

Swindon Borough Council

Growing the Economy Overview and Scrutiny Committee

Wednesday, 30 November 2016

Committee Room 6, Civic Offices

At 6.00 p.m.

Conservative Councillors

*Wayne Crabbe
Malcolm Davies
Cathy Martyn (Chair)
Gary Sumner
Steve Weisinger*

Labour Councillors

*Emma Bushell
Mark Dempsey
Des Moffatt
Carol Shelley*

Committee Officer: Stuart Figini (Committee Officer) Telephone 01793 463612 or email sfigini@swindon.gov.uk

Swindon Borough Council can be contacted at the Civic Offices, Euclid Street, Swindon, SN1 2JH (Telephone 01793 445500)

Access Arrangements - The venue is wheelchair accessible and an infrared receiver hearing system is provided. If you have any special requirements to enable you to attend the meeting or would like to receive any of the pages contained in this agenda in a larger print size, please contact the Committee Officer as soon as possible prior to the date of the meeting.

AGENDA

1. Apologies for Absence

2. Declarations of Interest

Members are reminded that at the start of the meeting they should declare any known interests in any matter to be considered, and also during the meeting if it becomes apparent that they have an interest in the matters being discussed.

3. Minutes (Pages 3 - 6)

To receive the minutes of the meeting held on 21st September 2016.

4. Public Question Time

See explanatory note below. Please phone the Committee Officer whose name and number appears at the top of this agenda if you need further guidance.

5. **Reference from Resources and Corporate Overview and Scrutiny Committee** (Pages 7 - 10)
6. **Swindon and Wiltshire Local Enterprise Partnership** (Pages 11 - 20)
To receive an update report from Paddy Bradley, Director of SWLEP on the work of the Swindon Wiltshire Local Enterprise Partnership (SWLEP).
7. **Draft Economic Strategy** (Pages 21 - 28)
To receive a report from Andy Evans, Corporate Director of Economy, Regeneration and Skills about the draft Economic Strategy.
8. **Business Rates: A Sustainable Approach** (Pages 29 - 36)
To receive a report from Andy Evans, Corporate Director of Economy, Regeneration and Skills about short term income and longer term sustainability.
9. **Work Programme** (Pages 37 - 66)

Date of Despatch: 18 November 2016

Public Question Time - Swindon Borough Council remains committed to increasing its accountability to the public and to promoting active citizenship. 15 minutes will be allowed at the start of all Council meetings for questions to the Chair from the public about the work of the Committee (except for confidential matters, and matters relating to planning and licensing applications). We will give priority to those who submit questions in writing at least two days before the meeting. Questions must be relevant, clear, and concise. You may not use Public Question Time as an opportunity to make speeches or statements.

Questions in writing should be sent to the Committee Officer whose contact details appear on the agenda above or to the Director of Law and Democratic Services, we will publish it, along with the answer, alongside the Minutes. The process associated with asking a public question is set out in the "Public Question Time at Council Meetings Protocol and Guidance" available on the Council's Website.

(<http://ww5.swindon.gov.uk/moderngov/ecCatDisplay.aspx?sched=doc&cat=13338&path=0>) or from the Committee Officer named above.

GROWING THE ECONOMY OVERVIEW AND SCRUTINY COMMITTEE

WEDNESDAY, 21 SEPTEMBER 2016

PRESENT:- Councillors Emma Bushell, Malcolm Davies, Mark Dempsey, Cathy Martyn (Chair), Des Moffatt, Carol Shelley, Gary Sumner and Steve Weisinger

Apologies for absence were received from Councillor Wayne Crabbe.

8. Declarations of Interest

The Chair reminded Members of the need to declare any known interests in any matters to be considered at the meeting. No declarations were made.

9. Minutes

Resolved – That the minutes of the meeting held on 29th June 2016, be confirmed and signed as a correct record, subject to (i) Councillors Gary Sumner and Carol Shelley's names being added to those present at the meeting, and (ii) Councillor Emma Bushell being noted as giving apologies.

10. Public Question Time

Mr Brian Cockbill, a local resident, asked a question regarding the former Regional Development Agency and the allocation of funds towards a Swindon Rapid Transport project.

The Chair thanked Mr Cockbill for his question and advised that a written response would be provided.

11. Exempt Items - Exclusion of Press and Public

Resolved - That, in accordance with Section 100A(4) of the Local Government Act 1972, the public be excluded during the discussion of the matters referred in Agenda Item 10 on the grounds that it would involve the likely disclosure of exempt information as defined in Paragraph 3 of Schedule 12A to the Act, and that the public interest in maintaining the exemption outweighs the public interest in disclosing the information concerned (Minute 14 refers.)

12. Swindon Borough Council Response to the EU Referendum

The Committee received a report from the Interim Director of Economy, Regeneration and Skills in response to a request from Full Council for the Committee to consider the impact of the recent European Union referendum and subsequent exit of the UK from the European Union, and how this would affect the Swindon economy.

In order to fully engage with the request from Full Council, it was suggested that a Task Group be set up with the Terms of Reference as detailed in Appendix A to these minutes. It was further proposed that the Task Group should run for a period of twelve months, as the latest developments on BREXIT would be evolving over a

similar timeframe. It was agreed that the Task Group's progress could be reported to the Committee on a quarterly basis.

Resolved – (1) That the report be noted.

(2) That a Task Group be established to consider the impact of the recent European Union referendum and subsequent exit of the UK from the European Union, and how this would affect the Swindon economy.

(3) That the Task Group be set up for a period of 12 months, to consider the request from Full Council at (2) above, reporting to the Committee on a quarterly basis with the following membership:

- Councillor Cathy Martyn
- Councillor Des Moffatt
- Councillor Wayne Crabbe
- Councillor Steve Weisinger

(4) That the Task Group's Terms of Reference be agreed as attached at Appendix A to these minutes.

13. Request by Resources and Corporate Overview and Scrutiny Committee

The Chair reported that the Resources and Corporate Overview and Scrutiny Committee, at its meeting held on 13th June 2016 had agreed to place an item on their work programme about business rates and had subsequently requested to meet with the Growing the Economy Overview and Scrutiny Committee on the matter. However, it was unclear whether the request was for a joint meeting to be convened or whether a joint Task Group might be appropriate.

The Chair reminded members that they would be considering a report from the Director of Economy, Regeneration and Skills about a sustainable approach to business rates at its meeting in November 2016 and she suggested that this item remains on the Committees work programme until there was a clearer understanding of the wishes of the Resources and Corporate Overview and Scrutiny Committee.

Resolved – That the Chairs comments regarding the request by the Resources and Corporate Overview and Scrutiny Committee to meet with the Growing the Economy Overview and Scrutiny Committee about business rates be noted.

14. Work Programme 2016/17

The Committee received the report of the Director of Law and Democratic Services setting out the agreed items for inclusion in the Committee's Work Programme 2016/17.

Members noted that the Committee was due to receive an update on the Swindon and Wiltshire Local Enterprise Partnership (SWLEP) at its next meeting on 30th November 2016, and asked that the officer team attends this meeting along with the Director of the SWLEP.

Resolved – (1) That the Committee's Work Programme 2016/17 be noted.
(2) That the Director of SWLEP along with his officer team be invited to attend the next meeting of the Committee in November 2016.

15. Date of Next Meeting

That the next meeting of the Growing the Economy Overview and Scrutiny Committee be held at 6.00pm on 30th November 2016.

16. Forward Swindon Ltd

The Committee received an oral report from the Deb Heenan, Chief Executive of Forward Swindon Ltd (FSL), about a number of regeneration projects for the town centre area of Swindon.

Members received a number of documents on the various projects that contained commercially sensitive information. The Chief Executive spoke in detail about the projects listed below and responded to questions and issues raised by the Committee:

- Kimmerfields
- Kimmerfields 'enabling works'
- Corn Exchange
- Carriage Works/Bristol Street/GWR tunnel
- Carriage Works Phase 1 (units 3 and 5)
- Aspen House and Granville Street
- North Star
- Mechanics Institute
- Public realm improvements
- 1-3 Farringdon Road

Resolved – (1) That the Chief Executive, FSL, be thanked for attending the meeting and for her full and honest responses to members' questions and observations on the issues raised.

(2) That the Director of Law and Democratic Services make arrangements for members to visit the FSL officers to receive further updates on the various projects outlined above.

(3) That the Chief Executive, FSL, be asked to provide updates on the regeneration projects at each meeting.

EUROPEAN REFERENDUM TASK GROUP

Growing the Economy Overview and Scrutiny Committee

Terms of Reference

Aims and objectives

1. To review the impact of the recent EU referendum and subsequent exit of the UK from the European Union, and how this will impact on the Swindon economy.

The Task Group will:-

1. Review the economic implications of 'Brexit' on the UK economy and on Swindon's economy
2. Consider in detail the discussions already undertaken by Council officers with the Department for International Trade and the Local Government Association.
3. Identify whether any further questions should be raised in relation to the impact of 'Brexit' on Swindon's economy.
4. Consider calling witnesses to seek further information including Officers, local business and other appropriate Agencies, if necessary.
5. Report back the Task Group's findings and recommendations to the Growing the Economy Overview and Scrutiny Committee at a future date.

Membership

To be confirmed of 3 – 5 members

Task Group Resources

Andy Evans, Interim Director of Economy, Regeneration & Skills
Trudy Godfrey, Growth and Regeneration Team
Sally Burnett, Strategic Commissioner, Routes to Employment

Reference from Resources and Corporate Overview and Scrutiny Committee

Joint Task Group – Business Rates Collection

Growing the Economy

Date: 30th November 2016

Overview and Scrutiny Committee

Author:	Director of Law and Democratic Services
Wards:	All
Locality Affected:	All
Parishes Affected:	All

1. Purpose and Reasons

- 1.1 To consider a reference from Resources and Corporate Overview and Scrutiny Committee that a Joint Task Group be established with this Committee to discuss proposed changes to the Business Rates collection and legislation.

2. Recommendations

That the Growing the Economy Overview and Scrutiny Committee consider an invitation from the Resources and Corporate Overview and Scrutiny Committee to establish a Joint Task Group with this Committee to discuss changes to the Business Rates collection and legislation.

3. Detail

- 3.1 At its meeting on 21st September 2016, the Growing the Economy Overview and Scrutiny Committee considered the request from the Resources and Corporate Overview and Scrutiny Committee that a joint meeting be convened to discuss the issue of business rates. However, it was unclear, at that time, whether the request was for a joint meeting to be convened or whether a joint Task Group should be established. Members were also reminded that they would be considering a report from the Corporate Director of Economy, Regeneration and Skills about a sustainable approach to business rates at this meeting (30th November 2016) and , consequently, determined to only note the request, pending clarification of the Resources and Corporate Overview and Scrutiny Committee's intention.
- 3.2 At its meeting held on 26th September 2016, Resources and Corporate Overview and Scrutiny Committee, in considering the minutes from its meeting held on 13th June 2016, confirmed that the Growing the Economy Overview and Scrutiny Committee should be requested to form a Joint Task Group to discuss the

Further information on the subject of this report can be obtained from Stuart Figini, Direct Dial Telephone Number – 01793 463612, email - sfigini@swindon.gov.uk.

proposed changes to Business rates collection and legislation once the Government has announced its decision.'

