children's Services Data Set	2024/25	70%	63%	Director of Corporate Parenting
		2025/26	75%		
		2026/27	80%		

Percentage of care experienced young people who are deemed to be in suitable accommodation	Children's Services Data Set	2024/25	92%	91%	Director of Corporate parenting
		2025/26	95%		
		2026/27	95%		

Objective: Enabling sufficient and quality homes

Deliverables:

Year	Quarter	Deliverable	Responsible Officer
2024/25	Q1 (June 24)	23/24 Housing Completions to measure the number of new homes (and type) constructed in the previous municipal year	Planning Policy Manager
2024/25	Q1 (June 24)	<ul style="list-style-type: none"> <li>948 completed component renewals (Roofs/UPVC windows &amp; doors/Bathroom/compliant smoke alarms</li> <li>Receive 3000 completed stock condition surveys</li> </ul>	Asset Manager
2024/25	Q2 (Sept 24)	<ul style="list-style-type: none"> <li>831 completed component renewals (Roofs/UPVC windows &amp; doors/Bathroom/LD2 smoke alarms/GCH)</li> <li>Draft the asset management strategy 2025-2030</li> <li>Review the outcome of the High Rise Structural and Condition Assessment and initiate procurement of recommended works</li> </ul>	Asset Manager
2024/25	Q3 (Dec 24)	Consult on the new Local Plan (Reg18) to enable residents and the development industry to engage in plans for the future growth of Swindon	Planning Policy Manager
2024/25	Q3 (Dec 24)	<ul style="list-style-type: none"> <li>847 completed component renewals (Roofs/UPVC windows &amp; doors/Bathroom/LD2 smoke alarms/GCH)</li> <li>Begin the installation of new kitchens through newly procured Framework. Initial installation of 150 new kitchens to year end</li> <li>Review the need to onboard consultant to design a whole house approach for the RW</li> </ul>	Asset Manager
2024/25	Q4 (Mar 25)	Finalise, with Swindon Rugby Club, the land deal and planning application for first phase of delivery of the Marlowe Avenue Area Masterplan (land at Swindon Rugby Club), which will be expected to deliver 30% affordable homes.	Head of Strategic Place and Head of Property Assets
2024/25	Q4 (Mar 25)	<ul style="list-style-type: none"> <li>1214 completed component renewals (Roofs/UPVC windows &amp; doors/Bathroom/LD2 smoke alarms/GCH)</li> <li>Begin electric scooter storage safety programme</li> </ul>	Asset Manager

		<ul style="list-style-type: none"> <li>Review Property purchasing scheme - The new policy will build on the present criteria for new purchases and will confirm SBC achieves best value with all acquisitions.</li> <li>Whole house design specification for the Railway Village received.</li> <li>Commencement of Interim Planned Maintenance</li> </ul>	
2025/26	Q1 (June 25)	<p>Consult on the new Local Plan (Reg19) including representations made to the earlier draft to enable residents and the development industry to engage in plans for the future growth of Swindon, and to submit the Plan to the Planning Inspectorate for Examination</p> <p>24/25 Housing Completions to measure the number of new homes (and type) constructed in the previous municipal year</p>	Planning Policy Manager
2025/26	Q1 (June 25)	<ul style="list-style-type: none"> <li>Commencement sheltered and supported fire safety Works</li> <li>1009 completed component* renewals</li> </ul>	Asset Manager
2025/26	Q2 (Sept 25)	<ul style="list-style-type: none"> <li>986 completed component renewals (Roofs/UPVC windows &amp; doors/Bathroom/LD2 smoke alarms/GCH)</li> <li>Commencement of sheltered and supported planned maintenance works.</li> </ul>	Asset Manager
2025/26	Q3 (Dec 25)	<ul style="list-style-type: none"> <li>942 completed component renewals (Roofs/UPVC windows &amp; doors/Bathroom/LD2 smoke alarms/GCH)</li> </ul>	Asset Manager
2025/26	Q4 (Mar 26)	<ul style="list-style-type: none"> <li>1230 completed component renewals (Roofs/UPVC windows &amp; doors/Bathroom/LD2 smoke alarms/GCH)</li> </ul>	Asset Manager
2026/27	Q1 (June 26)	25/26 Housing Completions to measure the number of new homes (and type) constructed in the previous municipal year	Planning Policy Manager
2026/27	Q1 (June 26)	<ul style="list-style-type: none"> <li>1009 completed component renewals (Roofs/UPVC windows &amp; doors/Bathroom/LD2 smoke alarms/GCH)</li> </ul>	Asset Manager
2026/27	Q2 (Sept 26)	<ul style="list-style-type: none"> <li>857 completed component renewals (Roofs/UPVC windows &amp; doors/Bathroom/LD2 smoke alarms/GCH)</li> </ul>	Asset Manager
2026/27	Q3 (Dec 26)	<ul style="list-style-type: none"> <li>776 completed component renewals (Roofs/UPVC windows &amp; doors/Bathroom/LD2 smoke alarms/GCH)</li> </ul>	Asset Manager
2026/27	Q4 (Mar 27)	<p>Completion of Interim Planned Maintenance programme</p> <ul style="list-style-type: none"> <li>1041 completed component renewals (Roofs/UPVC windows &amp; doors/Bathroom/LD2 smoke alarms/GCH)</li> </ul>	Asset Manager

## Performance Measures:

Performance Measure	Source of Data	Frequency	Target / Benchmark?	Starting point	Responsible Officer
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No of new homes built (including affordable homes)	Surveys	Annual	(LP figure)	0	Planning Policy Manager
No of homes consented / 5 yr land supply)	System data	Annual (linked to above)	(LP figure)	0	Planning Policy Manager
The number of component renewals	TBC				Asset Manager
% of properties that meet the decent homes standard	TBC				Asset Manager

## Objective: Preventing homelessness

## Deliverables:

Year	Quarter	Deliverable	Responsible Officer
2024/25	Q1 (June 24)	<ul style="list-style-type: none"> <li>Deliver Homeless Prevention Training to upskill staff on prevention initiatives. To be delivered quarterly through yea1 and then review.</li> <li>Implement project plan to convert Salzgitter Court into accommodation for homeless people.</li> </ul>	Head of Homelessness and Housing Inequalities
2024/25	Q2 (Sept 24)	<ul style="list-style-type: none"> <li>Agree minimum levels of social housing re lets to reduce number of homeless client's inexpensive accommodation.</li> <li>Update website and ensure residents have enough information to fully understand their housing options.</li> <li>Ensure we have a suitable, safe "reception" space for vulnerable residents to make in person homelessness applications and discuss personal circumstances.</li> </ul>	Head of Homelessness and Housing Inequalities
2024/25	Q3 (Dec 24)	<ul style="list-style-type: none"> <li>Commission new accommodation units to reduce our reliance on Bed &amp; Breakfast type accommodation and provide stability for those in need of emergency accommodation.</li> <li>Develop and agree new Service Level Agreements with key external partners such as the Citizens Advice Bureau.</li> <li>Produce a Temporary Accommodation Strategy</li> <li>Deliver Homelessness Prevention Workshop 5 to all staff to reinforce and imbed behaviour changes in the service.</li> </ul>	Head of Homelessness and Housing Inequalities
2024/25	Q4 (Mar 25)	<ul style="list-style-type: none"> <li>Implement and launch new Private Rented Sector offer and incentives scheme to increase Private Sector Leasing properties available to the Council.</li> <li>Consult on new Homelessness Strategy setting out our plans and aspirations for the following three years.</li> </ul>	Head of Homelessness and Housing Inequalities

