

Performance against the Swindon Plan – Quarter 2

Cabinet

Date: 3rd December 2025

Lead Member:	Leader of the Council
Lead Officer:	Sam Mowbray - Chief Executive Officer
Author:	Katie Flint - Head of Policy, Performance and Insights
Wards:	All Wards
Parishes Affected:	All Parish Areas

1. Purpose and Reasons

1.1 The report sets out the progress against the objectives and deliverables within the [Swindon Plan](#) as at the end of quarter two 2025/26. This forms part of bi-annual formal reporting to Cabinet related to the [Performance Framework](#).

2. Recommendations

Cabinet is recommended to:

2.1 Note the activity and progress made on the delivery of the Swindon Plan and consider any further action required to address challenges in delivery.

3. Detail

Background

3.1 The Swindon Plan 2024 – 2027 was approved by Cabinet in July 2024 after extensive engagement work. It was then approved by Full Council. The plan is currently in its second year of delivery.

3.2 The Swindon Plan 2024 – 2027 sets out three missions – Build a Fairer Swindon, Build a Better Swindon and Build a Greener Swindon. Each mission has a series of themes and subsequent objectives. Within each objective there are deliverables and measures where deliverables are the actions to achieve the objective, and measures track the outcomes.

3.3 Deliverables are reported as ‘Achieved’, ‘In Progress’ or ‘Not Achieved’. Any deliverables that are ‘In Progress’ are carried forward to future quarters to ensure continued monitoring. Measures are tracked through the full lifespan of the plan to monitor the outcomes that are being achieved through the work across services.

3.4 Performance against the Swindon Plan is reviewed regularly through Directorate Leadership Teams and the Corporate Management Team. Missions Boards for each mission provide further scrutiny and assurance against performance, along with the Policy and Performance Committees.

Further information on the subject of this report can be obtained from Katie Flint, kflint@swindon.gov.uk.

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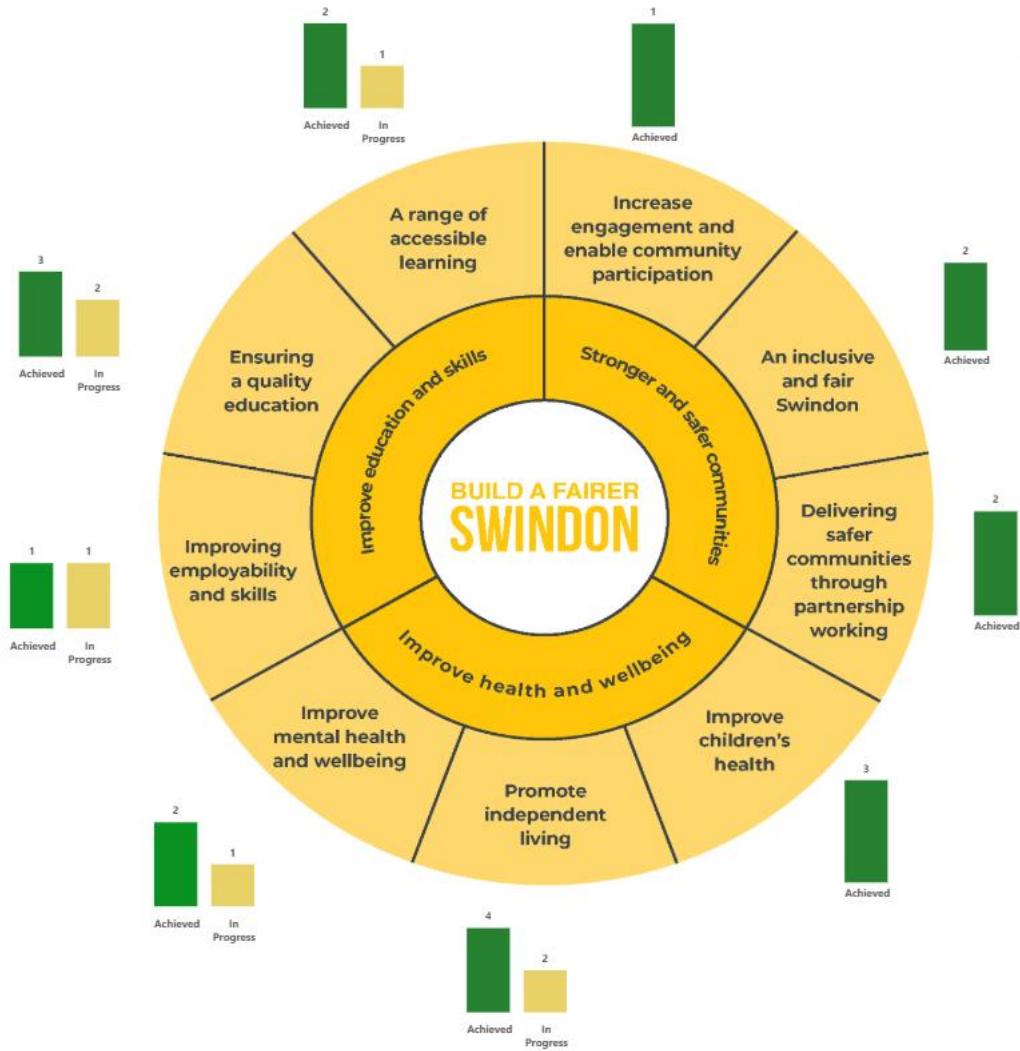
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3.5 A summary of the progress of each mission is set out below.

