

Swindon Borough Council

Growing the Economy Overview and Scrutiny Committee

Wednesday, 1 February 2017

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 (Telephone: 01793 463612) (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. 6.00pm - Apologies for Absence**
- 2. 6.01pm - 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. 6.02pm - Minutes** (Pages 3 - 6)
To receive the minutes of the meeting held on 30th November 2016.
- 4. 6.07pm - 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. **6.15pm - Update on Progress on Pledge 18, Apprenticeships, Pledge 19, Higher Education and the Post 16 Review** (Pages 7 - 16)
6. **6.50pm - Update on Swindon's Economic Strategy 2016-36** (Pages 17 - 56)
7. **8.25pm - Work Programme** (Pages 57 - 84)

Date of Despatch: 20 January 2017

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://www5.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, 30 NOVEMBER 2016

PRESENT:- Councillors Cathy Martyn (Chair), Wayne Crabbe, Malcolm Davies, Mark Dempsey, Carol Shelley, Gary Sumner and Steve Weisinger

Councillor Garry Perkins (Cabinet Member for the Economy, Regeneration and Skills)

Apologies for absence were received from Councillors Emma Bushell and Des Moffatt.

17. 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.

18. Minutes

Resolved – That the minutes of the meeting held on 21st September 2016, be confirmed and signed as a correct record.

19. Public Question Time

No public questions were received during the meeting.

20. Reference from Resources and Corporate Overview and Scrutiny Committee

The Committee considered a report by the Director of Law and Democratic Services about a reference from the Resources and Corporate Overview and Scrutiny Committee.

Members noted that the Resources and Corporate Overview and Scrutiny Committee, at its meeting held on 26th September 2016 had set up a Joint Task Group to consider changes to Business rates collection and new legislation, and had asked if members from this Overview and Scrutiny Committee would be interested in attending.

Resolved – That Members of the Growing the Economy Overview and Scrutiny Committee consider the invite from the Resources and Corporate Overview and Scrutiny Committee and express their interest in attending the Joint Task Group meetings.

21. Swindon and Wiltshire Local Enterprise Partnership

The Committee received a report of the Director Swindon Wiltshire Local Enterprise Partnership (SWLEP) which provided an update on the work of the Local Enterprise

partnership (LEP), its achievements, priorities and challenges and how it is resourced.

The report covered the following areas of interest:

- How the SWLEP was established.
- The governance of the SWLEP.
- The achievements of the SWLEP.
- The challenges faced by the SWLEP.
- Resourcing the SWLEP.

The Director and his support team responded to the following questions and issues raised by the Committee:

- The value of the Great Stall Bridge transport scheme in comparison to other transport schemes.
- The success of SWLEP in securing central government funding during 2014/15 to support a range of capital projects across Swindon and Wiltshire in comparison with other LEP's.
- The composition of the SWLEP compared to its geographical area and potential areas of conflict for SWLEP Board members.
- The Town Centre Masterplan and whether it needed to be updated in order to aid the SWLEP with future funding bids.
- The possibility of linking Swindon to the Cambridge/Oxford innovation corridor.
- The bid for higher education and when notification of the outcome would be received.
- How the SWLEP engages with businesses and how that informs the Economic Strategy.
- The delivery timescales of the Swindon Rapid Transit and the Swindon Bus Exchange schemes.
- The role of the SWLEP Joint Task Group.

The Chair thanked the Director of SWLEP and his support team for their responses to the questions and issues raised by members.

Resolved – That the report be noted.

22. Draft Economic Strategy

The Committee received a report from the Corporate Director of Economy, Regeneration and Skills about the progress to date in respect of Swindon's Economic Strategy, along with the production of a revised Economic Strategy over the longer timeframe of 2016-2036.

The Corporate Director referred to the four aims of the Economic Strategy and explained that the following fifth aim had been added 'To make Swindon a more inclusive place, with reduced worklessness and improving health and well-being outcomes'.

The Corporate Director and his support team responded to the following questions and issues raised by the Committee:

- The opportunities presented in the Autumn Statement and the Industrial Strategy.
- The challenge of delivering the priorities for Swindon's economy and the detail needed to populate an action plan.
- Redevelopments in town centre areas and how this impacts the development of businesses, in particular the middle of the town centre.
- The retail offer available in the middle of the town centre and timescales for redevelopment.
- The level of business rates in the town centre.
- The growth of the economy to keep pace with the growth of the housing market.
- The need for an Inward Investment Officer.
- The Economic Strategy delivery plan and how it underpins the Strategy.
- How projects would be funded.
- How the Strategy will manage the tension between short term gain for lower skilled jobs and the long term gain of higher skilled jobs.
- The location for emerging low carbon businesses.
- The design of homes to incorporate car charging points.

The Chair thanked the Corporate Director and his support team for their responses to questions and issues raised by members.

Resolved – That the report be noted.

23. Business Rates: A Sustainable Approach

The Committee received a report of the Corporate Director of Economy, Regeneration and Skills about the relationship between business rates and economic growth.

The report highlighted the different departmental perspectives on business rates growth through economic growth, and how this linked to decisions taken within planning. The Corporate Director and his supporting officer team responded in detail to the following questions and issues raised by members:

- The need for new employment land when there are existing pockets of unused employment land readily available.
- The exclusion of office space from certain planning applications.
- The barriers to the delivery of projects at development sites.
- Access to commercial land at the Wichelstowe development.
- The Commercial Investment Fund, its allocation of investment into key assets, and potential returns generated.
- The variation in business rates for the town centre premises and those in retail parks.
- The support for national retail chains locating to district centres.
- The adoption of tighter timescales for approved planning applications commencing to avoid parcels of land being left undeveloped.