## Appendix 2

2025/26	Q1 (June 25)	<ul style="list-style-type: none"> <li>• Launch new homelessness Strategy implementing year one objectives</li> <li>• Review funding streams utilised for Homeless services and aim to improve deployment of resources to reduce the number of evictions in the private sector.</li> </ul>	Head of Homelessness and Housing Inequalities
2025/26	Q2 (Sept 25)	<ul style="list-style-type: none"> <li>• Work with major lenders and landlords to explore how to prevent homelessness occurring because of mortgage and rent debt.</li> </ul>	Head of Homelessness and Housing Inequalities
2025/26	Q3 (Dec 25)	<ul style="list-style-type: none"> <li>• Explore sufficiency and success of temporary accommodation contract and review with the intention of expanding such contract agreements.</li> <li>• Complete initial review of Homelessness Strategy to ensure objectives and delivery priorities have been achieved.</li> </ul>	Head of Homelessness and Housing Inequalities
2025/26	Q4 (Mar 26)	<ul style="list-style-type: none"> <li>• Continue to use min levels of social housing lets and affordable housing nominations to reduce use of expensive emergency accommodation.</li> <li>• Review level of min re lets available.</li> </ul>	Head of Homelessness and Housing Inequalities
2026/27	Q1 (June 26)	<ul style="list-style-type: none"> <li>• Appraise how new affordable housing delivery is contributing to the alleviation of homelessness and how the Councils Development company may support new initiatives.</li> </ul>	Head of Homelessness and Housing Inequalities
2026/27	Q2 (Sept 26)	<ul style="list-style-type: none"> <li>• Review deployment of resources within the homeless prevention grant to ensure best value and impact.</li> </ul>	Head of Homelessness and Housing Inequalities
2026/27	Q3 (Dec 26)	<ul style="list-style-type: none"> <li>• Design property conditions standard for all Temporary Accommodation to ensure safe and compliant property for clients.</li> </ul>	Head of Homelessness and Housing Inequalities
2026/27	Q4 (Mar 27)	<ul style="list-style-type: none"> <li>• Finalise and embed property inspection regime and standards process with Temporary Accommodation providers.</li> </ul>	Head of Homelessness and Housing Inequalities

## Performance Measures:

Performance Measure	Source of Data	Frequency	Target / Benchmark?	Starting point	Responsible Officer
Number of rough sleepers	Homeless Outreach monthly report	Monthly	0	5-7 nightly	Rough Sleeper Manager

Number of families with children housed in nightly charged accommodation for longer than 6 weeks	Jigsaw data	Monthly	0	10	Head of Homelessness and Housing Inequalities
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Theme: Swindon is a place where business can thrive

Objective: Building Community Wealth

Deliverables:

Year	Quarter	Deliverable	Responsible Officer
2024/25	Q1 (June 24)	Update SBC website and intranet to include additional information regarding Social Value and Community Wealth Building in Procurement	Head of Procurement
2024/25	Q2 (Sept 24)	Promote a tangible increase in the application of social value criteria in high value tenders to enable businesses to evidence the contribution they will make to the local economy.  Ensure that the Council's procurement processes are aligned to new or amended Government procurement regulations	Head of Procurement  Head of Procurement
2024/25	Q3 (Dec 24)	Update the Councils tendering templates to enable and encourage the use of local suppliers throughout the supply chain, including sub-contracting.  Consult on the new Local Plan (Reg18) to enable residents and the development industry to engage in proposals that support local business development and growth	Head of Procurement  Planning Policy Manager
2024/25	Q4 (Mar 25)	Roll out refresher training for SBC Officers on the benefits of Local Procurement and Social Value  Working with the Swindon and Wiltshire Business Growth Unit (TBC) (formerly the Local Enterprise Partnership) to establish and review support mechanisms to enable a Business Directory for Swindon, and to ensure that Swindon's businesses are supported by the Growth Hub	Head of Procurement  Head of Strategic Place

## Appendix 2

2025/26	Q1 (June 25)	<p>Publish a pipeline of tendering work for medium/high value upcoming projects to provide transparency of future opportunities for local suppliers.</p> <p>Consult on the new Local Plan (Reg19) including representations made to the earlier draft to enable residents and the development industry to engage in proposals that support local business and growth</p>	<p>Head of Procurement</p> <p>Planning Policy Manager</p>
2025/26	Q2 (Sept 25)		
2025/26	Q3 (Dec 25)		
2025/26	Q4 (Mar 26)	Publish updated pipelines of tendering work to ensure transparency of future opportunities.	Head of Procurement

### Performance Measures:

Performance Measure	Source of Data	Frequency	Target / Benchmark?	Starting point	Responsible Officer
% of spend with suppliers with a 'local' presence	Internal Financial System	Annual	52%	42%	Head of Procurement

Objective: Support businesses to invest and grow

Deliverables:

Year	Quarter	Deliverable	Responsible Officer
2024/25	Q1 (June 24)	Local Enterprise Partnership transfer to Local Authorities is complete, enabling continuation of economic development functions, Growth Hub and Careers Hub  Jobs Created in 2023/24	Director of Strategic Development  Head of Strategic Place
2024/25	Q2 (Sept 24)		
2024/25	Q3 (Dec 24)	Consult on the new Local Plan (Reg18) to enable businesses and the development industry to engage in plans for the future growth of Swindon	Planning Policy Manager
2024/25	Q4 (Mar 25)	Ongoing arrangements for undertaking economic development functions including business support and skills are confirmed for 25/26	Director of Strategic Development
2025/26	Q1 (June 25)	Consult on the new Local Plan (Reg19) including representations made to the earlier draft to enable businesses and the development industry to engage in plans for the future growth of Swindon, and to submit the Plan to the Planning Inspectorate for Examination  Jobs Created in 2024/25	Planning Policy Manager  Head of Strategic Place
2025/26	Q2 (Sept 25)		
2025/26	Q3 (Dec 25)		
2025/26	Q4 (Mar 26)		
2026/27	Q1 (June 26)	Jobs Created in 2025/26	Head of Strategic Place
2026/27	Q2 (Sept 26)		
2026/27	Q3 (Dec 26)		
2026/27	Q4 (Mar 27)		

Performance Measures:

Performance Measure	Source of Data	Frequency	Target / Benchmark?	Starting point	Responsible Officer
Jobs created	ONS	Annual	1,000 new jobs per annum	2023/24 figures as baseline	Head of Strategic Place
No of business enquiries supported through the Growth Hub	Growth Hub	Annual	Year on year increase	2023/24 figures as baseline	Head of Strategic Place



## Theme: Define the future of our Town Centre

Objective: A vision for the heart of Swindon

Deliverables:

