

Theme: Business growth <i>Aim: To grow the economy, strengthen and diversify the business base and create jobs through the development of a business support & inward investment service that encourages innovation and exporting</i>		
Objectives	Actions	Outcomes
Create an integrated and accessible business support and inward investment offer	<p>Establish a co-ordinated and proactive business visit programme and visit at least 50 businesses per annum</p> <p>Improve the content on our website to support business growth.</p> <p>Effectively signpost to the Swindon and Wiltshire Growth Hub to support the needs of SMEs (note this includes low carbon and energy efficiency).</p> <p>Work collaboratively with Swindon and Swindon and Wiltshire Investment / Property groups to understand market demand and supply issues.</p> <p>Establish a red carpet inward investment service to convert enquiries generated by the Switch onto Swindon campaign and establish a 'development team' approach for major inward investment inquiries.</p> <p>To attract high value companies in our key sectors, develop and promote sector based inward investment fact-sheets.</p> <p>Proactive marketing of Swindon and key development sites at national / international exhibitions and conferences.</p> <p>Working with DIT 'posts' in foreign territories under matchmaker (sector matching) scheme.</p>	

	<p>Attract new businesses through the Place Marketing and DIT-assisted campaigns.</p> <p>Hold sector specific events to attract new businesses – targeted marketing strategy linked to our economic strategy and key sectors.</p>	
<p>Increase the number of business start-ups and improve survival rates</p>	<p>Promote partner services (SME Growth, Export for Growth, I2S) to increase business start-ups</p> <p>Promote business networks (Chamber, FSB Business West)</p> <p>Improve the business content on SBC and Place marketing web sites.</p> <p>Inform DIT international team/ sector reps of Swindon's inward investment strengths.</p> <p>Produce 'Soft landing' package for potential inward investors</p> <p>Work with independent businesses, retailers, investors and partners to transform our town centre as an engine of growth for the local economy</p> <p>Identify and target local supply chain development through promotion of industry groups such as West of England Aerospace Forum (WEAF).</p>	
<p>Support innovation and knowledge based growth</p>	<p>Refer knowledge-intensive businesses to GH services ie Innovate to Succeed, LMAP leading to new product and services (including hydrogen supply chain).</p> <p>Promote Knowledge Transfer Partnerships with HE and joint funding applications for national funding partners including Innovate and Research councils.</p> <p>Work with business to promote sustainable energy solutions</p> <p>Create more incubator and shared workspaces to support business start-ups and</p>	

	<p>micro-enterprises and small units for their succession and growth</p> <p>Develop internationally recognised clusters of digital technologies, pharmaceuticals and advanced engineering activity by ensuring we have the right facilities and linkages between research and development and manufacturing capabilities and through development of our inward investment prospectus</p>	
Raise the number of businesses exporting	<p>Support local businesses to export, working with DIT & Export for Growth</p> <p>Hold a DIT event in Swindon focussed on exporting</p>	
Raise the profile of Swindon and create a positive identity to attract new businesses and inward investors	<p>Establish a business led Place Board that identifies, articulates and communicates Swindon's strengths</p> <p>Launch ambassadors' scheme with 200 businesses signed up and contributing towards funding to do further place marketing work</p> <p>Create Switch onto Swindon brand with associated products (website, brand-book, inward investment prospectus)</p> <p>Attract new businesses through the Place Marketing and DIT-assisted campaigns</p> <p>Establish a community interest company (in addition to the one already created for Common Farm Solar)</p>	

Theme: Land and Infrastructure <i>Aim: To enhance Swindon's competitive position as one of the UK's most productive economies by providing the conditions to attract investment, accelerate housing delivery and create high value employment</i>		
Objectives	Actions	Outcomes
Enhance Swindon's strategic connectivity by securing investment in targeted network improvements.	<p>Ensure delivery of the committed programme of investment in transport network improvements including the NEV and Wichelstowe Transport Packages, Town Centre Movement Strategy and Bus Exchange, Sustainable Transport schemes, and motorway junction improvements.</p> <p>Work in partnership with Network Rail and GWR and other partners to deliver the Swindon Station regeneration project</p> <p>Prepare the new Swindon Transport Strategy (STS) setting out the pipeline of future transport projects on the strategic and local transport networks required to deliver future growth.</p> <p>Use the STS to secure resources and lobby transport network managers and service operators to deliver the pipeline of projects including influencing Highways England and Network Rail to deliver improvements on the strategic road and rail networks.</p>	