- 3.3 The Resources and Corporate Overview and Scrutiny Committee appointed the following members to the proposed Task Group:

Councillors Emma Faramarzi, Maureen Penny, Chris Watts and Caryl Sydney-Smith

- 3.4 The Committee is invited to consider the request from the Resources and Corporate Overview and Scrutiny Committee, referenced above, that a joint Task Group should be established to discuss the proposed changes to Business rates collection and legislation.

4. Alternative Options

- 4.1 It is a matter for the Growing the Economy Overview and Scrutiny Committee as to whether to support the request of the Resources and Corporate Overview and Scrutiny Committee..

5. Implications, Diversity Impact Assessment and Risk Management

Financial and Procurement Implications

- 5.1 This report has no financial or procurement implications.

Legal and Human Rights Implications

- 5.2 Legal and Human Rights considerations have been taken fully into account in compiling this report. It is considered that the recommendations of this report are compatible with convention rights.

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

- 5.3 This report has no other specific implications.

Diversity Impact Assessment

- 5.4 A Diversity Impact Assessment (DIA) is not required in respect of this report.

Risk Management

- 5.5 There are no identified unmitigated risks.

6. Consultees

- 6.1 The Interim Corporate Director, Resources (Section 151 Officer) and Director of Law and Democratic Services (Monitoring Officer) are consulted in respect of all reports.

7. Background Papers

- 7.1 None.

8. Appendices

8.1 None

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Swindon and Wiltshire Local Enterprise Partnership

Report to the Growing the Economy Overview and Scrutiny Committee, Swindon Borough Council

30th November 2016

1. Purpose

- 1.1. The Growing the Economy Overview and Scrutiny Committee included in its annual work programme for 2016-17, a request for a report from the Swindon and Wiltshire Local Enterprise Partnership SWLEP).
- 1.2. This report provides an update about the work of the local enterprise partnership (LEP), its achievements, priorities and challenges and the way in which it is resourced.

2. Background

- 2.1. The establishment of LEPs to replace Regional Development Agencies (RDAs) was included in the coalition agreement of 2010.
- 2.2. In June 2010, the government invited local authorities and businesses to come together to form local enterprise partnerships, whose geography properly reflected the natural economic areas of England. The government wished to see partnerships which understood their economy and were directly accountable to local people and local businesses.
- 2.3. In October 2010, the coalition government published its white paper, "Local growth: realising every place's potential".
- 2.4. The aim of the government's approach was to:
 - 2.4.1. shift power to local communities and business, enabling places to tailor their approach to local circumstances;
 - 2.4.2. promote efficient and dynamic markets, in particular in the supply of land, and provide real and significant incentives for places that go for growth; and
 - 2.4.3. support investment in places and people to tackle the barriers to growth.

2.5. The SWLEP was established in July 2011 as a partnership between the private and public sectors in the local region. The SWLEP's primary role is to drive economic growth, by creating jobs, attracting new investments and supporting new and growing businesses in Swindon and Wiltshire. The SWLEP is a non-statutory partnership between Swindon Borough Council, Wiltshire Council, businesses in the area and the Military, with representatives from all these organisations on its Board. The SWLEP is able to access government funding to channel investment into the area – in particular to support its strategic objectives in skills and talent, transport infrastructure, digital capability, place shaping and business development.

3. The governance of the SWLEP

3.1. The SWLEP covers the same geographical area as its two Unitary Authorities, Swindon Borough Council and Wiltshire Council (see Appendix 1).

3.2. The SWLEP has a Board of 14 Members and is constituted in such a way as to ensure that it is business-led, with its Chair and at least three-quarters of all Members representing the business community. Alongside the business community is the active involvement of Local Government through the role of the Leaders of the two Unitary Authorities as Board Members and Military through the Commander of the Military HQ South West . The structure of the SWLEP Board is displayed in Table 1.

Table 1: Local Enterprise Partnership Board Membership

Role	Organisation	Appointment	Length of Tenure
Chair	Private sector (mandated)	Voted by SWLEP Board	3 years, but can be extended
Vice Chair	Private sector	Voted by SWLEP Board	3 years but can be extended
Local Authority Board Member	Leader, Swindon Borough Council	Permanent	Permanent
Local Authority Board Member	Leader, Wiltshire Council	Permanent	Permanent
Military Board Member	Commander Military HQ South West	Permanent	Permanent
Board Member	Further education	Voted by SWLEP Board	3 years but can be extended

8 x Board Member	Private sector	Voted by SWLEP Board	3 years but can be extended
Advisor	Swindon Borough Council Chief Executive	Permanent	Permanent
Advisor	Wiltshire Council Corporate Director	Permanent	Permanent

3.3. In addition, there are two observers to the Board who are the Cabinet Members of both local authorities who include within their responsibilities economic development.

3.4. The SWLEP Board is responsible for:

- 3.4.1. the development, review and refresh of the Strategic Economic Plan;
- 3.4.2. the successful and effective delivery of the City Deal, Strategic Economic Plan, and the Growth Deal and projects resourced by the Growing Places Infrastructure Fund, and;
- 3.4.3. the approval of scheme funding on the basis of recommendations from the relevant Subgroups.

3.5. The Chair of the SWLEP and all business community representatives are elected by the SWLEP Board on a three year rotating basis. Permanent positions include the leaders of the two Unitary Authorities and the Commander of the Military Headquarters South West. As far as possible the SWLEP conducts its business on a consensual basis. All voting is carried out by a simple majority vote of the full Members including the Chair.

3.6. Appendix 2 shows the governance structure for the SWLEP which applies to the assurance of value for money with public expenditure. It shows the relationship between the SWLEP Board, Sub-groups, the Joint Strategic Economic Committee, the SWLEP Secretariat, SWLEP Commissioning Group, SWLEP Delivery and Performance Team, Accountable Body (Wiltshire Council); Joint Scrutiny Task Group and the European Structural and Investment Funds (ESIF) Advisory sub-Committee.

3.7. The SWLEP operates on the principle that decisions should be taken at the appropriate level so they can be taken quickly and efficiently. Decision making can therefore take place at different levels across the LEP's

governance structure within a framework agreed by the Board, for example the LEP Board may occasionally delegate decisions to its sub-groups which will be outlined in the terms of reference for each group (Appendix 2).

3.8. The meetings of the Board are held in public, following principles comparable with local government practice. These include public questions and holding all debate in public unless there are justifiable reasons on the grounds of commercial confidentiality and/or personal data protection.

3.9. The SWLEP is committed to meeting its obligations under the Public Sector Equality Duty. In devising policy and taking decisions, all emanations of the SWLEP [Secretariat, Board and its Subgroups, Commissioning Group and Joint Strategic Economic Committee, as well as the European Structural Investment Fund advisory sub-Committee] will take due regard of the Equality Duty to:

- 3.9.1. eliminate unlawful discrimination;
- 3.9.2. advance equality of opportunity; and
- 3.9.3. foster good relations.

3.10. The operation of the SWLEP is governed by a set of documents defining its constitutional arrangements:

- 3.10.1. Governance Framework including Constitution, Transparency Code and Complaints Procedure;
- 3.10.2. Assurance Framework;
- 3.10.3. Heads of Terms / Legal agreement between SWLEP, Wiltshire Council and Swindon Borough Council; and
- 3.10.4. Scheme assessment, prioritisation and approval process.

3.11. The SWLEP is unusual in having established a Joint Scrutiny Task Group consisting of 4 members from each local authority, which has carried out extensive reviews of board membership and project prioritisation. Swindon Borough Council supports this group in order to ensure separation from Wiltshire Council, which is the Accountable Body for the SWLEP.

4. The achievements of the SWLEP

4.1. Through its co-ordination of effort across, predominantly the two local authorities, the SWLEP has been successful in securing £137.89m of central government funding during 2014 and 2015 to support a range of capital projects across Swindon and Wiltshire.

4.2. Transport schemes dominate and account for all except just under £29m.

	Authority	Total Budget (£)
Local Growth Fund (LGF)		
Swindon Rapid Transit	Swindon	9,850,000
LSTF Sustainable Transport (Swindon)	Swindon	3,750,000
M4 Junction 15	Swindon	3,700,000
M4 Junction 16	Swindon	5,920,000
Swindon Bus Exchange	Swindon	3,000,000
A350 Dualling Chippenham Bypass (Badgers/Brook/Chequers)	Wiltshire	7,100,000
A429 Malmesbury Access Improvements	Wiltshire	1,400,000
Porton Science Park	Wiltshire	4,000,000
A350 Dualling (Bumpers Farm)	Wiltshire	1,670,000
Corsham Mansion House	Wiltshire	2,500,000
A350 West Ashton/Yarnbrook Improvements	Wiltshire	5,500,000
M4 Junction 17	Wiltshire	500,000
TOTAL Programme		48,890,000

LGF Department for Transport (DfT)

Eastern Villages - West of A419 - Green Bridge Roundabout	Swindon	2,000,000
Eastern Villages - A420 corridor improvements	Swindon	2,500,000
Eastern Villages - Great Stall Bridge (Originally named The Green Bridge)	Swindon	7,600,000
Eastern Villages - West of A419 - Package 2	Swindon	2,000,000
TOTAL Programme		14,100,000

DfT Retained

Eastern Villages Infrastructure - Business case	Swindon	500,000
Eastern Villages Infrastructure - White Hart Junction	Swindon	22,500,000
Eastern Villages Infrastructure Southern Connector Rd	Swindon	11,600,000
Wichelstowe Infrastructure	Swindon	22,900,000
Chippenham Station HUB	Wiltshire	16,000,000
TOTAL Programme		73,500,000

City Deal

Higher Futures	Both	1,400,000
TOTAL Programme		1,400,000

GRAND TOTAL		137,890,000
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4.3. We have already completed two schemes attracting a total of £3.07m LGF allocation.

4.4. The performance management of the schemes by the SWLEP is regarded by the Department of Business Energy and Industrial Strategy (BEIS) as an example of good practice and has been shared with other LEPs.

4.5. The SWLEP's governance arrangements came out well from the National Audit Office review of LEPs.

4.6. The SWLEP has received positive annual reviews from BEIS with overall effective performance and use of funding.

4.7. The Growth Hub, which provides support to businesses, has had a good first year of operation. Through its face to face service, it has assisted 52 pre-starts, 49 start-ups and 537 existing businesses through business support services and a seminar programme. A total of 16.5 jobs were created following receipt of business support. Nine businesses received 12 or more hours of support with more businesses part way through this process to reach 12 hours or more. Sixty five events were held, including 10 start-up seminars with 1,307 individual bookings made. Through its website, the Growth Hub has held 7,573 sessions accessed by 5,959 users (3,545 of which were new users).

- 4.8. The Careers Enterprise Company, operated by the two local authorities is highly regarded nationally and has engaged fully 34 schools and linked them to Enterprise Advisers who are business volunteers to significantly improve careers advice and guidance.