Year	Quarter	Deliverable	Responsible Officer
2024/25	Q1 (June 24)	Engage stakeholders on Vision for Heart of Swindon to ensure that the Vision is both ambitious and deliverable	Head of Strategic Place
2024/25	Q2 (Sept 24)	Publish the Vision for Heart of Swindon and accompanying Delivery Plan	Head of Strategic Place
2024/25	Q3 (Dec 24)	Publish Annual Heart of Swindon Perception Survey to enable residents to provide feedback on the progress being made to regenerate the Centre	Head of Strategic Place
2024/25	Q4 (Mar 25)	Report on the number of 'major' sites in the Heart of Swindon that have been unlocked for development through Council interventions (>3 sites per annum)	Head of Strategic Place
2025/26	Q1 (June 25)	Report on the number of annual housing completions (>300 new homes per annum) and office/workspace completions (>1,000sqm per annum) in Central Swindon	Head of Strategic Place
2025/26	Q2 (Sept 25)		
2025/26	Q3 (Dec 25)	Publish Annual Heart of Swindon Perception Survey to enable residents to provide feedback on the progress being made to regenerate the Centre	Head of Strategic Place
2025/26	Q4 (Mar 26)	Report on the number of 'major' sites in the Heart of Swindon that have been unlocked for development through Council interventions (>3 sites per annum)	Head of Strategic Place
2026/27	Q1 (June 26)	Report on the number of annual housing completions (>300 new homes per annum) and office/workspace (>1,000sqm per annum ) completions in Central Swindon	Head of Strategic Place
2026/27	Q2 (Sept 26)		
2026/27	Q3 (Dec 26)	Publish Annual Heart of Swindon Perception Survey to enable residents to provide feedback on the progress being made to regenerate the Centre	Head of Strategic Place
2026/27	Q4 (Mar 27)	Report on the number of 'major' sites in the Heart of Swindon that have been unlocked for development through Council interventions (>3 sites per annum)	Head of Strategic Place

Performance Measures:

Performance Measure	Source of Data	Frequency	Target / Benchmark?	Starting point	Responsible Officer
Visitor Perception of the Heart of Swindon	SBC Perception Survey	Annual	Positive trend	N/A	Head of Strategic Place
Footfall in the Town Centre	SBC monitoring	Monthly	5% increase by 2027	2024 as baseline	Head of Strategic Place

Number of Events organised in the Town Centre	SBC	Annual	6 events per annum	N/A	Head of Strategic Place
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### Theme: Protect Swindon's Heritage, Leisure and Open Spaces

Objective: Maintained and accessible parks and open spaces

Deliverables:

Year	Quarter	Deliverable	Responsible Officer
2024/25	Q1 (June 24)	Progress towards masterplan for Coate Water Country Park to shape its future enhancements and to support funding bids.	Head of Strategic Place
2024/25	Q2 (Sept 24)	Commission Masterplan for Coate Water Country Park to shape its future enhancements and to support funding bids.	Head of Strategic Place
2024/25	Q3 (Dec 24)	Consult on the new Local Plan (Reg18) to enable park users to engage in plans for the future growth of Swindon	Planning Policy Manager
2024/25	Q4 (Mar 25)	Publish Final Masterplan for Coate Water Country Park	Head of Strategic Place
		Commission Masterplan for Mouldon Hill Country Park to shape its future enhancements and to support funding bids.	Head of Strategic Place
2025/26	Q1 (June 25)	Consult on the new Local Plan (Reg19) including representations made to the earlier draft to enable park users to engage in plans for the future growth of Swindon, and to submit the Plan to the Planning Inspectorate for Examination	Planning Policy Manager
2025/26	Q2 (Sept 25)		
2025/26	Q3 (Dec 25)		
2025/26	Q4 (Mar 26)	Publish Final Masterplan for Mouldon Hill Country Park	Head of Strategic Place
2026/27	Q1 (June 26)		
2026/27	Q2 (Sept 26)		
2026/27	Q3 (Dec 26)		
2026/27	Q4 (Mar 27)	Deliver of 'Suitable Alternative Natural Greenspace' (SANG) at Stanton Country Park (timescale for delivery dependent on when funding comes available from the Kingsdown developer)	Head of Strategic Place

## Performance Measures:

Performance Measure	Source of Data	Frequency	Target / Benchmark?	Starting point	Responsible Officer
Implementation of elements of strategic masterplans for County Parks (when adopted)	Capital Projects monitoring	Annual	Completion of demonstrable strategic improvements following adoption of Masterplans	Adoption of strategic masterplans (as above)	Head of Strategic Place
Number of events held in our strategic and county parks to improve the quality of life for Swindon's residents	Events and Conferencing data	Quarterly	Year on year increase in large events	2023/24 data	Income Generation and Business Development Manager

## Objective: Support future provision of leisure

## Deliverables:

Year	Quarter	Deliverable	Responsible Officer
2024/25	Q1 (Apr-June 24)	Sign a development agreement with Seven Capital setting out that the developer agrees terms with a tenant to run the Oasis Leisure Centre and delivers the refurbishment and reopening of the building	Head of Property Assets
		Ongoing review of projects with GLL for SBC leisure fund	Head of Property Assets
		Health Hydro monitoring of Phase 1 progress against programme with aim for scheme to be completed by June 25	Head of Strategic Place Making
		Moredon practical completion of the construction of the pavilion; closed road circuit; BMX track and car parking/landscaping; Transfer of the asset to the local parish council; Official opening to take place on 4 June 24 with a community event with invited officials	Director for Capital Projects/ Head of Operational Property

2024/25	Q2 (July-Sept 24)	<p>Review to identify opportunities to strengthen future working with GLL and Highworth Rec trust</p> <p>Health Hydro monitoring of Phase 1 progress against programme with aim for scheme to be completed by June 25</p> <p>Health Hydro commence public engagement on Phase 2 of the Health Hydro restoration</p> <p>Work alongside Wiltshire and Swindon Sports to develop and deliver phase 1 of the Place Base Expansion programme aimed at increasing uptake of physical activity in priority wards within Swindon.</p>	<p>Head of Property Assets</p> <p>Head of Strategic Place Making</p> <p>Head of Strategic Place Making</p> <p>Head of Health Improvement Services &amp; Live Well Swindon</p>
2024/25	Q3 (Oct-Dec 24)	<p>Health Hydro monitoring of Phase 1 progress against programme with aim for scheme to be completed by June 25</p>	<p>Head of Strategic Place Making</p>
2024/25	Q4 Jan-(Jan-Mar 25)	<p>Assess potential leisure strategy</p> <p>Moredon management of retention and defects arising with a view to closing out project.</p> <p>Healthy Hydro monitoring of Phase 1 progress against programme with aim for scheme to be completed by June 25</p> <p>Provide an updated on the Place Based Expansion programme</p>	<p>Head of Property Assets</p> <p>Director for Capital Projects</p> <p>Head of Strategic Place Making</p> <p>Head of Health Improvement Services &amp; Live Well Swindon</p>
2025/26	Q1 (Apr-June 25)	<p>Healthy Hydro monitoring of Phase 1 progress against programme with aim for scheme to be completed by June 25</p> <p>Moredon outputs and outcomes – reliant on Parish Council providing transparent data.</p> <ul style="list-style-type: none"> <li>• No of British Cycling Competitions held during the first year of operation and those planned/deemed recurring. Statistics used to understand incoming visitors to the borough.</li> </ul>	<p>Head of Strategic Place Making</p> <p>Director for Capital Projects</p>