Build a Fairer Swindon

3.6 Since the last report (Q4 2024/25) 20 additional deliverables have been achieved within this mission, and a further 7 have commenced and are underway.



3.7 Highlights of achievements within the deliverables includes celebrating volunteer week, establishing a Swindon health inequalities partnership group, strengthening governance arrangements within the Community Safety Partnership, increased promotion of health initiatives in schools (such as Daily Mile and oral health), opening the Base, and hosting a conference for SEND leaders.

3.8 Progress was made in promoting inclusivity, with the Borough of Sanctuary Partnership convening its first forum and inclusive leisure initiatives expanding. A Financial

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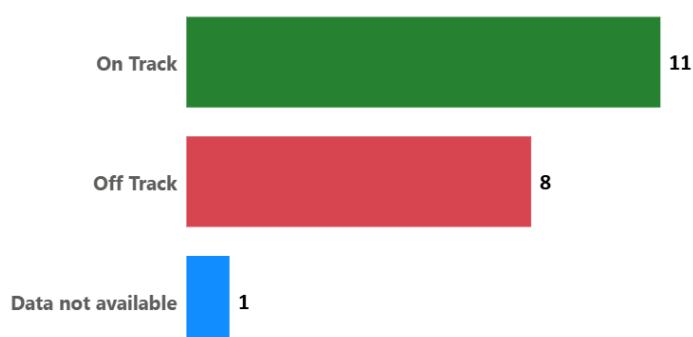
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Wellbeing Action Plan is in development, and work continues on diversity and inclusion strategies.

- 3.9 The Youth Justice Service received positive support and recognition for the offer supporting vulnerable young people. This has included close partnership working with local organisations such as SMASH to support young offenders with skills and employment opportunities.
- 3.10 Independent living outcomes have been strong, with the Reablement Service significantly outperforming targets. Service users reported improved wellbeing and independence, and new service priorities have been drafted. The recent CQC visit praised the hard work of staff across adult social care and recognised that the council is well placed to deliver further improvements.
- 3.11 Education and skills development progressed well. The Council is expanding Special Educational Needs and Disabilities (SEND) provision with new school places and has recently opened a specialist early years centre in Penhill. A borough-wide Skills Strategy has launched to improve access to training and employment, receiving strong support from young residents. Supported internships increased, and targeted events supported career pathways for young people.
- 3.12 School quality indicators remained high, with 90% of schools rated Good or Outstanding. Key attainment measures met local targets, although some remain slightly below national averages.
- 3.13 The majority (11) of the measures are on track, however there are currently eight that are not achieving the targets set. These eight are highlighted in the table below.