5. Challenges

- 5.1. There is a need to increase engagement with businesses in the SWLEP area to ensure the private sector has its voice heard and its expertise used by the SWLEP.
- 5.2. The bidding cycles for government funding are intense and often dominate the SWLEP's agenda. To increase its strategic effectiveness, the SWLEP needs to think beyond government funding.
- 5.3. The developers of our current projects are the two local authorities. To widen business involvement, we need to develop procedures to make open calls when we have funding available. This would, intentionally, widen bidding opportunities beyond the two local authorities.
- 5.4. Whilst the area is competitive economically – it is the 12th most competitive of 38 LEPs – other areas are growing faster and catching up or overtaking us. In 2013, the gross value added measure for the Swindon and Wiltshire economy was £16.1 billion (Swindon £6.4bn, Wiltshire £9.7bn). Over the period 2003-2013 GVA in the LEP area has increased by 41% as compared with 44% for England as a whole, suggesting the area has been slightly underperforming as compared with the national economy. However, this data does mask some variation across the two local authority areas. Swindon saw growth in line with the England average of 44% over the period as compared with Wiltshire where the growth rate was lower at 39%.
- 5.5. Total employment in Swindon & Wiltshire is forecast to rise between 7-8% between 2015 and 2030. This equates to between 27,000-29,000 additional jobs over the period. This forecast of new jobs does not take into account the need to replace workers who retire or leave the workplace, which is termed 'replacement demand'. It is estimated that the replacement demand will be far more significant, and will total 141,000 jobs between 2012 and 2022. The impact of both growth and replacement demand on the local economy will mean a requirement for approximately 99,700 extra workers with qualifications to degree level and above by 2022. This is at a time when we are the only LEP in country not to have a university within its borders.

6. Resourcing the SWLEP

6.1. The SWLEP, like all LEPs receives funding from BEIS. We receive £250,000 to support administration and £250,000 to assist strategic development. In addition, the two local authorities provide the equivalent of £250,000 through officer time to support the operation of the SWLEP.

6.2. The Core SWLEP team consists of:

- 6.2.1. Director
- 6.2.2. Programme Manager
- 6.2.3. Policy Manager (seconded from Wiltshire Council)
- 6.2.4. Business Engagement Manager
- 6.2.5. Marketing and Communications Manager
- 6.2.6. Executive Assistant

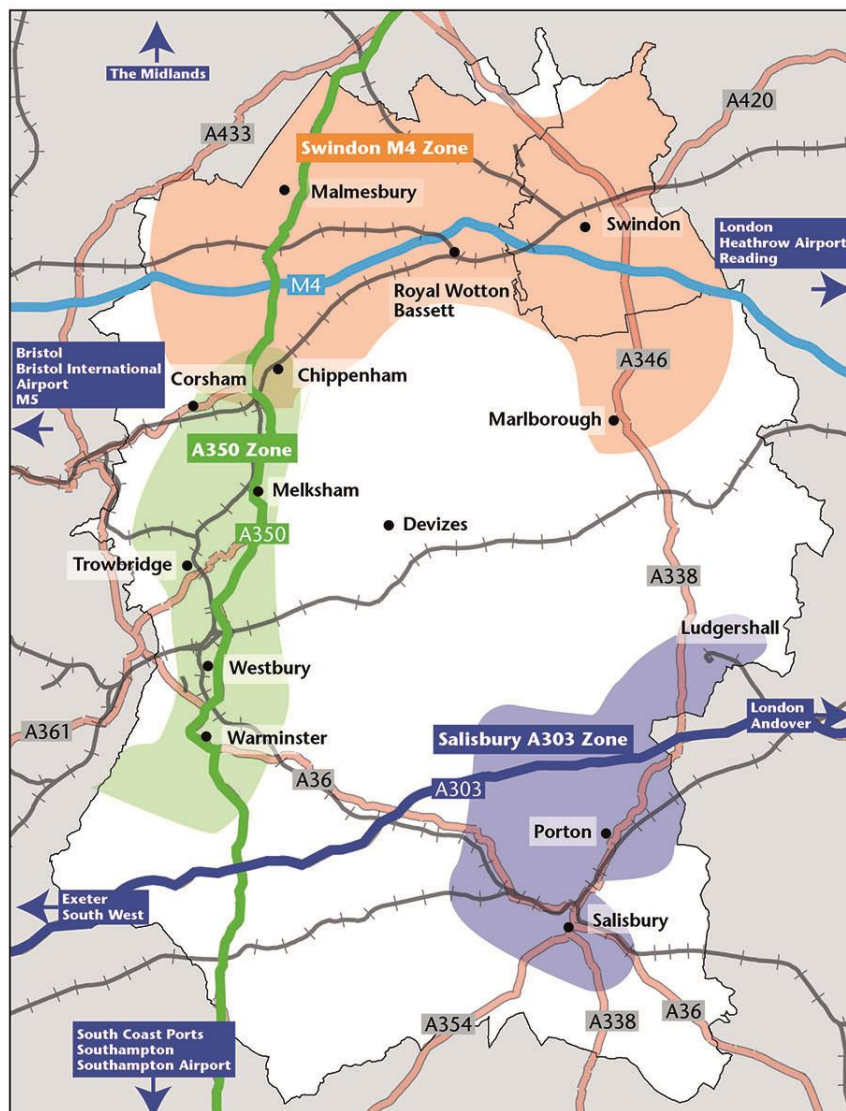
6.3. In addition to the role of the Council Leaders and Cabinet Members and Chief Executive (Swindon) and Corporate Director (Wiltshire), the key local authority support is provided by the programme managers in each authority for the local growth fund projects, the lead officers for the priority sub-groups, the senior responsible officers for economic development, planning and transport.

Paddy Bradley

Director, Swindon and Wiltshire Local Enterprise Partnership

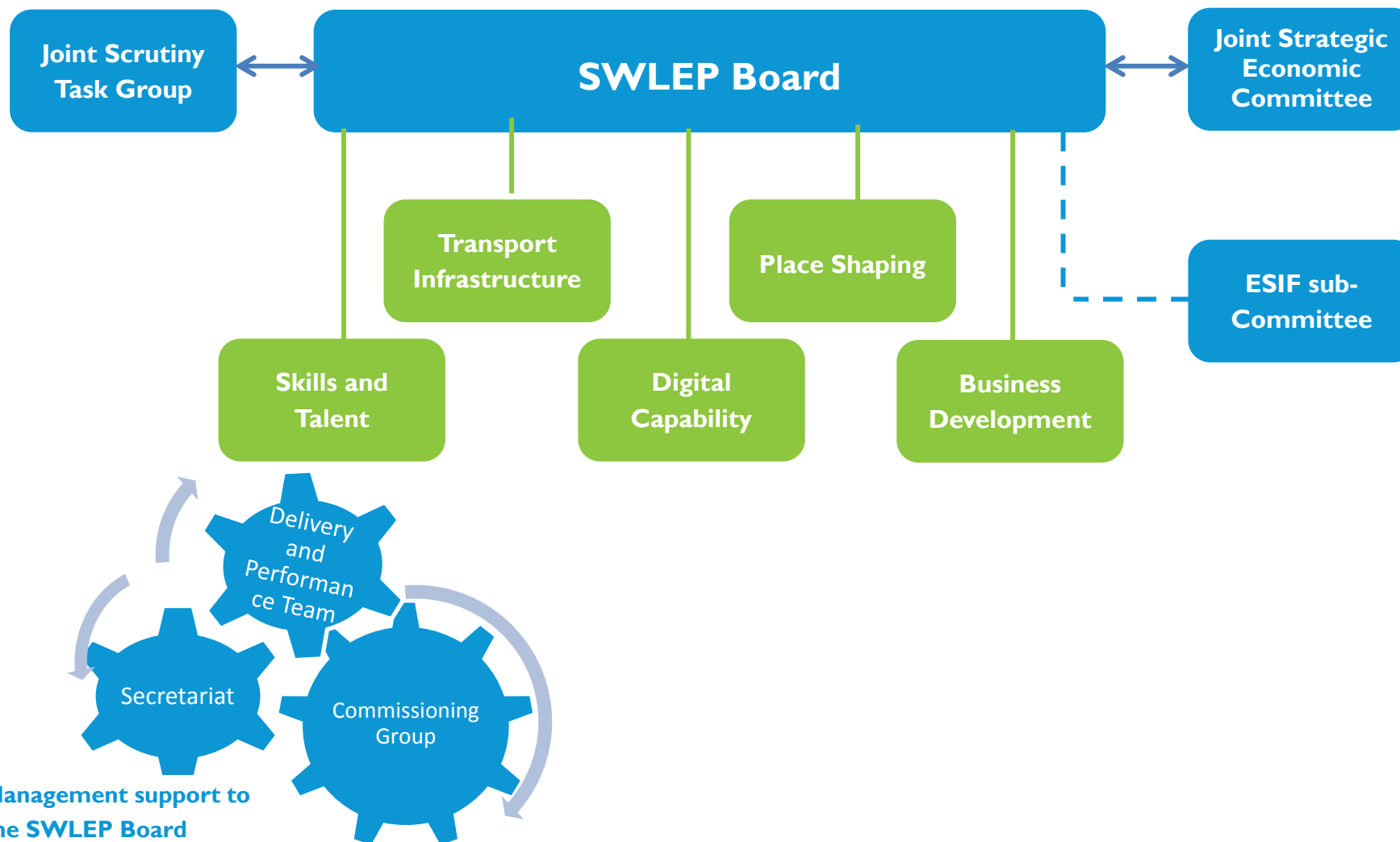
paddy.bradley@swlep.co.uk

Appendix 1 – the geography and growth areas of the SWLEP



Key Statistics	Swindon-M4 Zone	A350 Zone	Salisbury-A303 Zone	Chippenham and Corsham	SWLEP
GVA per job filled as % SWLEP	50%	21%	11%	9.8%	-
Employees 2014	161,700	79,400	41,800	26,500	303,800
% Growth in Employees 2012-2014	7.2%	12.4%	6.3%	27.4%	7.4%
% Employees in Knowledge Intensive Businesses	23.2%	18.6%	26.2%	16.6%	22.7%
% Growth in Employees in Knowledge Intensive Businesses 2012-2014	11.6%	25.7%	9.7%	9.6%	14.9%
No. businesses as % SWLEP	46%	25%	15%	8.7%	-
No. SMEs (0-249 emps)	15300	8200	4900	2320	33100
No. large businesses 2015 (>250 emps)	75	35	15	10	125
Rail journey time to London Swindon, Westbury, Salisbury & Chippenham	1 hr 1m	1hr 37m	1hr 29m	1 hr 16m	-
Distance to London from Swindon, Trowbridge, Salisbury & Chippenham (miles)	80	112	88	99	-

Appendix 2 - Governance structure for the Swindon and Wiltshire Local Enterprise Partnership



Swindon Borough Council Update on Swindon's Economic Strategy 2016-36

Growing the Economy Overview and Scrutiny Committee

Date: 30 November 2016

Author: Corporate Director of Economy, Regeneration & Skills

Wards: All

Locality Affected: All

Parishes Affected: All

1. Purpose and Reasons

- 1.1 This report is in response to a request from Growing the Economy Overview and Scrutiny Committee to report on progress to date in respect of Swindon's Economic Strategy, and to give an update on the production of a revised Economic Strategy over the longer timeframe 2016-36.