		<ul style="list-style-type: none"> <li>• No of Clubs now using the All Weather Pitch. (Measuring reach and impact).</li> <li>• No of adaptive bike users over the 12 month period. (Measuring uptake).</li> </ul>	
2025/26	Q2 (July-Sept 25)	<p>Design Stage for Phase 2 complete - costed scheme and secure planning permission to completed and submitted to the NLHF</p> <p>Health Hydro monitoring of patronage levels against 2023 baseline figures. Target to increase casual swim by 50%</p>	<p>Head of Strategic Place Making</p> <p>Head of Strategic Place Making</p>
2025/26	Q3 (Oct-Dec 25)	<p>Health Hydro monitoring of patronage levels against 2023 baseline figures. Target to increase casual swim by 50%</p>	<p>Head of Strategic Place Making</p>
2025/26	Q4 (Jan-Mar 26)	<p>Approval for the grant funding of Health Hydro Phase 2</p> <p>Health Hydro monitoring of patronage levels against 2023 baseline figures. Target to increase casual swim by 50%</p>	<p>Head of Strategic Place Making</p>
2026/27	Q1 (Apr-June 26)	<p>Depending on receiving funding for Health Hydro Phase 2 – an update on procurement of a contractor’</p> <p>Health Hydro monitoring of patronage levels against 2023 baseline figures. Target to increase casual swim by 50%</p>	<p>Head of Strategic Place Making</p> <p>Head of Strategic Place Making</p>
2026/27	Q2 (June-Sept 26)	<p>Health Hydro monitoring of patronage levels against 2023 baseline figures. Target to increase casual swim by 50%</p>	<p>Head of Strategic Place Making</p>
2026/27	Q3 (Sep-Dec 26)	<p>Health Hydro monitoring of patronage levels against 2023 baseline figures. Target to increase casual swim by 50%</p>	<p>Head of Strategic Place Making</p>
2026/27	Q4 (Mar 27)	<p>Depending on receiving funding, Health Hydro Phase 2 Works Commenced</p> <p>Moredon sale of ‘enabling’ residential land</p>	<p>Head of Strategic Place Making</p> <p>Head of Operational Property</p>

## Performance Measures:

Performance Measure	Source of Data	Frequency	Target / Benchmark?	Starting point	Responsible Officer
Health Hydro monitoring of patronage levels against 2023 baseline figures			Increase casual swim by 50%		Head of Strategic Place Making

Objective: Vibrant and accessible heritage, arts and culture

Deliverables:

Year	Quarter	Deliverable	Responsible Officer
2024/25	Q1 (June 24)		
2024/25	Q2 (Sept 24)	<ul style="list-style-type: none"> <li>Arts &amp; Cultural Strategy adopted by SBC enabling Swindon's cultural community to work towards a shared future</li> <li>MAS is fully open to the public including to booked schools groups enabling Swindon residents to visit</li> <li>Heritage Survey completed and Heritage Strategy is finalised</li> </ul>	<p>Swindon Museums Manager</p> <p>Swindon Museums Manager</p> <p>Head of Strategic Place</p>
2024/25	Q3 (Dec 24)	<ul style="list-style-type: none"> <li>Progress achieved against outcomes identified as part of Art &amp; Cultural Strategy – Strategy Delivery Team appointed</li> <li>Heritage Strategy adopted</li> </ul>	<p>Swindon Museums Manager</p> <p>Head of Strategic Place</p>
2024/25	Q4 (Mar 25)	<ul style="list-style-type: none"> <li>Progress achieved against outcomes identified as part of Art &amp; Cultural Strategy – Events programme for 25/26 finalised</li> <li>Working with Heritage England, a Project Plan for the restoration of the Mechanics Institution is complete</li> </ul>	<p>Swindon Museums Manager</p> <p>Head of Strategic Place</p>
2025/26	Q1 (June 25)	<ul style="list-style-type: none"> <li>Implementation of Mechanics Institution Restoration Project Plan begins</li> </ul>	Head of Strategic Place
2025/26	Q2 (Sept 25)	<ul style="list-style-type: none"> <li>Deliverable plan for next phase of Carriage Works refurbishment is developed</li> </ul>	Head of Strategic Place
2025/26	Q3 (Dec 25)		
2025/26	Q4 (Mar 26)	<ul style="list-style-type: none"> <li>Progress achieved against outcomes identified as part of Art &amp; Cultural Strategy</li> <li>Construction of new flexible theatre venue begins</li> </ul>	<p>Swindon Museums Manager</p> <p>Head of Strategic Place</p>
2026/27	Q1 (June 26)		
2026/27	Q2 (Sept 26)		
2026/27	Q3 (Dec 26)		

2026/27	Q4 (Mar 27)	<ul style="list-style-type: none"> <li>Progress achieved against outcomes identified as part of Art &amp; Cultural Strategy</li> </ul>	Swindon Museums Manager
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## Performance Measures:

Performance Measure	Source of Data	Frequency	Target / Benchmark?	Starting point	Responsible Officer
Museum visitor numbers at STEAM Museum	Visitor entry information	Monthly	3,550pm	2023/24 visitor numbers 3,550pm	Swindon Museums Manager
Museum visitor numbers at Museum & Art Swindon	Visitor entry information	Monthly	1,120pm	2023/24 visitor numbers Zero	Swindon Museums Manager
Museum visitor numbers at Lydiard House Museum	Visitor entry information	Monthly	250pm	2023/24 visitor numbers 120pm	Swindon Museums Manager

## Theme: Keep Swindon Moving

## Objective: Provide a sufficient and accessible highway network

## Deliverables:

Year	Quarter	Deliverable	Responsible Officer
2024/25	Q1 (June 24)	Progress towards formal completion and opening of the Southern Connector Road	Head of Highways and Transport
2024/25	Q2 (Sept 24)	Progress towards formal completion and opening of the Southern Connector Road	Head of Highways and Transport
2024/25	Q3 (Dec 24)	Progress towards formal completion and opening of the Southern Connector Road	Head of Highways and Transport
2024/25	Q4 (Mar 25)	Formal completion and opening of the Southern Connector Road to enable access to the NEV (including construction access) opening up NEV sites to development	Head of Highways and Transport
2025/26	Q1 (June 25)	Progress towards formal completion and opening of the Fleming Way Improvement Scheme	Consultant Director for Capital Projects
2025/26	Q2 (Sept 25)	Progress towards formal completion and opening of the Fleming Way Improvement Scheme	Consultant Director for



			Capital Projects
2025/26	Q3 (Dec 25)	Formal completion and opening of the Fleming Way Improvement Scheme delivering a new bus interchange, opening up remaining plot at Kimmerfields to inward investment opportunities	Consultant Director for Capital Projects
2025/26	Q4 (Mar 26)		
2026/27	Q1 (June 26)		
2026/27	Q2 (Sept 26)		
2026/27	Q3 (Dec 26)		
2026/27	Q4 (Mar 27)		

## Performance Measures:

Performance Measure	Source of Data	Frequency	Target / Benchmark?	Starting point	Responsible Officer
NEV sites are able to commence site works	Planning condition discharge / monitoring	quarterly	Local Plan Housing Trajectory	0	Planning Policy Manager
Fleming Way benefits realisation metrics	High Street footfall and Bus Patronage data.	Quarterly/ Annually	April 2024 data	Sept 2025	Consultant Director for Capital Projects