Build a Fairer Swindon - Overall Measure progress up to Q2 2025/26



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Measure	Latest data	Target	Commentary
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	47%	49.7%	The 2025 Residents Survey took place in August 2025. The satisfaction level compared to the previous survey, decreased by 2.4 percentage points, and is below target. Further activity will continue as part of the Swindon 2028 transformation programme to increase the information and experience for residents.
Reduce the feeling of being unsafe after dark	32.3%	29%	Positively, this figure has decreased from 34.7% feeling unsafe after dark, however it is still above the target level. Recent work to explore safety has compared Swindon with other similar areas in the country and highlighted that it is one of the safest areas. This indicates that there is a perception challenge which Swindon BC and the other partners will be looking to address via communications and improving trust in partner agencies with our communities. This measure will be at the core aim of the Community Safety Partnership plan 2025-28.
Reception prevalence of overweight (including obesity)	19.8%	19%	The latest data represents a reduction from 20.5% in the previous reporting period. Swindon has adopted a comprehensive Whole Systems Approach to Healthy Weight, as outlined in its 2023–2033 strategy. This approach recognises that obesity is influenced by a complex interplay of factors, including socioeconomic status, environment, and access to resources. Therefore, the strategy emphasises collaborative efforts across various sectors, including NHS ICB, education, urban planning, and community organisations, to create an environment conducive to healthy living.
Hospital admissions as a result of self-harm (10-24 years)	681 per 100,000	416 per 100,000	Positively, this has reduced from 816 in 2022/23 (previous data period) however remains higher than the target set. A number of key actions are being prioritised to address this indicator, including disseminating a completed map of mental health provision for 0-19 year olds to partner agencies, implementing a self-harm pathway for school nursing, developing a data dashboard jointly with the ICB to identify missed opportunities for early intervention for self-harm and delivery of on-going mental health campaigns externally.
Increase number of supported internships	21	24	Whilst the target has not yet been achieved for this year (for 24 young people to start a supported internship), the current forecast is that this will be achieved by the end of the year. Three host organisations have all committed to eight placements each.