2. Recommendations

The Committee is recommended to consider and feedback on the emerging vision and aims:

3. Detail

Swindon's Economic Strategy

- 3.1 Members are referred to the [June committee papers](#) for the update and progress report on the Swindon Economic Strategy 2013.
- 3.2 Work to update and refresh the Swindon Economic Strategy (2016-36) is underway. Doing so offers the following opportunities:-
1. To introduce a framework for growth that is consistent with the Swindon and Wiltshire LEP's Strategic Economic Plan (published in 2016), the forthcoming Industrial Strategy and to present the strategy in a way that is understood by, and appeals to, national government.
 2. Strong demand for industrial, warehousing and office stock, and shortage of available employment land, gives the opportunity to allocate additional strategic employment sites that will enable Swindon to grow sustainably; creating employment opportunities to accompany the planned housing growth over a long time horizon to 2036; and to consider how we work with existing land-owners to encourage re-investment in dated existing commercial stock.
 3. To re-engage with the business community around the related issues of place-making and the economy.
 4. To reflect changes in economic outlook at the international, national, regional and local levels. Since 2011, much has changed: we have

Swindon Borough Council Update on Swindon's Economic Strategy 2016-36

Growing the Economy Overview and Scrutiny Committee

Date: 30 November 2016

emerged from a global downturn, the UK narrowly avoided triple-dip recession and in the recent UK referendum, voters decided we should leave the European Union. The Economic Strategy gives us an opportunity to engage with businesses to better understand the impacts of that decision and how we can support them over the short, medium and long-term to mitigate any associated risks and capitalise on emerging opportunities that may arise as a consequence of leaving the EU. The government's forthcoming Industrial Strategy, an outline of which is expected around the same time as the Autumn Statement, may present some key opportunities, and the Swindon and Wiltshire Local Enterprise Partnership's Strategic Economic Plan provides important local context.

4. Swindon's Economic Strategy to 2036: progress to date

- 4.1 The Strategy will sit alongside the next iteration of the Local Plan (2036) and the forthcoming Swindon Transport Strategy. It will sit above the Town Centre Masterplan, the emerging Swindon Skills and Employment strategy, the Health and Wellbeing Strategy, and the Swindon Town Centre parking strategy which is currently being developed.
- 4.2 Officers have developed a comprehensive evidence base that is aligned to the Joint Strategic Needs Assessment (JSNA) process and this has guided the identification of the emerging Vision and Objectives (see Appendix B).
- 4.3 The table in Appendix C presents a summary of the comprehensive evidence base, highlighting the strengths and weaknesses inherent in the Swindon economy.
- 4.4 Reflecting upon the evidence base, the Council's Vision, and based on early engagement with the business community via our INFLUENCE forum, the draft Swindon's Economic Strategy Vision reads:
- 4.5 *"By 2036, Swindon will be the UK's most innovative, productive, fast-growth city, and will grow sustainably and create employment opportunities for more of its residents."*
- 4.6 The strapline to sit alongside the vision is "**Accelerating Swindon's Growth Potential**" as this reflects our status as one of the UK's fastest growing cities. To date our growth has been predominantly around housing, but in the economic strategy, we articulate our intent to grow the economy to match housing growth.
- 4.7 The aims of the economic strategy are:-
 - 1. To enhance Swindon's competitive position as one of the UK's most productive economies by attracting investment and high value employment

Swindon Borough Council Update on Swindon's Economic Strategy 2016-36

Growing the Economy Overview and Scrutiny Committee

Date: 30 November 2016

2. To grow sustainably and create a diverse and resilient economy by encouraging growth in small and medium sized businesses
 3. To make Swindon a desirable place to live, work and invest to attract highly skilled residents through delivering transformational change in town centre regeneration that includes significant improvement to the leisure, cultural and evening economy
 4. To create a fast growth high value economy by upskilling our residents to enable them to compete for high value jobs whilst providing education and employment opportunities for everyone
- 4.8 The themes, outcomes and associated actions are currently being developed as we are in the midst of our engagement programme. We propose to bring those back to the Committee for 1st February 2016 which will inform a draft strategy later that month. This draft will then be circulated to the committee as part of the engagement plan process.
- 4.9 We propose to engage with our business community on the revised Vision, objectives and associated actions in late January 2016. Businesses may suggest other outcomes and associated actions that could reasonably be taken forward under the remit of the Swindon Economic Strategy. Business are key partners in the development of the Strategy given the Economic Strategy is a strategy for Swindon, not the Council. They will also be key delivery partners.
- 4.10 The following consultation programme is proposed:

Swindon's Economic Strategy Work Programme	
Milestone	Start and Finish Dates
Evidence gathering	Oct 2015 – Autumn 2016
Engagement	July 2016 – February 2017
First draft	Late February 2017
Consultation	March 2017 – April 2017
Final draft	June 2017
Sign off by members and publish	July 2017

5. Engagement Plan

- 5.1 Cabinet members for Economy, Planning and Highways have been briefed throughout the programme. Businesses were engaged throughout the

Swindon Borough Council Update on Swindon's Economic Strategy 2016-36

Growing the Economy Overview and Scrutiny Committee

Date: 30 November 2016

production of the Economic Strategy (2012-26) and, as a result, officers will engage the business community in a light touch way.

- 5.2 We have already consulted businesses at an INFLUENCE meeting in October 2016.
- 5.3 A large scale business event on 24 January 2017 gives us the opportunity to launch the Place Marketing campaign, consult on the Economic Strategy and showcase the Council's Business and Inward Investment Service.
- 5.4 The Economic Strategy refresh also gives us the opportunity consult with national Government departments, Swindon and Wiltshire Local Enterprise Partnership (SWLEP), neighbouring local authorities and our fast growth city partners (Oxford, Cambridge, Milton Keynes and Norwich). We have had an initial meeting with Department for Business Energy and Industrial Strategy (BEIS), the Department for International Trade (DIT) and Homes and Communities Agency.

6. Public Consultation

- 6.1 The engagement plan schedules a full public consultation on the draft Economic Strategy in the Spring 2017. This will give people opportunity to comment on a limited number of questions as it will have followed wide engagement with businesses. There are a number of advantages to wide public consultation, not least that it will help to promote Swindon as a great place to do business, allow us to showcase Swindon's aspirations, and encourage businesses to get in touch with the economy team. This will help us in our business engagement activity generally.

7. Implications, Diversity Impact Assessment and Risk Management

Financial and Procurement Implications

- 7.1 The report does not include any direct implications.

Legal and Human Rights Implications

- 7.2 The report does not include any direct implications.

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

- 7.3 The report does not include any direct implications.

Diversity Impact Assessment

- 7.4 The report does not propose any change in policy or a new policy and so a diversity impact assessment has not been carried out.

Swindon Borough Council Update on Swindon's Economic Strategy 2016-36

Growing the Economy Overview and Scrutiny Committee

Date: 30 November 2016

Risk Management

- 7.5 The report is an analysis of the possible impact of the UK leaving the EU. It does not propose action requiring immediate risk assessment. The risk assessment will be part of the review of Swindon's Economic Strategy taking place during 2016/17.

8. Consultees

- 8.1 The Board Director, Resources (Section 151 Officer) and Director of Law and Democratic Services (Monitoring Officer) are consulted in respect of all reports.

9. Background Papers

- 9.1 Swindon's Economic Strategy 2012-2026 – available on request.
- 9.2 Economy and Scrutiny Report on the EU – available on request

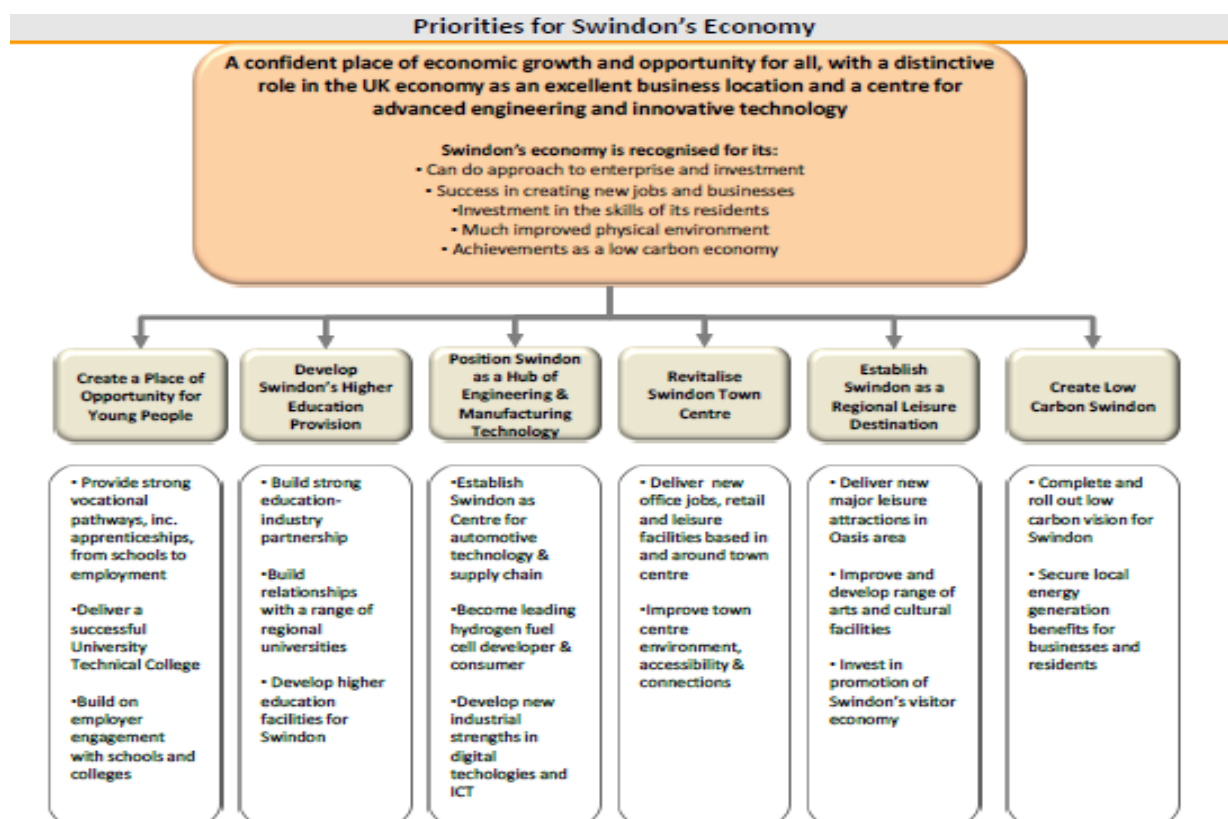
Swindon Borough Council Update on Swindon's Economic Strategy 2016-36

Growing the Economy Overview and Scrutiny Committee

Date: 30 November 2016

10. Appendices

Appendix A – Economic Strategy 2012-26 (Priorities for Swindon's economy)