## Objective: Promote and enhance active travel

## Deliverables:

Year	Quarter	Deliverable	Responsible Officer
2024/25	Q1 (June 24)	Progress towards the review of existing Swindon LCWIP (Local Cycling and Walking Infrastructure Plan) schemes	Service Manager Transport Planning & Traffic Management
2024/25	Q2 (Sept 24)	Review of existing Swindon LCWIP (Local Cycling and Walking Infrastructure Plan) schemes	Service Manager Transport Planning & Traffic Management
2024/25	Q3 (Dec 24)	Identification and assessment of new schemes for inclusion within an updated Swindon LCWIP	Service Manager Transport Planning & Traffic Management
2024/25	Q4 (Mar 25)	Prepare a draft version of an updated Swindon LCWIP	Service Manager

## Appendix 2

			Transport Planning & Traffic Management
2024/25	Q4 (Mar 25)	Cross town cycle connectivity and Northern Flyer strategic cycle route (Active Travel Fund 4) - completion of Feasibility Design	Service Manager Transport Planning & Traffic Management
2025/26	Q1 (June 25)	Finalisation of a draft version of an updated Swindon LCWIP	Service Manager Transport Planning & Traffic Management
2025/26	Q2 (Sept 25)	Prepare materials for engagement on an updated Swindon LCWIP	Service Manager Transport Planning & Traffic Management
2025/26	Q2 (Sept 25)	Cross town cycle connectivity and Northern Flyer strategic cycle route (Active Travel Fund 4) - completion of Preliminary Design	Service Manager Transport Planning & Traffic Management
2025/26	Q3 (Dec 25)	Engagement on an updated Swindon LCWIP for Swindon residents and stakeholders	Service Manager Transport Planning & Traffic Management
2025/26	Q3 (Dec 25)	Northern Flyer strategic cycle route (Active Travel Fund 4) – completion of Detailed Design	Service Manager Transport Planning & Traffic Management
2025/26	Q4 (Mar 26)	Review of responses to the engagement on an updated Swindon LCWIP	Service Manager Transport Planning & Traffic Management
2025/26	Q4 (Mar 26)	Cross town cycle connectivity (Active Travel Fund 4) - completion of Detailed Design	Service Manager Transport Planning & Traffic Management

## Appendix 2

2025/26	Q4 (Mar 26)	Northern Flyer strategic cycle route (Active Travel Fund 4) - submit funding bid to Active Travel England	Service Manager Transport Planning & Traffic Management
2026/27	Q1 (June 26)	Prepare final version of updated Swindon LCWIP	Service Manager Transport Planning & Traffic Management
2026/27	Q1 (June 26)	Cross town cycle connectivity (Active Travel Fund 4) - submit funding bid to Active Travel England	Service Manager Transport Planning & Traffic Management
2026/27	Q2 (Sept 26)	Completion of final draft of updated Swindon LCWIP	Service Manager Transport Planning & Traffic Management
2026/27	Q3 (Dec 26)	Cabinet Member sign off of updated Swindon LCWIP	Service Manager Transport Planning & Traffic Management
2026/27	Q4 (Mar 27)	Publication of updated Swindon LCWIP	Service Manager Transport Planning & Traffic Management

## Performance Measures:

Performance Measure	Source of Data	Frequency	Target / Benchmark?	Starting point	Responsible Officer
Progression of scheme development under Active Travel Fund 4	Review of scheme programme	Annual	Programme on track	Q4 March 2025	Service Manager Transport Planning & Traffic Management
Progression of feasibility investigations for schemes identified in	Status update of Swindon LCWIP	Annual	Number of schemes investigated – this is	Q4 March 2025	Service Manager Transport Planning &

the Swindon Local Cycling and Walking Infrastructure Plan			subject to funding availability		Traffic Management
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Objective: Efficient use of funding to maintain roads and pavements

Deliverables:

Year	Quarter	Deliverable	Responsible Officer
2024/25	Q1 (June 24)	Programme of major and minor resurfacing works submitted for approval	Highway Maintenance Engineer
2024/25	Q2 (Sept 24)	Develop robust highway asset maintenance SLA's across all asset groups with agreed service and performance levels; agreement of fully resourced service delivery plans (primarily this is SLA's with Highway Operations for routine, reactive & safety maintenance for the highway and various assets, but needs to include non-highway assets e.g. reservoirs, MSCP's)  Produce a Competency Framework for all Highway teams and develop appropriate action plan	Head of Strategic Highways/ Head of Delivery and Assurance - Operations
2024/25	Q3 (Dec 24)	Completion of works across LTP Major Road, Minor Road and Footway Capital Maintenance Programmes 2024/25 (including all carry-forward schemes)	Design Project Manager
2024/25	Q4 (Mar 25)	Completion of works for Network North Funded Highway Maintenance Programmes 2023/24 & 2024/25	Design Project Manager
2025/26	Q1 (June 25)	Programme of major and minor resurfacing works submitted for approval  Produce forward plan of routine Capital maintenance and improvement schemes to inform delivery resources required. This should include for boost in funding from Network North which is anticipated to be +£1.4m pa	Highway Maintenance Engineer
2025/26	Q2 (Sept 25)	Update HAM Strategy (expired in 2022) and any related documents (e.g. Communications Plan)  Undertake gap analysis of Well Managed Highways requirements (e.g. create and implement Risk based approaches for all aspects of highway network management including safety inspections)	Head of Strategic Highways
2025/26	Q3 (Dec 25)	Completion of works across LTP Major Road, Minor Road and Footway Capital Maintenance Programmes 2024/25 (including all carry-forward schemes)	Design Project Manager

2025/26	Q4 (Mar 26)	Completion of works for Network North Funded Highway Maintenance Programmes 2023/24 & 2024/25	Design Project Manager
2026/27	Q1 (June 26)	Undertake Resilience review of the network	
2026/27	Q2 (Sept 26)	Produce detailed Carbon reduction action plan for the complete highway & transport service	
2026/27	Q3 (Dec 26)		
2026/27	Q4 (Mar 27)		

## Performance Measures:

Performance Measure	Source of Data	Frequency	Target / Benchmark?	Starting point	Responsible Officer
Percentage of CAT 1 defects repaired in time.	WDM	Monthly	>=98%	TBC	Head of Delivery & Assurance
Delivery of planned maintenance activities to programme	WDM	Annually	>=95%	TBC	Head of Highways & Transport

## Mission: Build a Greener Swindon

Theme: Leading the way towards a net zero borough by 2050

Objective: Engage with residents and businesses to deliver a Greener Swindon

## Deliverables:

Year	Quarter	Deliverable	Responsible Officer
2024/25	Q1 (June 24)	Submission of Bus Service Improvement Plan Phase 2	Public Transport Service Specialist
		Relationship Building: representation for residents from all Boroughs on Get Swindon Moving enabling the co-design of a more attractive/better public transport network.	Public Transport Service Specialist / Design Engineer – Public Transport and Low Carbon
		EV charging network improvement	Design Engineer –