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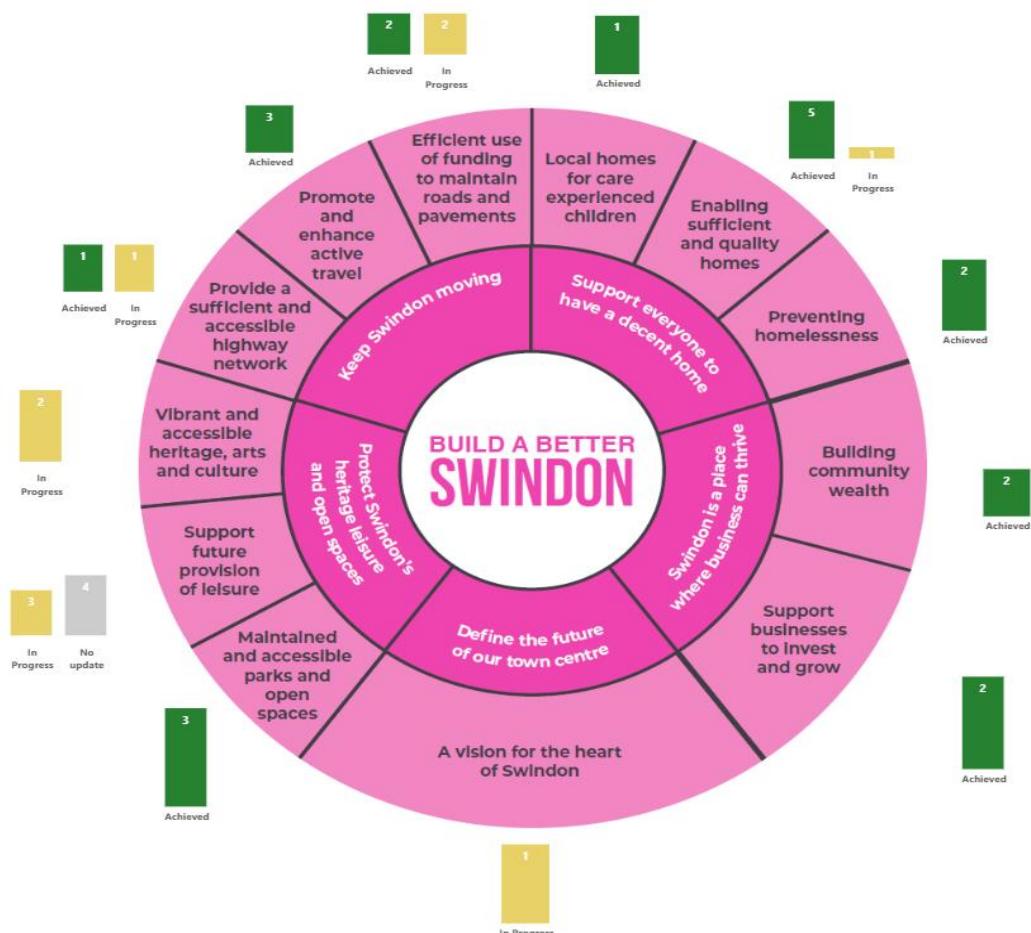
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Key stage 2 Reading, writing & Maths	59%	61% (national)	This is slightly below the national target and a focus for activity across the education services.
Good Level of Development	67.5%	67.7% (national)	This is slightly below the national target however has continued to rise for the third year in a row.
Reducing overall absence	7.1%	6.5%	These figures show a sustained improvement in overall attendance since the pandemic. This improvement is also reflected in improvements to persistent absent rates. Further work needs to be done to see improvements amongst severely absent pupils. The overall absence rate for Swindon is lower than the national average, and the South West.

Build a Better Swindon

3.14 Since the last report (Q4 2024/25) 21 additional deliverables have been achieved within this mission, and a further 10 have commenced and are underway. A further four are awaiting the latest update.



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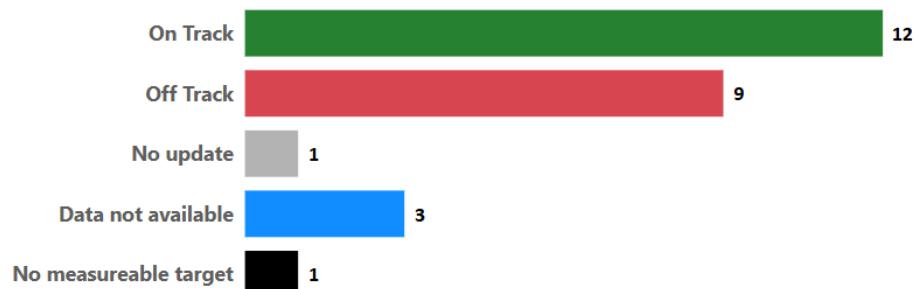
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- 3.15 Highlights of achievements within the deliverables include various upgrades across housing stock (roofs, windows, bathrooms), actions to support people at risk of homelessness, completing the Reg.18 consultation on the Local Plan, hosting the Spring/summer events programme at Lydiard Park, completing the Fleming Way bus interchange and developing preliminary designs for the Northern Flyer cycle route.
- 3.16 More widely across this mission, significant funding has been attracted, this includes £250,000 of One Public Estate Funding for Knowledge Central to support business case work and masterplanning. This will be further enhanced with £100,000 of Homes England funding for station re-design to support this Knowledge Central area. There has also been momentum in revitalising Fleet Street and Bridge Street, and the demolition of the old bus station is imminent.
- 3.17 Housing outcomes for care-experienced children improved, with 92% in suitable accommodation. A cross-council board was established to increase housing options, and fostering models were expanded.
- 3.18 Homelessness prevention continues to be effective, with no families housed in nightly charged accommodation beyond six weeks. Contracts were secured to reduce reliance on temporary accommodation, and extended support services were commissioned.
- 3.19 The local manufacturing economy has expanded significantly with several defence and drone manufacturers moving to the town. This will expand employment opportunities for local people and boost economic investment.
- 3.20 Cultural initiatives included increased visitor numbers and a funding bid to the Arts Council. The local cultural calendar featured events such as the Great Western Brick Show, Heritage Open Days, and exhibitions at the Museum & Art Swindon. The Swindon Half Marathon returned, and the STEAM Museum hosted themed festivals celebrating railway history.
- 3.21 The majority (12) of the measures are on track, however there are currently nine that are not achieving the targets set. These nine are highlighted in the table below.