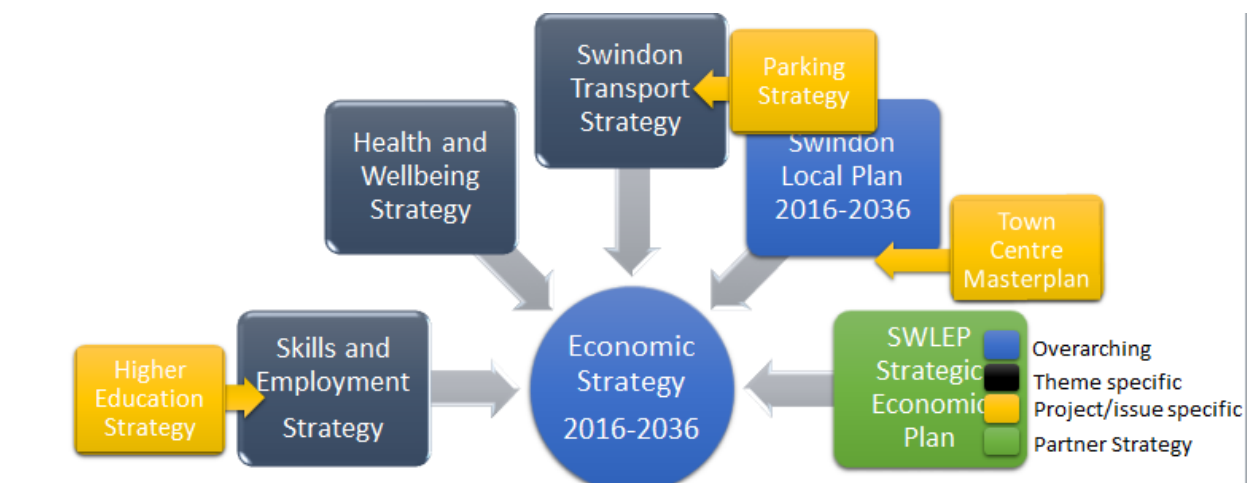


Swindon Borough Council Update on Swindon's Economic Strategy 2016-36

Growing the Economy Overview and Scrutiny Committee

Date: 30 November 2016

Appendix B – how Swindon's Economic Strategy fits with other corporate strategies



Appendix C – Strengths and Weaknesses in Swindon's economy

Strengths	Weaknesses
Rapid population growth	No associated employment growth
High employment rate	Increased out and in-commuting (high employment rate)
High employment rates amongst older workers	Tight labour market conditions and potential for skills shortages; Some NEET young people / difficulties tracking
Improving levels of workforce qualifications	Poor secondary schools performance, low attainment in higher education
Full employment and low levels of worklessness	Pockets of worklessness : Penhill, Parks, Walcot
Large businesses and HQ activity	Low business start-ups and poor survival rates; shortage of employment land; poor perception of Swindon?
Sector strengths in: adv manufacturing (auto & pharms), Banking and prof services, ICT and digital	Nationally manufacturing sector in decline, high % of businesses exporting (Brexit uncertainty)
Strong town centre retail offer with many chains represented; town centre first policy	Historic development of 'out of town' weakened town centre offer. Despite strong footfall, problem with empty units
Well located with strong connectivity by road and rail	Poor public realm, especially in the Town Centre

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Business Rates: A Sustainable Approach

Growing the Economy

Overview and Scrutiny Committee

Date: 30th November 2016

Author:	Director of Economy, Regeneration and Skills
Wards:	All
Locality Affected:	All
Parishes Affected:	All

1. Purpose and Reasons

- 1.1 This report is in response to a request from Growing the Economy Overview and Scrutiny Committee to report on the relationship between business rates and economic growth.
- 1.2 The report sets out to notify the Growing the Economy Overview and Scrutiny Committee of the different departmental perspectives on business rates growth through economic growth, and how this links to decisions taken within planning.

2. Recommendations

The Committee is recommended to:

- 2.1 Consider the relationship economic growth and business rates have, and how this has potential to affect council budgets, jobs, investment and the local community in the short and long term.

3. Detail

Context

- 3.1 Since the recession of 2007 successive governments have reduced the funding available to local government. Local projections based on national figures have been modelled to show Revenue Support Grant received by the Council (£28m) will be eroded by 2020. Alongside this, forecasts in cost pressures and council tax income suggest that the scale of funding gap, with no change in the way services are provided, will be between £45m and £50m over the next 3 years.
- 3.2 The Council is responsible for collecting 100% of business rates income, but only retains around 28% of this after a series of redistribution mechanisms are applied. By 2020 the Government plans to enable Local Government to retain 100% of business rates (although it is not clear how this may be redistributed between individual authorities), and this is expected to replace current grant arrangements, although the detail around this is not yet known.
- 3.3 The change in makeup of local government income and the emphasis on business rates generation creates greater political interest in new commercial developments and there may be choices between :

Further information on the subject of this report can be obtained from Ross Miller, rmiller@swindon.gov.uk .

Business Rates: A Sustainable Approach

Growing the Economy

Overview and Scrutiny Committee

Date: 30th November 2016

-
- 3.3.1 The short term loss of income in waiting for the "ideal" development to be built, and which maximises in the longer term business rates, jobs and fulfils the optimum use allocated in the Local Plan and Economic Strategy.
 - 3.3.2 The long term opportunity cost of accepting any commercial development, on land with greater economic potential, to generate more immediate income for the Council in the short run, thus helping to minimise budgetary pressures.
 - 3.4 Economic growth creates both direct and indirect benefits to the local authority. Commercial growth creates additional income to the council through business rates, whilst associated jobs have the potential to add more money to the local economy through disposable income. Employment can improve health and wellbeing of residents which will reduce the dependency upon council services.
 - 3.5 Developable land in the borough is a finite resource, it is therefore imperative that there is a balanced view taken against all development between short term financial pressures and longer term goals.

Employment Land

- 3.6 The Swindon Employment Land Needs Assessment (2016-36), recently commissioned for the next iteration of the Local Plan and Economic Strategy, suggests that between 2016 and 2036, an additional 15,000 jobs are likely to be created in the borough. This will generate need for:
 - 3.6.1 40-50 hectares allocation of B2 (General industrial) and B8 (Storage or Distribution) stock above that already allocated in the 2012-26 Local Plan.
 - 3.6.2 10-20 hectares of land for office uses, in addition to the allocations made in the 2012-26 Local Plan and town centre Masterplan.
 - 3.6.3 Although not explicitly quantified in this study, 'other' employment uses are likely to require a significant new allocation (possibly up to 50 hectare allocation)
 - 3.6.4 Future need for retail space, associated with the increased population, will be met by the planned provision at new settlements (NEV and Wichelstowe), the Town Centre Masterplan and North Star; and will not require further future allocations of land.
- 3.7 Despite the commercial space shortages outlined in the report, employment land is still at risk. A number of sites risk conversion to residential including a 9.7 hectare site in Dorcan industrial estate where outline planning permission has been granted for 165no. dwellings. Further, changes to "permitted development rights" were introduced by the Government in 2013, which allow office buildings

Further information on the subject of this report can be obtained from Ross Miller, rmiller@swindon.gov.uk.

Business Rates: A Sustainable Approach

Growing the Economy

Overview and Scrutiny Committee

Date: 30th November 2016

to be converted to residential without the need for a formal planning application. There continues to be a strong appetite for conversion of older stock to residential use as developers take advantage of the stronger economy, the relaxed planning regime and the forthcoming electrification of the mainline

- 3.8 This ability to convert from office to residential places the office stock in Swindon Town Centre at risk of being lost. Last year Alder King reported Swindon's lowest recorded level of office stock at just 64,000m². This low level of stock compromises new inward investment activity and expansion of existing Swindon companies and thus reduces potential business rate income to the council. A new 10,000m² B1 office development in the town centre would generate rates payable of £650K, of which £180K would be retained by the Council under current redistribution mechanisms.
- 3.9 Our current supply of industrial stock is dwindling with applicants across size ranges struggling to find suitable accommodation. As such identifying and delivering the supply of employment land is an essential activity for the Council in order to ensure the availability of premises and land for future investment and income generation as we head towards 100% business rate retention in 2020. See 3.14.1.

Strategy

- 3.10 A tool to estimate economic benefits (Business Rates and Jobs) from planned development is being developed. It is proposed that this tool be used to inform decision making on major planning applications coming before Planning Committee. It is proposed that Planning Committee reports would include a section explaining the economic benefits associated with the application and the original allocated use. This proposal will enable the Council to meet its obligations under the "Information about financial benefits" clause of the Housing and Planning Act when the clause is implemented through secondary legislation (expect early 2017).
- 3.10.1 The information in Appendix 1 provides estimates on Rateable Values, jobs and wages associated with different business use classes. In the future, detailed information can be provided based on specific developments.
- 3.11 The Local Plan to 2026 is used as a tool to ensure sustainable growth, with the power to allocate and safeguard employment land for particular uses to enable a growing economy. In addition to allocating land it has introduced a number of policies on sustainable development (see *appendix 2*)
- 3.11.1 Some land allocated for employment purposes is facing barriers to delivery. The council has the option in the next local plan to alter these

Further information on the subject of this report can be obtained from Ross Miller, rmiller@swindon.gov.uk.

Business Rates: A Sustainable Approach

Growing the Economy

Overview and Scrutiny Committee

Date: 30th November 2016

allocations to ensure delivery of development is not stalled (housing or commercial).

- 3.11.2 Despite retail having the highest rateable values, *as shown in Appendix 1*, it can also have the greatest adverse effects to the town centre vitality if new retail is not in the town centre. The town centre first policy, which aims to strengthen retail (see *appendix 2*), discourages the acceptance of further retail outside of the central area. There is only a finite retail spend available in Swindon. Therefore increasing retail capacity outside of the Town Centre will reduce the available retail expenditure to support new redevelopment in the Town Centre. Further, a regenerated Town Centre has the potential to increase retail spend (and therefore business rate receipts) from shoppers that live outside of the Borough.
- 3.12 To maximise business rates income, and efficiency of land use, developments should be encouraged to enhance building densities on new sites, whilst adhering to good design principles.
- 3.13 Supported by the deployment of “Low Carbon Local Development Orders”, the Council has been able to help accelerate delivery of solar farms in the Borough. The income from business rates for this industry alone amounted to £647,739 from April to October. The Council will need to be prepared to pursue other ‘tactical’ opportunities to generate increased business rate receipts from key sectors, where they also deliver on other Council priorities.
- 3.14 It is not typical for a commercial application to be taken to planning committee (around 98% of applications are determined by delegated officers). When an application is called into Planning Committee there is not a single policy that can be universally applied, due to the number of factors highlighted in this paper that need to be considered. Officers will be able to present merits (Economic benefits, quality of development, financial implication, timescales etc) on a case by case basis for councillors to deliberate and make a balanced and informed decision.
- 3.15 In addition, the Economic Strategy will identify high value sectors such as advanced manufacturing and manufacturing of pharmaceuticals with whom the Council can work to develop local supply chains and deliver new floorspace which will in turn deliver business rates and promote employment opportunities.

4. Alternative Options

- 4.1 No alternative option is provided, as no decisions will be made as a direct consequence of this paper.

Business Rates: A Sustainable Approach

Growing the Economy

Overview and Scrutiny Committee

Date: 30th November 2016

5. Implications, Diversity Impact Assessment and Risk Management

Financial and Procurement Implications

5.1 The report does not include any direct implications.

Legal and Human Rights Implications

5.2 The report does not include any direct implications.

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

5.3 The report does not include any direct implications.

Diversity Impact Assessment

5.4 The report does not propose any change in policy or a new policy and so a diversity impact assessment has not been carried out.

Risk Management

5.5 The report is an analysis of the relationship between economic growth and business rates. It does not propose action requiring immediate risk assessment.

6. Consultees

6.1 The Board Director, Resources (Section 151 Officer) and Director of Law and Democratic Services (Monitoring Officer) are consulted in respect of all reports.