## Appendix 2

			Public Transport and Low Carbon
		Enhanced Bus Partnership Plan and Scheme	Public Transport Service Specialist
2024/25	Q2 (Sept 24)	Submission of Tender for Electric Charging Points A draft revision of SBC's EV strategy (far broader scope than LEVI Fund)	Design Engineer – Public Transport and Low Carbon
2024/25	Q3 (Dec 24)	EV charging network contract in place	Design Engineer – Public Transport and Low Carbon
2024/25	Q4 (Mar 25)	EV charging network delivery	Design Engineer – Public Transport and Low Carbon
2025/26	Q1 (June 25)	A strategy to deliver an EV Bus fleet	Public Transport Service Specialist
2025/26	Q2 (Sept 25)	Coach Strategy	Public Transport Service Specialist / Design Engineer – Public Transport and Low Carbon
2025/26	Q3 (Dec 25)	Rail Strategy unlocking Swindon's potential	Public Transport Service Specialist / Design Engineer – Public Transport and Low Carbon

## Performance Measures:

Performance Measure	Source of Data	Frequency	Target / Benchmark?	Starting point	Responsible Officer
Enhanced Partnership Plan and Scheme Board Meetings	To monitor and review progress on activities and objectives related to Bus Service Improvement Plan Phase 2	Quarterly	Ongoing monitoring of progress.		Public Transport Service Specialist
Enabling provision of Electric Vehicle Charging Point network to facilitate transition from ICE to EV	SBC Contracts to install and related mapping	Bi-annual	Contracts and monitoring against KPI's and distribution maps and online resident coms platform		Design Engineer – Public Transport and Low Carbon

## Theme: Greener Planning and Transport

Objective: Enable a lower carbon Swindon through planning and travel

## Deliverables:

Year	Quarter	Deliverable	Responsible Officer
2024/25	Q1 (June 24)	Progress towards Local Plan	Planning Policy Manager
2024/25	Q2 (Sept 24)	Progress towards Local Plan	Planning Policy Manager
2024/25	Q3 (Dec 24)	Consult on the new Local Plan (Reg18) to enable residents and the development industry to engage in plans for enabling greener housing and employment opportunities	Planning Policy Manager
2024/25	Q4 (Mar 25)	Completion of Year 5 of the "Trees for Climate" tree and woodland planting by the Great Western Community Forest.	Head of Strategic Place
2025/26	Q1 (June 25)	Consult on the new Local Plan (Reg19) including representations made to the earlier draft to enable residents and the development industry to engage in plans for enabling greener housing and employment	Planning Policy Manager

		opportunities and to submit the Plan to the Planning Inspectorate for Examination	
2025/26	Q2 (Sept 25)		
2025/26	Q3 (Dec 25)		
2025/26	Q4 (Mar 26)	Completion of Year 6 of the “Trees for Climate” tree and woodland planting by the Great Western Community Forest.	Head of Strategic Place
2026/27	Q1 (June 26)		
2026/27	Q2 (Sept 26)		
2026/27	Q3 (Dec 26)		
2026/27	Q4 (Mar 27)	Completion of Year 7 of the “Trees for Climate” tree and woodland planting by the Great Western Community Forest.	Head of Strategic Place

## Performance Measures:

Performance Measure	Source of Data	Frequency	Target / Benchmark?	Starting point	Responsible Officer
Hectares of trees planted per annum	Great Western Community Forest	Annual	50 hectares per annum	N/A	Head of Strategic Place

## Theme: Protect the Environment

## Objective: Protect and enhance biodiversity

## Deliverables:

Year	Quarter	Deliverable	Responsible Officer
2024/25	Q1 (June 24)	Biodiversity Offsetting contributions secured in Qtr	Planning Policy Manager
2024/25	Q2 (Sept 24)	Biodiversity Offsetting contributions secured in Qtr	Planning Policy Manager
2024/25	Q3 (Dec 24)	Biodiversity Offsetting contributions secured in Qtr. Consult on the new Local Plan (Reg18) to enable those with an interest to engage in policies to protect and deliver biodiversity improvements	Planning Policy Manager
		Biodiversity Offsetting contributions secured in Qtr. New Open Space, Sport and Recreation and Green Infrastructure Strategies linked to Local Plan evidence base.	Planning Policy Manager
		Biodiversity Offsetting contributions secured in Qtr. Consult on Local Nature Recovery Strategy	Planning Policy Manager



2024/25	Q4 (Mar 25)	Biodiversity Offsetting contributions secured in Qtr Completion of "Forest Meadows" Year 2 habitat creation programme in partnership with the Wiltshire Wildlife Trust.	Head of Strategic Place
2025/26	Q1 (June 25)	Biodiversity Offsetting contributions secured in Qtr Consult on the new Local Plan (Reg19) including representations made to the earlier draft to enable those with an interest to engage in policies to protect and deliver biodiversity improvements, and to submit the Plan to the Planning Inspectorate for Examination	Planning Policy Manager
		Biodiversity Offsetting contributions secured in Qtr Adopted Local Nature Recovery Strategy	Planning Policy Manager
2025/26	Q2 (Sept 25)	Biodiversity Offsetting contributions secured in Qtr	Planning Policy Manager
2025/26	Q3 (Dec 25)	Biodiversity Offsetting contributions secured in Qtr	Planning Policy Manager
2025/26	Q4 (Mar 26)	Biodiversity Offsetting contributions secured in Qtr Completion of "Forest Meadows" Year 3 habitat creation programme in partnership with the Wiltshire Wildlife Trust.	Planning Policy Manager Head of Strategic Place
2026/27	Q1 (June 26)	Biodiversity Offsetting contributions secured in Qtr	Planning Policy Manager
2026/27	Q2 (Sept 26)	Biodiversity Offsetting contributions secured in Qtr	Planning Policy Manager
2026/27	Q3 (Dec 26)	Biodiversity Offsetting contributions secured in Qtr	Planning Policy Manager
2026/27	Q4 (Mar 27)	Biodiversity Offsetting contributions secured in Qtr Completion of "Forest Meadows" Year 4 habitat creation programme in partnership with the Wiltshire Wildlife Trust.	Planning Policy Manager Head of Strategic Place

## Performance Measures:

Performance Measure	Source of Data	Frequency	Target / Benchmark?	Starting point	Responsible Officer
Positive contribution to biodiversity net gain secured through the planning process	S106 planning agreements (metric may be financial or land)	Quarterly	Net positive enhancement through biodiversity net gain	Introduction of Biodiversity Net Gain as a planning expectation (in advance of Local Plan adoption)	Head of Planning
Number of new habitats created or enhanced	Wiltshire Wildlife Trust	Annual	5 new or enhanced habitats per year	N/A	Head of Strategic Place

Objective: Resilience to severe weather and climate change impacts

## Deliverables:

Year	Quarter	Deliverable	Responsible Officer
2024/25	Q1 (June 24)	Grovelands Avenue Drainage Improvement Scheme Assess current pipeline highway drainage improvement & flood alleviation schemes and program schemes to be progressed dependant on new financial year budget allocations	Head of Highways and Transport
2024/25	Q2 (Sept 24)	Wroughton Brook (Blackhorse Way, Wichelstowe) Desilting	Head of Highways and Transport
2024/25	Q3 (Dec 24)	S19 flood investigation report draft available Reservoir Design Works Complete	Head of Highways and Transport
2024/25	Q4 (Mar 25)	S19 flood investigation report published Covingham and Nythe Flood Alleviation Scheme Design Complete St Pauls Drive Bank Stabilisation	Head of Highways and Transport
2025/26	Q1 (June 25)	Haydon Wick Flood Alleviation Scheme Design Complete Assess current pipeline highway drainage improvement & flood alleviation schemes and program schemes to be progressed dependant on new financial year budget allocations	Head of Highways and Transport
2025/26	Q2 (Sept 25)		
2025/26	Q3 (Dec 25)		
2025/26	Q4 (Mar 26)	Local Flood Risk Management Strategy Update (main document only) Reservoir Remedial Works Complete (funding currently not secured)	Head of Highways and Transport