Improve key gateways into the town centre	Ensure delivery of the new bus exchange and traffic management proposals identified in the Movement Strategy	
Strengthen digital connectivity	<p>Encourage delivery of Superfast and Fibre Broadband to deliver superfast broadband coverage to 95% of commercial and domestic premises in the borough by 2017.</p> <p>To make a business case to present to government to establish the case for early adoption of 5G in the borough</p>	
Develop Swindon as a nationally significant player in the UK's energy sector, with particular strengths in the low carbon energy generation sector and application of hydrogen technologies	<p>Launch financial instruments (Bonds, ISAs) to finance local supply schemes</p> <p>Develop a model for viable heat networks</p> <p>Match demand and supply for solar schemes, incorporating storage solutions</p> <p>Deploy low carbon combined heat and power units in residential and non-residential buildings across the borough (Target: one fuel cell CHP unit)</p> <p>Develop an energy from waste solution</p> <p>Develop low carbon transport solutions which provide a viable</p>	

	alternative to fossil fuel vehicles	
Unlock high quality employment land	<p>Complete Swindon employment land needs assessment 2016-36 study</p> <p>Consult owners of industrial employment sites to establish investment need</p> <p>“Call for employment sites” as part of the Local Plan to 2036</p> <p>Encourage landowners to intensify development on existing employment sites, and regenerate under-performing sites</p> <p>Construct business case for industrial site regeneration and renewal programme</p> <p>Create business case to enable Strategic property team to acquire land for employment uses</p>	

Theme: Education and Skills <i>Aim: To create a fast growth high value economy by improving education outcomes and upskilling our residents to enable our businesses to grow and compete</i>		
Objectives	Actions	Outcomes

Raise aspiration of young people and their families	<p>Deliver Swindon Challenge to raise achievement in schools¹</p> <p>Create strategic partnerships with outstanding providers to improve school performance</p>	
Grow the number of businesses who utilise apprenticeships as a route to a higher skilled sustainable workforce	Deliver the Apprenticeship Growth Plan - increase Apprenticeships at all levels including Higher and Degree Apprenticeships.	
Increase number of Swindon residents with L4 skills and above by securing a range of options to access Higher Education	<p>Create a Higher Education Strategy for Swindon that links with a Swindon and Wiltshire LEP wide approach</p> <p>Work with HE providers to increase supply of higher education available to Swindon residents</p> <p>Raise aspiration of residents to improve progression to HE.</p>	
Establish accessible technical routes that meet the needs of employers	Develop post 16 technical routes with providers to increase the percentage of young people progressing into Apprenticeships, and achieving L2 English and Maths	
Reduce the proportion of young people who are not in education employment or training (NEET)	Improve the percentage of 16 and 17 year olds who are in education, employment and training at 16 and 17 and reduce the number in NEET and unknown destinations.	

¹ Refer to Education Business Plan and Education & Learning Improvement Strategy

	Ensure appropriate referrals of young people who are NEET or at risk of NEET to relevant provision including ESF projects.	
Allow all adults who wish to progress into work to access our inclusive Swindon Adult Education curriculum	Work with learning providers, partners and employers to develop a joined up Adult Education Budget Plan that meets the needs of individuals and businesses.	

Theme: Town centre regeneration <i>Aim: To enhance the attractiveness of Swindon as a place to live, visit and do business in through delivering transformational change in the town centre including significant improvement to the leisure, cultural and evening economy</i>		
Objectives	Actions	Outcomes
Reconnect the town centre to its' Railway Heritage, a new 'zone of enterprise' with station regeneration at its' core Increase the supply of town centre office stock to address the current shortage and attract new occupiers	Secure funding for technical studies to drive the station regeneration, Kimmerfields and Carriageworks projects forward Develop the multi-agency partnership that will work together to deliver: <u>Carriageworks</u> Conclude land swap	

	<p>Carriageworks phase 1 and 2 delivered</p> <p>Create business case for Carriageworks subsequent phases, and deliver Bristol Street Tunnel, railway station regeneration, Wellington Street public realm</p> <p><u>Kimmerfields:</u></p> <ul style="list-style-type: none"> - deliver Bus Exchange and regrade of Fleming Way - deliver hotel development - deliver 400 new homes - develop Kimmerfields business district (650,000 sq ft) 	
Improve the retail, leisure and cultural offer	<p>Work with partners (including INSWINDON BID Co.) to improve dwell times, footfall and spending in the town centre to improve vibrancy.</p> <p>Redevelop 1 – 3 Faringdon Road with retail / leisure on ground floor and residential units above</p> <p>Address the concentration of retail vacancies through creation of an SPD covering the Fleet Street Bridge Street area; and run pop-up shop project to attract new</p>	

	<p>businesses</p> <p>Redevelop Corn Exchange / Locarno into 35,000 sq ft mixed use development</p> <p>Launch Kimmerfields Hotel Competition</p> <p>Secure development partner for hotel and build</p> <p>Redevelop Aspen House and Granville Street</p> <p>Deliver the Swindon Museum and Art Gallery</p> <p>Create a regional leisure hub at North Star</p>	
Make it easier for people to get to and around the town centre	<p>Deliver programme of transport improvements:</p> <p>New Bus Station</p> <p>Fleming Way improvements</p> <p>Traffic management improvements</p> <p>A programme of car parking improvements (refer to TC car parking strategy)</p> <p>Improved signing</p> <p>New railway station</p>	