7. Background Papers

7.1 Swindon Borough Local Plan 2026 – Available from author

7.2 Employment Land Review – Not yet available for publication

8. Appendices

8.1 Economic benefits from business developments

8.2 Local Plan Employment Land Policies

Business Rates: A Sustainable Approach

Growing the Economy

Overview and Scrutiny Committee

Date: 30th November 2016

Appendix 1 : Economic benefits from business developments

- What businesses have the highest rateable values?
 - A1 (retail)
 - Town Centre up to £1000psm
 - Morrison's in Eldene £245psm
 - Orbital £250-350psm*Rateable values are from gov.uk*
- What businesses have the lowest rateable values?
 - B2
 - Cheney Manor £25-40psm
 - South Marston £40psm*Rateable values are from gov.uk*
- Value to the economy?
 - B1 - 285 jobs per hectare development land
 - B2 - 111 jobs per hectare dev land
 - B8 - 52 jobs per hectare dev land*Estimates are from gov.uk*
- Wages per building use
 - B1 - £354-725 per week (Sales and customer service occupations, Administrative and secretarial occupations, Associate professional and technical occupations, Professional occupations)
 - B2 - £467 per week (Process, plant and machine operatives) does not account for R&D work
 - B8- £467 per week (Process, plant and machine operatives)*Wages supplied are from ONS
Occupation definitions are from ONS*

Business Rates: A Sustainable Approach

Growing the Economy

Overview and Scrutiny Committee

Date: 30th November 2016

Appendix 2: Local Plan Employment Land Policies

- Town centre first policy
 - Policy SD1: Sustainable Development Principles
 - contribute to the retention of jobs and growth of the local economy and complement Town Centre regeneration;
 - Policy EC3: The Role of the Centres and Main Town Centre Uses
 - Policy SC1: Swindon's Central Area
 - More employees through high density offices, improves footfall in TC
- Protecting employment land
 - Policy EC1: Economic Growth through Existing Business and Inward Investment
 - Policy EC2: Employment Land and Premises

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Work Programme 2016/17

Growing the Economy

Overview & Scrutiny Committee

Date: 30th November 2016

Author:	Director of Law & Democratic Services
Wards:	All Wards
Locality Affected:	All Localities
Parishes Affected:	All Parish Areas

1. Purpose and Reasons

- 1.1 To assist Members in developing the Committee's Work Programme, a copy of the current Cabinet Work Programme and Forward Plan, for the period 21st October 2016 to 21st October 2017, is attached as Appendix 2.
- 1.2 Each Overview and Scrutiny Committee is requested to have a work programme that details the activities that it will be undertaking during the municipal year.
- 1.3 The work programme details the various topics and issues that each Committee intends to look into during the coming year with the aim of producing evidence based recommendations intended to provide service improvements for Cabinet and external agencies/bodies to consider.
- 1.4 Under the Council's Constitution, Overview and Scrutiny Committees are required to agree a work programme at the start of the municipal year outlining their priorities and likely outcomes of considering these issues.

The work programme is developed taking into account:

- Corporate priorities and objectives, including the Cabinet Forward Plan
 - Partnership strategic priorities and objectives
 - The interests and concerns of Members, Council officers, members of the public and other stakeholders such as community and voluntary groups and local businesses
- 1.5 Committees are encouraged to review the work programme on a regular basis to ensure it remains relevant and to prioritise the workload of the Committee.
 - 1.6 Members are reminded that the work programme must also take into account:
 - The workload of the Committee and of individual members
 - The capacity of officers to support a review
 - The resource implications of carrying out a review
 - The timescales for a review
 - The most appropriate method of carrying out a review e.g. Committee meeting, Task Group, Member Champion review

Further information on the subject of this report can be obtained from Contact Stuart Figini, 01793 463612, sfigini@swindon.gov.uk

Work Programme 2016/17

Growing the Economy

Overview & Scrutiny Committee

Date: 30th November 2016

- 1.6 The Growing the Economy Overview and Scrutiny Committee is encouraged to be mindful of its role and remit when considering a work programme for the 2016/17 Municipal Year.

2. Recommendations

The Committee is recommended to:

- 2.1 Note the Work Programme for the 2016/17 municipal year
- 2.2 Appoint Members to any Task Groups agreed by the Committee

3. Detail

- 3.1 It is important that Overview and Scrutiny adds value to the work of the Council and the Borough and produces tangible outcomes for local people that result in real service improvements. Selecting the right topics is crucial to ensure that Overview and Scrutiny will be effective.

Task Group Reviews

- 3.2 The Committee is able to undertake individual reviews throughout the municipal year and proposals for reviews should be proposed and discussed at the Committee meeting.

4. Alternative Options

- 4.1 The Committee can choose not to have a detailed work programme although it is recommended that it is best practice to do so.

5. Implications, Diversity Impact Assessment and Risk Management

Financial and Procurement Implications

- 5.1 There are no financial or procurement implications arising as a result of this report. Any expenditure arising as a result of an item on the Committee's work programme will be met by the Overview and Scrutiny Support budget, subject to the approval of the Committee.

Work Programme 2016/17

Growing the Economy

Overview & Scrutiny Committee

Date: 30th November 2016

Legal and Human Rights Implications

- 5.2 Section 21 of the Local Government Act requires every local authority to establish an overview and scrutiny function to hold the Executive to account, undertake policy development and review, monitor and improve performance.

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

- 5.3 There are no other direct implications arising as a result of this report. Any further implications will be identified when a topic is reviewed by the Scrutiny Committee and in any recommendations made by the Scrutiny Committee.

Links to One Swindon, Plans and Policies

- 5.4 The remit of the Committee includes the review, scrutiny and development of policy recommendations and the monitoring performance of corporate priorities including One Swindon.

Diversity Impact Assessment

- 5.5 No Diversity Impact Assessment is required at this stage, any DIA that is required during review of topics included within the work programme will be identified at the appropriate stage

Risk Management

- 5.6 No risk management issues have been identified at this stage, any risk management issues will be identified at the appropriate time when a topic is under review by the Scrutiny Committee and if it makes any recommendations.

6. Consultees

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

7. Background Papers

- 7.1 None

8. Appendices

Appendix 1 – Growing the Economy O/S Committee Work Programme for 2016/17

Appendix 2 – Cabinet Work Programme and Forward Plan, for the period 21st October 2016 to 21st October 2017

Work Programme 2016/17

Growing the Economy

Overview & Scrutiny Committee

Date: 30th November 2016

Appendix 3 – Scrutiny Process Flowchart

Growing the Economy **Work Programme 2016-2017**

Terms of Reference of the Committee

To fulfil all the functions of an Overview and Scrutiny Committee as they relate to:-

- The review, scrutiny and development of policy recommendations
- The management of performance
- The monitoring of progress against corporate priorities
- The formulation of advice for the Cabinet, Council and other partners and stakeholders

To have specific responsibility for (but not limited to) the scrutiny of:-

- The performance of services promoting economic development and enterprise and environmental sustainability against agreed local and national performance indicators
- Regeneration
- Economic and Cultural development
- One Swindon Hub
- Localities
- Volunteering
- Strategy and Research

Review of the Work Programme

The work programme will be reviewed at every meeting of the Growing the Economy Overview & Scrutiny Committee to ensure that it remains relevant, to ensure that Members and Officers have sufficient capacity to deliver the work programme and to include any additional items on the work programme, if appropriate.

To assist members in developing the Committee's work programme, a copy of the current Cabinet Work Programme and Forward Plan, for the period 21st October 2016 to 21st October 2017, is attached at Appendix 2

Contact details

Committee Officer: Stuart Figini
Email: sfigini@swindon.gov.uk
Tel: 01793 463612

Work Programme Items Assigned to Meeting Dates

29 th June 2016		
Item	Objectives	Witnesses
Economic Strategy	To consider the key elements of the Strategy and for Members to review how they wish the Strategy to evolve over the next 12 months.	Andy Evans – Corporate Director of Economy, Skills and Property Development Sally Burnett – Strategic Commissioner – Routes to Employment

21 st September 2016		
Item	Objectives	Witnesses
Forward Swindon Ltd	<p>Update on town centre regeneration including:</p> <ul style="list-style-type: none"> ○ Parking Strategy ○ Carriageworks ○ Re-development of the station by Network Rail ○ Movement Strategy including gateways into the town centre and Whalebridge ○ Fusion of retail, residential and night-time economy ○ How other towns overcome constraints & difficulties to regenerate their town centres ○ Forward Swindon Limited's 5 focus areas, monitoring delivery & progress, ensuring the correct skill sets, monitoring progress and value for money 	Deb Heenan (Forward Swindon Limited)

21st September 2016		
	<ul style="list-style-type: none"> ○ Locarno ○ 1-3 Faringdon Road, monitoring delivery & progress and ensuring a profit ○ North Star 	
European Referendum (EU) - Review of Local Business Opinion following the decision to leave the EU	<p>Motion agreed by Council on 14th July 2016:</p> <p>To set up a Task Group to review local business opinion of Swindon's best interests in relation to trade and jobs from Britain's terms of exit from the European Union.</p> <p>Report on findings to be submitted to the Cabinet.</p>	Potential Task Group
	<p>Request by Resources and Corporate O/S Committee for a joint Task Group about ..</p> <p>Request for Growing the Economy members to express an interest in being part of this Task Group.</p>	

30th November 2016		
Item	Objectives	Witnesses
Swindon and Wiltshire Local Enterprise Partnership	To receive an update	Paddy Bradley and his Team
Draft Economic Strategy	To consider the draft Economic Strategy	Andy Evans – Corporate Director of Economy, Regeneration and Skills

30th November 2016		
Business Rates: A Sustainable Approach	To receive a report on short term income and longer term sustainability.	Andy Evans – Corporate Director of Economy, Regeneration and Skills

1st February 2017		
Item	Objectives	Witnesses
Attracting a University to Swindon	To consider an update on the process of attracting a University to Swindon along with timescales.	Andy Evans – Corporate Director of Economy, Regeneration and Skills Sally Burnett - Strategic Commissioner – Routes to Employment
Apprenticeships and Higher Education	To consider how the Council encourages companies to provide meaningful apprenticeships resulting in jobs and how the Council engages with sixth form colleges.	Andy Evans – Corporate Director of Economy, Regeneration and Skills Sally Burnett - Strategic Commissioner – Routes to Employment

22nd March 2017		
Item	Objectives	Witnesses
Swindon Museum and Art Gallery	To receive an update on progress.	Hadrian Ellory-van Dekker - Director of SMAG Trust
Town Centre Projects	Updates on the Town Centre Projects by Forward Swindon Limited	Deb Heenan (Forward Swindon Limited)

Items from the Economy and Regeneration O/S Work Programme 2015/16

Summer 2016 – To be agreed		
Item	Objectives	Witnesses
Local Plan Workshop style event	To consider / discuss in more detail the potential Policy implications of the Local Plan for the Town centre.	David Dewart, Planning Manager

Date to be agreed		
Item	Objectives	Witnesses
Devolution in Local Government	To consider updates on the latest information in relation to devolution bids received by Government when available.	