2026/27	Q1 (June 26)	Appendices for LFRMS: Ordinary Watercourse Consent Process; Flood Investigation Procedure. Assess current pipeline highway drainage improvement & flood alleviation schemes and program schemes to be progressed dependant on new financial year budget allocations	Head of Highways and Transport
2026/27	Q2 (Sept 26)	Appendices for LFRMS: Legislation and policy;	Head of Highways and Transport
2026/27	Q3 (Dec 26)	Haydon Wick Flood Alleviation Scheme Construction Complete (dependant on passing DEFRA stages at Design)	Head of Highways and Transport
2026/27	Q4 (Mar 27)	Appendix for LFRMS: SuDS guidance	Head of Highways and Transport

## Performance Measures:

Performance Measure	Source of Data	Frequency	Target / Benchmark?	Starting point	Responsible Officer
Response times to planning applications within statutory timeframes	Consultation requests	Monthly	90%		Drainage Engineer
Response times to highway agreements technical approvals	Consultation requests	Monthly	90%		Drainage Engineer
Outline Business Case for Haydon Wick FAS	EA	One-off	Pass		Head of Strategic Highways
Cyclic gully cleansing	WDM/Ops	Monthly	90%		Specialist Services - Operations Manager

## Theme: Keeping on track for a net zero Council

## Objective: Optimising waste management and recycling initiatives

## Deliverables:

Year	Quarter	Deliverable	Responsible Officer
2024/25	Q1 (June 24)	Stabilise new recycling scheme following rollout of borough wide food waste collections	Head Of End to End Waste Services

## Appendix 2

2024/25	Q2 (Sept 24)	Deliver behaviour change interventions to maximise food waste recycling engagement amongst residents	Head Of End to End Waste Services
2024/25	Q3 (Dec 24)	Deliver behaviour change interventions to maximise food waste recycling engagement amongst residents	Head Of End to End Waste Services
2024/25	Q4 (Mar 25)	Complete rollout of food waste phase 2 to maximise recycling amongst communal collection properties  Achieve 40% recycling rate across as defined by Waste Data Flow measure (note, measure is 6 months in arrears so won't be available until Q2 of 25/26)	Head Of End to End Waste Services
2025/26	Q1 (June 25)	Deliver behaviour change interventions to minimise dry recyclates within residual waste stream	Head Of End to End Waste Services
2025/26	Q2 (Sept 25)	Deliver behaviour change interventions to minimise dry recyclates within residual waste stream	Head Of End to End Waste Services
2025/26	Q3 (Dec 25)	Deliver behaviour change interventions to minimise dry recyclates within residual waste stream	Head Of End to End Waste Services
2025/26	Q4 (Mar 26)	Achieve 45% recycling rate across as defined by Waste Data Flow measure (note, measure is 6 months in arrears so won't be available until Q2 of 26/27)	Head Of End to End Waste Services
2026/27	Q1 (June 26)	Deliver behaviour change interventions to minimise overall waste within residual waste stream	Head Of End to End Waste Services
2026/27	Q2 (Sept 26)	Deliver behaviour change interventions to minimise overall waste within residual waste stream	Head Of End to End Waste Services
2026/27	Q3 (Dec 26)	Deliver behaviour change interventions to minimise overall waste within residual waste stream	Head Of End to End Waste Services
2026/27	Q4 (Mar 27)	Achieve 50% recycling rate across as defined by Waste Data Flow measure (note, measure is 6 months in arrears so won't be available until Q2 of 27/28)	Head Of End to End Waste Services

## Performance Measures:

Performance Measure	Source of Data	Frequency	Target / Benchmark?	Starting point	Responsible Officer
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Residual waste tonnages	Residual waste contract reporting	Monthly	TBC	0.559 tonnes per property (23/24)	HoE2EW
Recycling rate - % of household waste divert from the residual stream	DEFRA WasteDataFlow	Quarterly	TBC	33%	HoE2EW

Objective: Transitioning our fleet and depot to net-zero operations

Deliverables:

Year	Quarter	Deliverable	Responsible Officer
2024/25	Q1 (June 24)	Review Depot Options Appraisal and Fleet Decarbonisation Plan to ensure future deliverability and viability	Director of Operations
2024/25	Q2 (Sept 24)	Work with Members to confirm high levels plans and review need for further feasibility work	Director of Operations
2024/25	Q3 (Dec 24)	Cabinet report for decision on Depot Redevelopment Options to confirm plan moving forward  Determine viability of removing gas supply from Waterside Park and moving to electric only heating to minimise carbon footprint	Director of Operations  Head of Repairs & Compliance
2024/25	Q4 (Mar 25)	Prepare implementation activity following decision on Depot Redevelopment and Fleet Decarbonisation.  5 year Fleet Replacement Plan, aligned to Depot Redevelopment plan, to go to Capital Board for confirmation	Director of Operations  Head of End to End Waste Services
2025/26	Q1 (June 25)	Set performance future measures in light of Depot redevelopment Plan decision	Director of Operations
2025/26	Q2 (Sept 25)	Deliverable to be confirmed depending on outcome of options appraisal – Understood from Q3 24/25	
2025/26	Q3 (Dec 25)	Deliverable to be confirmed depending on outcome of options appraisal – Understood from Q3 24/25	
2025/26	Q4 (Mar 26)	Review progress against Depot Redevelopment Plan and Fleet Decarbonisation plan	Director of Operations
2026/27	Q1 (June 26)	Deliverable to be confirmed depending on outcome of options appraisal – Understood from Q3 24/25	
2026/27	Q2 (Sept 26)	Deliverable to be confirmed depending on outcome of options appraisal – Understood from Q3 24/25	
2026/27	Q3 (Dec 26)	Deliverable to be confirmed depending on outcome of options appraisal – Understood from Q3 24/25	
2026/27	Q4 (Mar 27)	Review progress against Depot Redevelopment Plan and Fleet Decarbonisation plan	Director of Operations

## Performance Measures:

Performance Measure	Source of Data	Frequency	Target / Benchmark?	Starting point	Responsible Officer
Delivery of Depot and Fleet Decarbonisation plan	Director of Operations		Decision	Options appraisal	Director of Operations
Waterside utilities consumption	SBC Finance	Quarterly	Tbc (Q1 25/26)	tbc	Director of Operations
Number of vehicles using low emission alternatives	SBC Fleet	Quarterly	Tbc (Q1 25/26)	≈10% (exact % tbc)	Head of End to End waste Services