Build a Better Swindon - Overall Measure progress to Q2 2025/26



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Measure	Latest data	Target	Commentary
Percentage of children we care for who live within 20 miles of Swindon or live with family or permanent carers at a distance.	69%	70%	This is slightly below target dropping from 77% in last reporting period, but higher than the baseline of 63%. This latest figure reflects that there has been increased demand for placing larger family groups of children, which is more difficult in borough. There is continued action to increase the number of placements in borough, supporting children to stay close to home.
Number of new homes built (including affordable homes)	833	1,205 (revised methodology)	Whilst this number is below the target, the number of consented homes continues to be significant. Many of these are in large strategic sites which take considerable time to move from consent to completion. Recent detailed and reserved matters consents have enabled several significant sites to move towards construction.
Number of homes consented / 5 year land supply	6,146 (net gain Apr 25)	6,276	Completions are below target, though the number of consented homes continues to be significant. Many of these are in large strategic sites which take considerable time to move from consent to completion. Local Plan Review will include a revised housing target linked to standard methodology. Recent detailed and reserved matters consents have enabled several significant sites to move towards construction. Housing land supply is currently just below 5 years.
The number of component renewals (upgrades to our housing stock)	5,743	5,835	Whilst this is slightly below target, it is expected that the overall annual target will be achieved by the end of the year through the respective contracts length.
Percentage of spend with suppliers with a 'local' presence	49%	52%	Analysis of data of the top 250 suppliers (by spend) for the 12 month spend data for financial year (ending March 25) demonstrates an increase in spend from the starting point of 42% to 49%. This remains below the target, but shows significant positive progress.
Health Hydro monitoring of patronage levels against 2023 baseline figures	N/a	N/a	Health Hydro is currently closed for refurbishment and will reopen in early 2026. This will mean the visitor data can be re-baselined to monitor going forwards.

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Measure	Latest data	Target	Commentary
Museum visitor numbers at STEAM Museum	12,060	13,300	Visitor figures fluctuate with dates of school holidays and the weather. A Marketing Plan is in development to showcase the array of permanent and temporary exhibitions, school and family activities retail and other activities.
Museum visitor numbers at Lydiard House Museum	1,264	1,380	Visitor figures fluctuate with dates of school holidays and the weather. A Marketing Plan is in development to showcase the array of permanent and temporary exhibitions, school and family activities retail and other activities.
Percentage of CAT 1 defects repaired in time. (Highways)	46.3%	98%	Whilst there has been an overall positive improvement since March 2025, this continued to be significantly off target. This has in part been due to an increased focus on other defect repairs such as patching, kerbing and masonry to catch up with backlog of works. Heavy rain will hinder completion of cat 1 defects within SLA. Recruitment is currently underway to vacant posts to increase resilience to carry out repairs.
Percentage of housing stock properties that meet the Decent homes standard	12.1% failure rate	No target set	By 2030, the overall a target is to achieve 100% decent homes compliance. There has been some progress to decrease the non-decency position month on month and this will continue through continued rectification works. However, as new condition surveys are added each month, it is expected that the overall DHS position will fluctuate until October 2026 when all SBC stock will have benefitted from a condition survey.