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Swindon Borough Council

CABINET WORK PROGRAMME AND FORWARD PLAN

21 OCTOBER 2016 - 21 OCTOBER 2017 – Proposed AGENDA ITEMS and KEY DECISIONS (as at 17/11/16)

Key Decisions are defined as:

- a) decisions that are likely to be significant in terms of spending or savings having had regard to the Council's budget for that particular service or function, and
- b) decisions that are likely to have a significant impact on two or more Council wards.

If you wish to make your views known on any matter set out in this work-plan, please contact the relevant Cabinet Member or the contact officer identified.

Councillor:	Portfolio:
David Renard	Leader of the Council and Chair of Cabinet
Russell Holland	Deputy Leader of the Council and Vice-Chair of Cabinet and Cabinet Member for Finance and Corporate Services
Oliver Donachie	Cabinet Member for Housing and Homelessness
Toby Elliott	Cabinet Member for Strategic Planning
Fionuala Foley	Cabinet Member for Children's Services
Brian Ford	Cabinet Member for Adults' Health and Social Care
Dale Heenan	Cabinet Member for Sustainability and Transport
Mary Martin	Cabinet Member for Communities
Garry Perkins	Cabinet Member for the Economy, Regeneration and Skills
Keith Williams	Cabinet Member for Streetsmart

Cabinet Member Decisions Proposed for October 2016

Subject	Key Decision Yes/No?	Portfolio Holder / Cabinet Member	Decision Maker	Method of Consultation Undertaken / To be Taken	Contact Officer	Available Background Papers
Waiving car parking charges at Lydiard and Coate for specific charity events	No	Cabinet Member for the Economy, Regeneration and Skills	Cabinet Member for the Economy, Regeneration and Skills	Councillors Matthew Courtliff, Stan Pajak, Jim Robbins, Caryl Sydney-Smith, Tim Swinyard, Fionuala Foley and Eric Shaw. Date of Notice: 18 th October 2016	Interim Corporate Director, Resources Jan Willis Tel: 07392 109911 Email: jan.willis@swindon.gov.uk	Lydiard and Coate parking
Approval for a new leisure provider to operate the Highworth Recreation Centre	No	Cabinet Member for Communities	Cabinet Member for Communities	Councillors Steve Weisinger, Alan Bishop, Maureen Penny, James Robbins, Kevin Small	Rob Richards or Adrian Arnold Tel: 01793 466217 Email: aarnold@swindon.gov.uk rrichards@swindon.gov.uk	Approval for a New Leisure Provider to Operate the Highworth Recreation Centre

				and Stan Pajak. No comments were received that the responsible officer considered adversely affected the decision. No requests for Cabinet consideration were received. Date Of Notice: 28 th October 2016		
Hodson Embankment Stabilisation	No	Cabinet Member for Sustainability, Highways and Transport	Cabinet Member for Sustainability , Highways and Transport	Councillor Fionuala Foley (Ward Member) – supportive of proposed action Councillor Eric Shaw (Ward Member) –	Head of Highways and Transport or Alan Frost Tel: 01793 466707 Email: afrost@swindon.gov.uk	Hodson Embankment Stabilisation

				<p>accepts proposals but would not want to see road permanently closed</p> <p>Chiseldon PC</p> <p>– Did not support proposal</p> <p>Councillor Jim Robbins (Opposition spokesperson) – No response</p> <p>Councillor Stan Pajak (Opposition spokesperson) – Supportive of proposed action</p> <p>Date of Notice: 16th November 2016</p>		
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Cabinet Meeting Date - 7th December 2016

Subject	Key Decision Yes/No?	Portfolio Holder / Cabinet Member	Decision Maker	Method of Consultation Undertaken / To be Taken	Contact Officer	Available Background Papers
2016-17 Budget Management, 2017-18 Draft Budget and Medium Term Resourcing Plan	No	Deputy Leader of the Council and Cabinet Member for Finance and Corporate Services;	Cabinet	N/A Date of Notice: 24 th October 2016	Interim Corporate Director, Resources or Mick Bowden, Interim Head of Finance, Tel: 07392 109917 or Email: mbowden@swindon.gov.uk	
Capital Programme Monitoring - Second Quarter and Treasury Management Performance 2016/17.	No	Deputy Leader of the Council and Cabinet Member for Finance and Corporate Services	Cabinet	N/A Notice of Decision: 9 December 2015	Interim Corporate Director, Resources or Ian Burbidge, Finance, Tel: 464384 or Email: iburbidge@swindon.gov.uk	N/A
Treasury Strategy Statement (Minimum Revenue Provision Policy)	No	Deputy Leader of the Council and Cabinet Member for Finance and Corporate Services	Cabinet	N/A Date of Notice: 26 th October 2016	Interim Corporate Director, Resources or Paul Smith Tel: 01793 463976 Email: psmith2@swindon.gov.uk	N/A
Peer Review - Outcomes	No	Leader of the Council	Cabinet	N/A Date of Notice: 19 th September 2016	Head of People, Performance and Engagement Sam Mowbray Tel: 07823 525337 Email: SMowbray@swindon.gov.uk	N/A

Swindon's Country Parks - Car Parking Charges	Yes	Cabinet Member for the Economy, Regeneration and Skills	Cabinet	N/A Date of Notice: 30 th June 2016	Head of Highways and Transport Jason Humm Tel: 01793 463201 Email: Jhummm@swindon.gov.uk	Cabinet Minute 14 (3) refers
Insurance for Community Groups	No	Cabinet Member for Communities	Cabinet	N/A Date of Notice: 23 rd August 2016	Head of Localities and Volunteering Patrick Weir tel: 07946 595852 Email: pweir@swindon.gov.uk	Council Minute 90 2015/16 refers
Libraries strategy	Yes	Cabinet Member for the Economy, Regeneration and Skills	Cabinet	N/A Date of Notice: 12 th February 2016	Patrick Weir or Rachel Watts Tel: 07823 525297 Email: RWatts2@swindon.gov.uk pweir@swindon.gov.uk	N/A
School Organisational Changes 2017/18	No	Cabinet Member for Children's Services	Cabinet	N/A Date of Notice: 19 th September 2016	Head of Education Services or Danielle Maundrell Tel: 01793 466314 Email: DMAundrell@swindon.gov.uk	N/A
Local Safeguarding Children Board - Annual Report	No	Cabinet Member for Children's Services	Cabinet	N/A Date of Notice: 19 th September 2016	Director of Children's Services or Simon Ratcliff Tel: 01793 466833 Email: Sratcliff@swindon.gov.uk	N/A
Thamesdown Transport - Financial Update	No	Deputy Leader of the Council and Cabinet Member for Finance and Corporate Services	Cabinet	N/A Date of Notice: 7 th November 2016	Stephen Taylor, Director, Law and Democratic Services Stephen Taylor Tel: 01793 463012 Email: staylor@swindon.gov.uk staylor@swindon.gov.uk	N/A

Polling District and Places Review	No	Leader of the Council	Cabinet	N/A Date of Notice: 5 th October 2016	Stephen Taylor, Director, Law and Democratic Services or Sally Sprason Tel: 01793 46399 Email: ssprason@swindon.gov.uk staylor@swindon.gov.uk	N/A
Affordable Housing Development Programme	No	Cabinet Member for Housing and Homelessness	Cabinet	N/A Date of Notice: 20 th July 2016	Head of Housing Management & Community Safety Michael Ash Tel: 01793 464377 Email: Mash@swindon.gov.uk	N/A
Household Waste Recycling Centre - Charges	Yes	Cabinet Member for Streetsmart	Cabinet	N/A Date of Notice: 7 th November 2016	Head of StreetSmart Leon Barrett Tel: 07818 510602 Email:lbarrett@swindon.gov.uk	N/A
Appointment of External Auditors	No	Deputy Leader of the Council and Cabinet Member for Finance and Corporate Services;	Cabinet	N/A Date of Notice: 14 th October 2016	Head of Internal Audit Nick Hobbs Tel: 01793 463940 Email: nhobbs@swindon.gov.uk	N/A
Renewable Energy Investment Strategy	Yes	Cabinet Member for Sustainability, Highways and Transport	Cabinet	N/A Date of Notice: 18 th October 2016	Interim Director of Economy, Regeneration & Skills Andy Evans Tel: 01793 463201 Email: AEvans@swindon.gov.uk	N/A

Commercial Investment Strategy	No	Deputy Leader of the Council and Cabinet Member for Finance and Corporate Services	Cabinet	N/A Date of Notice: 26 th October 2016	Jan Willis, Interim Corporate Director, Resources or Paul Smith Tel: 01793 463976 Email: psmith2@swindon.gov.uk Jan.Willis@swindon.gov.uk	N/A
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Cabinet Meeting Date - 8th February 2017

Subject	Key Decision Yes/No?	Portfolio Holder / Cabinet Member	Decision Maker	Method of Consultation Undertaken / To be Taken	Contact Officer	Available Background Papers
Budget 2017/18 and Beyond	No	Deputy Leader of the Council and Cabinet Member for Finance and Corporate Services	Cabinet	N/A Date of Notice: 22 nd April 2016	Interim Corporate Director, Resources or Mick Bowden, Interim Head of Finance, Tel: 07392 109917 or Email: mbowden@swindon.gov.uk	N/A
Capital Programme 2017/18	No	Deputy Leader of the Council and Cabinet Member for Finance and Corporate Services	Cabinet	N/A Date of Notice: 22 nd April 2016	Interim Corporate Director, Resources Ian Burbidge, Finance, Tel: 464384 or Email: iburbidge@swindon.gov.uk	N/A
Treasury Strategy Statement 2017/18	No	Deputy Leader of the Council and Cabinet Member for Finance and Corporate Services	Cabinet	N/A Date of Notice: 22 nd April 2016	Interim Corporate Director, Resources or Paul Smith, Finance, Tel: 07500 884176 or Email: psmith2@swindon.gov.uk	N/A
Housing Revenue Account - Rents and Charges 2017/18	Yes	Deputy Leader of the Council and Cabinet Member for Finance and Corporate Services	Cabinet	N/A Date of Notice: 22 nd April 2016	Interim Corporate Director, Resources or Paul Smith, Finance, Tel: 07500 884176 or Email: psmith2@swindon.gov.uk	N/A

Swindon Pay Policy Statement 2017	Yes	Cabinet Member for Corporate, Customer and Digital Services	Cabinet	N/A Date of Notice: 22 nd April 2016	Head of People, Performance and Engagement Sam Mowbray Tel: 07823 525337 or Email: smowbray@swindon.gov.u	N/A
Education Transport Policy 2018-19	Yes	Cabinet Member for Children's Services	Cabinet	N/A Date of Notice: 26 th May 2016	Head of Education Services or Emily Heaton Email eheaton@swindon.gov.uk Tel: 01793 465769	N/A
Town Centre Parking Strategy	No	Cabinet Member for the Economy, Regeneration and Skills	Cabinet	N/A Date of Notice: 29 th September 2016	Head of Highways and Transport or Trudy Godfrey Tel: 01793 466416 Email: tgodfrey@swindon.gov.uk	N/A
Waste Strategy Options	No	Cabinet Member for Streetsmart	Cabinet	N/A Date of Notice: 24 th August 2016	Head of StreetSmart Leon Barrett Tel: 07818 51062 Email: lbarrett@swindon.gov.uk	N/A
Youth Engagement Worker Review	No	Cabinet Member for Children's Services	Cabinet	N/A Date of Notice: 24 th October 2016	Karen Reeve, Director of Children's Services KReeve@swindon.gov.uk	
Securing a sustainable future for Swindon's Cultural Assets	Yes	Cabinet Member for the Economy, Regeneration and Skills	Cabinet	N/A Date of Notice: 12 th February 2016	Interim Corporate Director, Resources or Rachel Watts Tel: 07823 525297 Email: RWatts2@swindon.gov.uk	Cabinet Minute 58 2015/16 refers

