

A summary of Swindon Borough Council's Corporate Strategy

Our priority is to:	We have chosen this priority because:	We will help achieve this priority by:	We will know we have been successful when:
<p>Work with residents to create well cared for neighbourhoods</p>	<ul style="list-style-type: none"> • Residents consistently cite clean streets as one of the most important factors in creating a good place to live and one of those most in need of improvement. • Residents who feel they can influence decisions about their local area are far more likely to be satisfied with their local area 	<ul style="list-style-type: none"> • Working with local communities to understand what matters most about their local environment and to develop their participation in caring for their neighbourhood • Working with StreetSmart to streamline the delivery of local services such as waste collection and recycling, grass cutting and road maintenance 	<ul style="list-style-type: none"> • The majority of residents are satisfied that their neighbourhood is clean & well cared for • The number of people who are regularly involved in caring for a neighbourhood increases year on year

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<p>Right skills, right jobs, in the right places</p>	<ul style="list-style-type: none"> • Swindon is dependent on a small number of large businesses and so must develop and retain existing businesses whilst attracting new. Whilst the rate of business start-ups is high, many do not become sustainable businesses. • In terms of skills & qualifications, Swindon's performance at GCSE and Levels 2-4 is below average and the gap widens at higher qualification levels. This is reflected in residents' salary levels being lower than commuters in to Swindon. • Swindon's rate of economic inactivity is above average and yet many do want to work. The number of our young people not in work or learning is higher than average. • The national reduction in development funding means we must find innovative ways of encouraging development. 	<ul style="list-style-type: none"> • Seeking to retain and grow Swindon's existing business base • Actively managing our portfolio of physical assets to promote good economic growth • Embedding a culture within the Council to support good economic growth • Improving the skills and qualifications of young people and adults to enable them to engage in learning and compete for jobs • Creating the conditions to help generate more jobs, particularly in the 18-25 age group, support business start-ups and improve Swindon's productivity • Bringing forward plans to deliver key infrastructure projects to deliver economic growth in Swindon and a more successful town centre • Maximising all available revenue from development opportunities and establish new funding streams 	<ul style="list-style-type: none"> • Worked in partnership with schools, academies, colleges and other learning providers to increase the percentage of young people achieving 5 GCSEs at grades A*-C and 2 A 'Levels at grades A*-E by the age of 19 and in the adult working age population increasing the percentage with higher level qualifications such as Higher National Diplomas and degrees to reach and exceed the national average through year on year improvement • Worked in partnership with schools and academies to increase the percentage of young people achieving five GCSEs at grades A*-C including English and Maths to reach and exceed the national average through year on year improvement • Provided a net increase of readily available employment land • Reduced youth unemployment to below the national average • Increased the rate of growth in Gross Value Added relative to our comparators • Increased income year on year from business rates through growth

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<p>Together, find new ways to reduce vulnerability and improve health for all</p>	<ul style="list-style-type: none"> • Our spend is skewed to the provision of high cost specialist services rather than preventing future problems arising • Demand for all care services continues to rise, with large and unsustainable rises expected in the long term • We must identify and take opportunities to reduce spend through early intervention, commissioning from all sectors, and working with other public sector organisations • We must promote independence as people want to be in control of their own lives and our way of working needs to support people to help themselves 	<ul style="list-style-type: none"> • Investing in working models which are evidence based, cost effective, improve outcomes and protect children and vulnerable adults • Working with partners to support individuals/communities to improve their own well-being • Reviewing and redesigning services working with vulnerable adults, families, children & young people so that they all provide help early and prevent crises occurring • Focusing our sports, leisure and cultural provision on building community capacity and reducing demand on other services • Using commissioning to improve value for money and increase choice for users of services • Working with communities and partners to agree the priorities to improve the health of the population and reduce inequalities 	<ul style="list-style-type: none"> • As part of our wider work with children and families, improved the lives of 370 'Troubled Families' by improving attendance and reducing exclusions for school age children, reducing anti-social behaviour across the family, reducing youth offending and by supporting adults and young people within the family to progress into work • Reduced the number of children on new child protection plans, which are second or subsequent plans, to no more than 12.5% in any year • Supported vulnerable children to stay in Swindon and deliver better value for money, through increasing the proportion spent on independently funded placements for children in care within Swindon to 92.8% as a proportion of the total spend • Supported people to live healthier lives by: <ul style="list-style-type: none"> ○ Reducing obesity at age 11 years to the same level or less than the average for England ○ Reducing smoking prevalence to 20% or less by 2015 ○ Halting the rise in alcohol related admissions to acute care ○ Increasing the number of people physically active to 25% by 2015 ○ Offering all eligible people an NHS cardiovascular health check once every five years • Increased the number of people living at home for longer through: <ul style="list-style-type: none"> ○ Supporting people to remain in their own homes or in community based care and reducing the number of new entrants into residential care ○ Increasing the number of adults with learning disabilities in supported living accommodation rather than residential care <p>Resulting in an overall 5% reduction in the numbers of adults in residential care by 2015</p>

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<p>Work with people and families to help them fulfil their potential</p>	<ul style="list-style-type: none"> • Engagement in public life is low, as is the number of residents who feel they can influence decisions in their local area • We must fully understand what residents most value and expect from the Council and raise their awareness of the Council's current services and the impact of reducing budgets 	<ul style="list-style-type: none"> • Developing public participation in local decision-making • Developing the capacity and confidence of our workforce, so that it seeks at the outset to build on individual resilience and skills by working with people to find solutions 	<ul style="list-style-type: none"> • Engagement meetings held • People who have benefitted from community grants • People coming to locality activities • Case studies showing evidence of the positive impact of localities' work across all areas of Swindon

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<p>Consistently make the best use of all available resources and focus them on what matters most</p>	<ul style="list-style-type: none"> • We will only meet our forecast £15m budget gaps by transforming the way we work with communities and partners • We must identify and take further savings opportunities, including further reductions in back office functions, best use of our assets, ensuring our contracts delivery value for money, and focusing our strategic partnerships on achieving shared priorities 	<ul style="list-style-type: none"> • Growing community capacity through local projects, including sports, leisure and cultural projects and by encouraging community led solutions and action • Increase the number of and maximise the impact of volunteers • Changing our services so that they focus on helping individuals and communities to develop their own local solutions more efficiently • Improving levels of customer engagement, making services we provide more effective and efficient, and making other solutions more accessible • Working with Communities to make sure that the Council funds activities that add real value to the Community and that other agencies or communities cannot deliver themselves • Ensuring our buildings, ICT and staffing support structures are fit for purpose for our current and future needs • Joining up public services internally, and with local partners, so that we achieve more, with less money, through effective collaboration, which reduces duplication • Using commissioning to ensure that there can be real choice about how agreed outcomes will be secured in the most efficient and effective way • Renegotiating the purpose and medium term focus of our key strategic partners (Capita, SEQOL, Forward Swindon Limited, Swindon Commercial Services) to ensure their priorities/strategies are clear and aligned with those of the Council and with each other 	<ul style="list-style-type: none"> • We have delivered, with our partners, a balanced Council budget each year that aligns resources to achieve the Council's Priorities • We are in the upper quartile when measured against other local authorities for performance in efficiency and value for money • More people understand and contribute to the budget process in the Council