## Objective: Reduce carbon from Council assets

## Deliverables:

Year	Quarter	Deliverable	Responsible Officer
2024/25	Q1 (June 24)	<p>£7.5m 5 years roof replacement with inclusion of solar panels for houses with 3 bedrooms or more - 62 Roof renewals</p> <p>£10m 2-year contract with 1-year extension UPVC door renewal programme ramping up to full delivery capacity. The thermal performance. The new windows will be A+ Rated window and a U value of 1.4. -214 Renewals</p> <ul style="list-style-type: none"> <li>• 62 Roof renewals</li> <li>• 214 (dwellings) UPVC window renewal</li> </ul>	Asset Manager
2024/25	Q1 (June 24)	Civic & Steam decarbonisation roadmaps complete in readiness for decision on next steps.	Energy Manager / Head of Property Assets
2024/25	Q2 (Sept 24)	<p>Draft housing decarbonisation strategy to form part of the asset management strategy 2025-2030</p> <ul style="list-style-type: none"> <li>• 3000 RDSAP (EPC surveys) received to inform our future decarbonisation targeted investment</li> <li>• 59 Roof renewals</li> <li>• 189 (dwellings) UPVC window renewals</li> </ul>	Asset Manager
2024/25	Q2 (Sept 24)	<p>High level decarbonisation site audits and decarbonisation strategy commissioned for following properties:</p> <p>Wat Tyler East            Wat Tyler West            Clarence House            Plus One Centre            Fessey House            Upham Road Adult Training Centre            Salt Way Centre            The Meadow</p>	Energy Manager / Head of Property Assets

		Enterprise Works North Swindon Library 3a & 3b Firethorn Close	
2024/25	Q3 (Dec 24)	<p>Railway Village - consult on new policy to enable residents to have their say on the future due to the need for a larger work project to be completed</p> <p>Complete the development of a new housing Asset Management plan and match to a revised HRA BP.</p> <p>The procurement of a contractor to carry out works in relation to the Installation of Loft Insulation, Cavity Wall Insulation, Internal wall Insulation and Sloping Ceiling Insulation &amp; Associated Works to low rise domestic properties (up to three storeys high).</p> <p>Commencement of £8m 5 years project to replace poorly performing system boilers within our stock with the most energy efficient viable alternative option</p> <ul style="list-style-type: none"> <li>• 60 Roof renewals</li> <li>• 166 (dwellings) UPVC window renewals</li> <li>• 40 inefficient boilers replaced</li> </ul>	Asset Manager
2024/25	Q3 (Dec 24)	High level decarbonisation site audits and decarbonisation strategy as above completed.	Energy Manager / Head of Property Assets
2024/25	Q4 (Mar 25)	<p>Understand the requirement for a whole house design specification for the Railway Village</p> <ul style="list-style-type: none"> <li>• 180 properties to have enviro-sensors installs c/w tenants' apps to monitor the internal environment of our homes, </li></ul> <p>Review the need to onboard a dedicated Energy/Decarbonisation Lead/Manager to shape, monitor and execute the decarbonisation strategy</p> <ul style="list-style-type: none"> <li>• 58 Roof renewals</li> <li>• 173 (dwellings) UPVC window renewals</li> <li>• 90 inefficient boilers replaced</li> </ul>	Asset Manager
2024/25	Q4 (Mar 25)	Complete condition surveys of assets required for future service delivery. Align works identified through condition surveys with decarbonisation measures to produce a combined programme of work	Head of Property Assets/ Energy Manager
2025/26	Q1 (June 25)	<p>Reduction of average EPC band across our stock from Q1 2024.</p> <p>Review the need to ensure all our properties have adequate heating controls where feasible which effectively control the heating and hot water – smart thermostats</p> <ul style="list-style-type: none"> <li>• 62 Roof renewals</li> <li>• 189 (dwellings) UPVC window renewal</li> </ul>	Asset Manager

		<ul style="list-style-type: none"> <li>90 inefficient boilers replaced</li> </ul>	
2025/26	Q1 (June 25)	Seek any required funding for proposed works via business cases and capital bids	Head of Property Assets / Energy Manager
2025/26	Q2 (Sept 25)	Understand the feasibility of the need to gain a whole house approach design specification for our system-built properties to achieve EPC band C so we have designs on file which can be turned into work programmes when required <ul style="list-style-type: none"> <li>59 Roof renewals</li> <li>189 (dwellings) UPVC window renewal</li> <li>90 inefficient boilers replaced</li> </ul>	Asset Manager
2025/26	Q2 (Sept 25)	Identify and deliver any quick wins for decarbonisation work. Progress procurement of larger scale condition and decarbonisation works	Head of Property Assets/ Energy Manager
2025/26	Q3 (Dec 25)	EWI works completed to 114 properties in Park South <ul style="list-style-type: none"> <li>60 Roof renewals</li> <li>166 (dwellings) UPVC window renewal</li> <li>90 inefficient boilers replaced</li> </ul>	Asset Manager
2025/26	Q3 (Dec 25)	Ongoing procurement and planning of works	Head of Property Assets / Energy Manager
2025/26	Q4 (Mar 26)	Review the feasibility to roll out of our first clean energy primary heating project to understand the real-world benefits and associated works required <ul style="list-style-type: none"> <li>180 properties to have enviro-sensors installs c/w tenants' apps</li> <li>58 Roof renewals</li> <li>189 (dwellings) UPVC window renewal</li> <li>90 inefficient boilers replaced</li> </ul>	Asset Manager
2025/26	Q4 (Mar 26)	Commence delivery of programme of works	Head of Property Assets / Energy Manager
2026/27	Q1 (June 26)	Reduction of average EPC band across our stock from Q1 2025 <ul style="list-style-type: none"> <li>62 Roof renewals</li> <li>189 (dwellings) UPVC window renewal</li> <li>90 inefficient boilers replaced</li> </ul>	Asset Manager
2026/27	Q1 (June 26)	Deliver programme of works	Head of Property Assets / Energy Manager



2026/27	Q2 (Sept 26)	Feasibility study to review the installation of PV panels on sheltered schemes. <ul style="list-style-type: none"> <li>• 59 Roof renewals</li> <li>• 60 (dwellings) UPVC window renewal</li> <li>• 90 inefficient boilers replaced</li> </ul>	Asset Manager
2026/27	Q2 (Sept 26)	Deliver programme of works	Head of Property Assets / Energy Manager
2026/27	Q3 (Dec 26)	<ul style="list-style-type: none"> <li>• 60 Roof renewals</li> <li>• 90 inefficient boilers replaced</li> </ul>	Asset Manager
2026/27	Q3 (Dec 26)	Deliver programme of works	Head of Property Assets / Energy Manager
2026/27	Q4 (Mar 27)	180 properties to have enviro-sensors installs c/w tenants' apps <ul style="list-style-type: none"> <li>• 58 Roof renewals</li> <li>• 90 inefficient boilers replaced</li> </ul>	Asset Manager
2026/27	Q4 (Mar 27)	Deliver programme of works	Head of Property Assets / Energy Manager

## Performance Measures:

Performance Measure	Source of Data	Frequency	Target / Benchmark?	Starting point	Responsible Officer
% of our housing stock at EPC at band C or better	TBC				Housing
Identify carbon reduction saving measures at Civic Office/Steam subject to funding	Surveys	Within 6 months	To maximise reduction subject to funding	Existing carbon output for each building	Head of Property Assets / Energy Manager
Identify carbon reduction saving measures for other properties set out in the objective, subject to funding	Surveys	Within 15 months	To maximise reduction subject to funding	Existing carbon output for each building	Head of Property Assets / Energy Manager