North Star - Proposed Regional Leisure Destination	Yes	Cabinet Member for the Economy, Regeneration and Skills	Cabinet	N/A Date of Notice: 1 st August 2016	Head of Property Assets Rob Richards Tel: 01793 463521 Email: rrichards@swindon.gov.uk	N/A
Land at Oakfield	Yes	Cabinet Member for Communities and Strategic Planning	Cabinet	N/A Date of Notice: 4 th May 2016	Head of Property Assets Rob Richards Tel: 01793 463521	N/A
Wichelstowe	Yes	Cabinet Member for the Economy, Regeneration and Skills	Cabinet	N/A Date of Notice: 15 th September 2016	Interim Director of Economy, Regeneration & Skills Rob Powe Tel: 01793 463305 Email: rpowe@swindon.gov.uk	

Cabinet Meeting Date - 15th March 2017

Subject	Key Decision Yes/No?	Portfolio Holder / Cabinet Member	Decision Maker	Method of Consultation Undertaken / To be Taken	Contact Officer	Available Background Papers
Budget Management 2016/17	Yes	Cabinet Member for Finance, People and Performance	Cabinet	N/A Date of Notice: 22 nd April 2016	Interim Corporate Director, Resources or Mick Bowden, Interim Head of Finance, Tel: 07392 109917 or Email: mbowden@swindon.gov.uk	N/A
Capital Programme Monitoring 3rd Quarter 2016/17	Yes	Deputy Leader of the Council and Cabinet Member for Finance and Corporate Services	Cabinet	N/A Date of Notice: 22 nd April 2016	Interim Corporate Director, Resources or Ian Burbidge, Finance, Tel: 464384 or Email: iburbidge@swindon.gov.uk	N/A
Draft Economic Strategy	No	Cabinet Member for the Economy, Regeneration and Skills	Cabinet	N/A Date of Notice: 16 th September 2016	Interim Director of Economy, Regeneration & Skills or Trudy Godfrey Tel: 01793 466416 Email: tgodfrey@swindon.gov.uk	N/A

Cabinet Meeting Date - 26th April 2017

Subject	Key Decision Yes/No?	Portfolio Holder / Cabinet Member	Decision Maker	Method of Consultation Undertaken / To be Taken	Contact Officer	Available Background Papers
Budget Management 2016/17	Yes	Deputy Leader of the Council and Cabinet Member for Finance and Corporate Services	Cabinet	N/A Date of Notice: 22 nd April 2016	Interim Corporate Director, Resources or Mick Bowden, Interim Head of Finance, Tel: 07392 109917 or Email: mbowden@swindon.gov.uk	N/A

Cabinet Meeting Date - June 2017 (TBC)

Subject	Key Decision Yes/No?	Portfolio Holder / Cabinet Member	Decision Maker	Method of Consultation Undertaken / To be Taken	Contact Officer	Available Background Papers
Housing Revenue Account - Medium Term Financial Plan	No	Deputy Leader of the Council and Cabinet Member for Finance and Corporate Services	Cabinet	N/A Date of Notice: 27 th May 2016	Interim Corporate Director, Resources or Paul Smith Tel: 07500 884176 or Email: psmith@swindon.gov.uk	N/A
Budget Out-turn and Management 2016/17.	No	Deputy Leader of the Council and Cabinet Member for Finance and Corporate Services	Cabinet	N/A Date of Notice: 27 th May 2016	Interim Corporate Director, Resources or Mick Bowden, Interim Head of Finance, Tel: 07392 109917 or Email: mbowden@swindon.gov.uk	N/A
Capital Programme Monitoring Out-Turn 2016/17	No	Deputy Leader of the Council and Cabinet Member for Finance and Corporate Services	Cabinet	N/A Date of Notice: 27 th May 2016	Interim Corporate Director, Resources or Ian Burbidge, Finance, Tel: 464384 or Email: iburbidge@swindon.gov.uk	N/A
Treasury Performance 2016/17	No	Deputy Leader of the Council and Cabinet Member for Finance and Corporate Services	Cabinet	N/A Date of Notice: 27 th May 2016	Interim Corporate Director, Resources or Paul Smith, Finance, Tel: 463976 or Email: psmith2@swindon.gov.uk	N/A

Economic Strategy - Final	No	Cabinet Member for the Economy, Regeneration and Skills	Cabinet	N/A Date of Notice: 16 th September 2016	Interim Director of Economy, Regeneration & Skills or Trudy Godfrey Tel: 01793 466416 Email tgodfrey@swindon.gov.uk	N/A
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July 2017 (TBC)

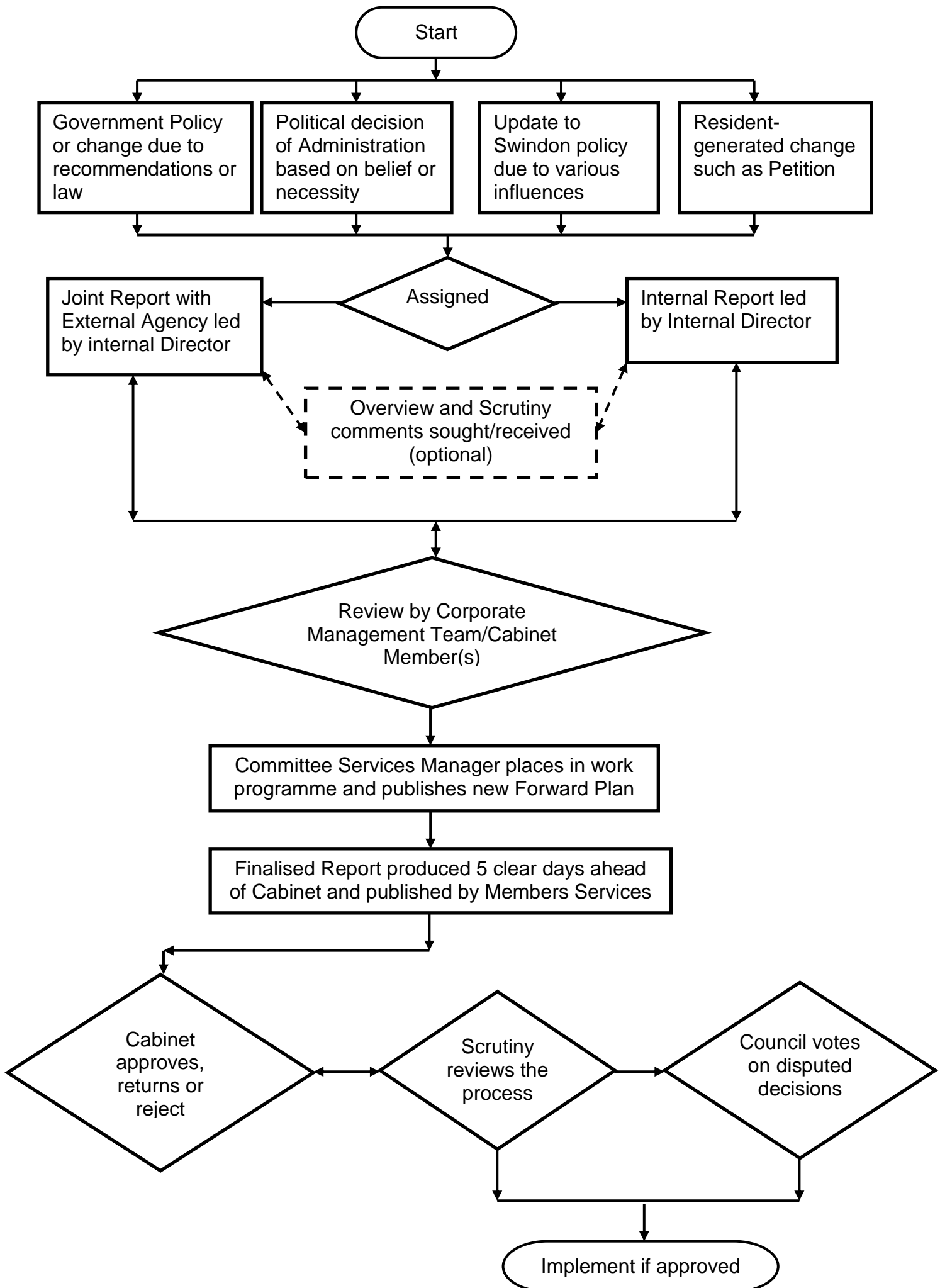
Subject	Key Decision Yes/No?	Portfolio Holder / Cabinet Member	Decision Maker	Method of Consultation Undertaken / To be Taken	Contact Officer	Available Background Papers
Budget Management 2017-18	No	Deputy Leader of the Council and Cabinet Member for Finance and Corporate Services	Cabinet	N/A Date of Notice: 7 th June 2016	Interim Corporate Director, Resources or Mick Bowden, Interim Head of Finance, Tel: 07392 109917 or Email: mbowden@swindon.gov.uk	N/A
Education Transport Policy 2018-19.	No	Cabinet Member for Children's Services	Cabinet	N/A Date of Notice: 13 th September 2016	Head of Education Services Peter Nathan Tel: 07467 440955 Email: pnathan@swindon.gov.uk	
Debt Management	No	Deputy Leader of the Council and Cabinet Member for Finance and Corporate Services	Cabinet	N/A Date of Notice: 13 th September 2016	Head of Revenues and Benefits Andy Stevens Tel: 01793 464661 Email: anstevens@swindon.gov.uk	

September 2017 (TBC)

Subject	Key Decision Yes/No?	Portfolio Holder / Cabinet Member	Decision Maker	Method of Consultation Undertaken / To be Taken	Contact Officer	Available Background Papers
Budget Management 2017/18 and 2017 - 2021 Efficiency Statement	No	Deputy Leader of the Council and Cabinet Member for Finance and Corporate Services	Cabinet	N/A Date of Notice: 13 th September 2016	Interim Corporate Director, Resources or Mick Bowden, Interim Head of Finance, Tel: 07392 109917 or Email: mbowden@swindon.gov.uk	
Annual review of Local Ombudsman Complaints	No	Leader of the Council	Cabinet	N/A Date of Notice: 13 th September 2016	Director of Law & Democratic Services (Monitoring Officer) or Erz Turner Tel; 01793 463002 Email: eturner@swindon.gov.uk	

October 2017 (TBC)

Subject	Key Decision Yes/No?	Portfolio Holder / Cabinet Member	Decision Maker	Method of Consultation Undertaken / To be Taken	Contact Officer	Available Background Papers
2017-18 Budget Management, 2018-19 Draft Budget and Medium Term Resourcing Plan	Yes	Deputy Leader of the Council and Cabinet Member for Finance and Corporate Services	Cabinet	N/A Date of Notice: 21 st October 2106	Interim Corporate Director, Resources or Mick Bowden, Interim Head of Finance, Tel: 07392 109917 or Email: mbowden@swindon.gov.uk	N/A



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