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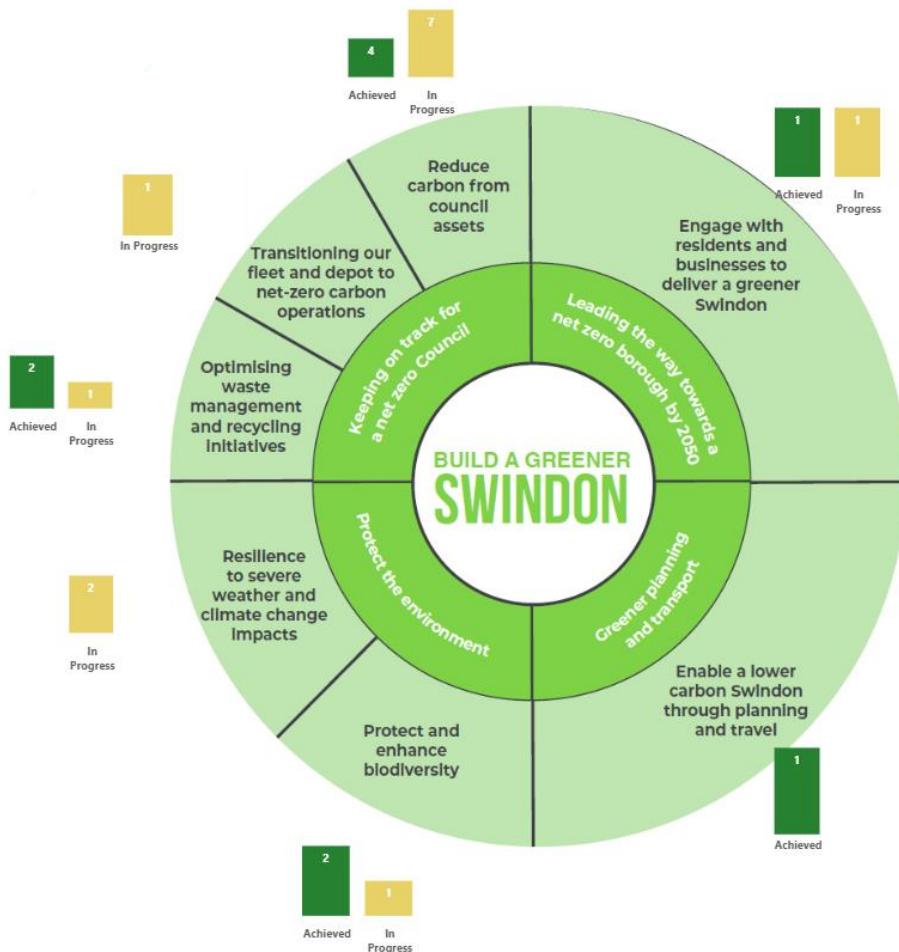
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Build a Greener Swindon

3.22 Since the last report (Q4 2024/25) 10 additional deliverables have been achieved within this mission, and a further 13 have commenced and are underway.



3.23 Highlights of achievements within the deliverables includes creating a Net Zero working group, using behaviour change methods to increase recycling and completing energy efficient improvements across housing stock including replacing inefficient boilers and fitting better windows. Significant progress has also been made during this quarter to develop the decarbonisation roadmap, including with engagement and research by young people.

3.24 Engagement with residents and businesses continued through regular board meetings and planning for an expanded Electric Vehicle charging network. Tree planting targets were exceeded under the "Trees for Climate" programme.

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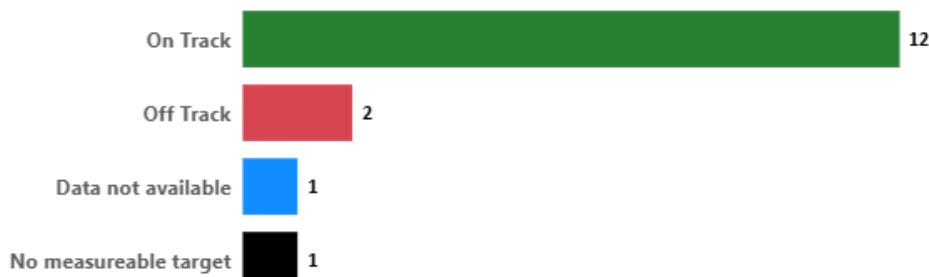
3.25 Biodiversity efforts included habitat creation and consultation on the Local Nature Recovery Strategy. Engagement has also been underway to contribute to a new strategy for Swindon's country parks.

3.26 Fleet and depot decarbonisation advanced with approval of a five-year replacement plan and increased adoption of electric vehicles. Decarbonisation audits were commissioned for council properties, and enviro-sensor installations exceeded targets.

3.27 Carbon reduction from council assets remains a priority, with progress made on boiler replacements, roof renewals, and window upgrades. Listed building consent is being sought for improvements in the Railway Village.

3.28 The majority (12) of the measures are on track, however there are currently two that are not achieving the targets set. These two are highlighted in the table below. The two without data reflect measures where the data set is still being identified to provide measurable figures for future quarters.

Build a Greener Swindon - Overall Measure progress up to Q2 2025/26



Measure	Latest data	Target	Commentary
Drainage Engineer response times to planning applications within statutory timeframes	16%	90%	In the first quarter 31 planning applications were received and 16 of these have been responded to. Five of these responses were received within the 21 day timeframe. This is significantly below target and is being reviewed within the service.
Recycling rate	32.5%	40%	<i>Note the latest data available is for Q4 (Dec – Mar 2025).</i> The rate of recycling remains lower than the target, despite increasing food waste roll outs and enhancing local promotion. The recycling rate is typically lower in these months due to a higher volume of residual waste and a lower volume of garden waste.

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4. Alternative Options

4.1 This report is required in order to meet bi-annually reporting arrangements on progress against the Swindon Plan.

5. Implications, Equality Impact Assessment and Risk Management

Financial and Procurement Implications

5.1 There are no direct financial or procurement implications arising from this report. It is considered that all actions within the Swindon Plan can be resourced within existing budget. Any additional cost will be subject to the appropriate governance and finance approval process.

Legal and Human Rights Implications

5.2 Legal and Human rights considerations have been taken fully into account in compiling this report. No specific legal implications arise from this report and its recommendation. It is considered that the proposals within this report are compatible with Convention Rights.

Climate Change Impact

5.3 There are no direct climate change impacts arising from this report. However, the Build a Greener Swindon Mission sets out specific objectives relating to Climate Change.

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

5.4 This report has no specific implications other than those referred to in the report.

Equalities Impact Assessment

5.5 No Equalities Impact assessment was undertaken as this report provides an overview of performance. As any actions are implemented, any relevant Equalities Impact Assessments will be conducted.

Risk Management

5.6 Risk is assessed as an ongoing activity as part of the Corporate Risk Register and there are no changes to risk management arising from this report.

6. Consultees

6.1 The Director of Finance and Audit (S151 officer) and Chief Legal Officer (Monitoring Officer) are consulted in respect of all reports.

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7. Background Papers

7.1 Full Mission scorecards are [available online](#).

8. Appendices

8.1 None.

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

9.1 This is not a Key Decision and is included in the Cabinet Work Programme and Forward Plan for December 2025.

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