The Chair thanked the Director of Economy, Regeneration and Skills and his supporting officer team for their responses to questions and issues raised by members.

Resolved – That the report be noted.

24. Work Programme

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 a report at its meeting in February 2017 about apprenticeships and higher education. It was suggested that the report should also include information about the 16-18 Education Review as this was relevant to the discussion. It was also suggested that the Cabinet member for Children's Services and Members of the Children's Health, Social Care and Education Overview and Scrutiny Committee be invited to the meeting for this item.

Members also asked for detailed updates on Town Centre projects, in particular those for Aspen House, Bridge Street and Fleet Street, in the report being considered at its meeting in March 2017.

Resolved – (1) That the Committee's Work Programme 2016/17 be noted, subject to the following amendments:

- 1st February 2017 – Apprenticeships and Higher Education Report to include information about the 16-18 Education Review, with an invite to the Cabinet Member for Children's Services, along with an invite to the Children's Health, Social Care and Education Overview and Scrutiny Committee.
- 22nd March 2017 – Town Centre Projects update report to include detailed information about Aspen House, Bridge Street and Fleet Street projects.

Update on progress on Pledge 18, Apprenticeships, Pledge 19, Higher Education and the Post 16 Review

Growing the Economy Overview and Scrutiny Committee

Date: 1st February 2017

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 the request from Growing Economy Overview and Scrutiny committee to report on progress to date in respect of the following:
 - 1.1.1 'Secure a range of options to access higher education' (Pledge 19). To consider how the council is ensuring that more residents are able to progress to Higher Education and work to date to secure local University provision.
 - 1.1.2 Increase the number of businesses employing young people as an apprentice from 15% to 20% (Pledge 18). To consider how the Council encourages companies to provide meaningful apprenticeships resulting in jobs and how the Council engages with schools and colleges.
 - 1.1.3 An update on the Post 16 Review currently taking place in Swindon. The reviews are taking place nationally and are a review of how well post 16 education is meeting the needs of learners and employers with a focus on the sustainability of general further education and sixth form colleges.
- 1.2 The work falls within the scope of the Council's Priority Two, to 'offer educational opportunities that lead to the right skills and right jobs in the right place. The draft updated Skills and Employment Strategy, which provides an overview of this work is attached as Appendix 1.

2. Recommendations

The Committee is recommended to:

- 2.1 Note the contents of the attached report and appendices in terms of progress towards the Pledges and any issues arising.
- 2.2 Provide feedback and propose any additional approaches that should be considered in order to improve the outcomes for residents in terms of Post 16 Education, Higher Education and Apprenticeships.

3. Detail

- 3.1 Work on skills and employment is driven by the Skills and Employment Strategy, which is overseen by the Skills and Employment Board. The Strategy was

Further information on the subject of this report can be obtained from Sally Burnett, Direct Dial Telephone Number 01793 463061, sburnett@swindon.gov.uk.

Update on progress on Pledge 18, Apprenticeships, Pledge 19, Higher Education and the Post 16 Review

Growing the Economy Overview and Scrutiny Committee

Date: 1st February 2017

updated in December 2016 following work with the Board and the sub groups. The sub groups were also reviewed and it was decided that they would be rationalised. There will now be three sub groups; Skills for Growth (skills driven by employers) which includes Apprenticeships, Skills for Inclusion (for residents not in employment) and Higher Education. The sub groups will agree the Action Plans to achieve the strategy. The draft updated strategy is attached as Appendix 1.

- 3.2 It should be noted that a paper has been prepared for the Children's Health, Social Care and Education Overview and Scrutiny on Young People's Participation in Education, Employment and Training for the meeting on 18th January 2017.
- 3.3 Swindon and Wiltshire Local Enterprise Partnership (SW LEP) has identified skills as its number one priority and will focus on areas where it is considered advantageous to take a LEP wide approach. Taking forward the recommendations from the Post 16 Review, supporting the growth of apprenticeships and ensuring we have the higher-level skills to meet business needs are areas where the LEP is able to add value.

Pledge 19: Secure a range of options to access Higher Education

- 3.4 The evidence base for Higher Education (HE) outlines that in 2013/14, 24% of the working age population in Swindon had university level qualifications (Level 4 and above) compared to a national average of 31% and furthermore, that 27% of young people aged 18/19 progressed to Higher Education compared to 37% nationally.
- 3.5 Following Cabinet approval in December 2015, a Higher Education Project Manager has been appointed and started in post in June 2016 (Cabinet Minute 44, 2015/16 refers).
- 3.6 Work has focused on preparing an updated Higher Education Strategy. The strategy aims to:
 - 3.6.1 Increase the percentage of residents with a university level qualification.
 - 3.6.2 Increase the number of young people progressing to HE at 18/19.
 - 3.6.3 Increase the percentage of young people completing "A" levels or equivalent progressing to HE.
- 3.7 Key activity undertaken to progress the strategy has included the following:
 - 3.7.1 Commissioning an update of the evidence base outlining the learner need and the future demand by employers

Further information on the subject of this report can be obtained from Sally Burnett, Direct Dial Telephone Number 01793 463061, sburnett@swindon.gov.uk.

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Growing the Economy Overview and Scrutiny Committee

Date: 1st February 2017

- 3.7.2 Undertaking an initial learner survey to inform the strategy.
- 3.7.3 Running a HE Stakeholder event in September with 70 delegates across education, public sector and Swindon businesses.
- 3.7.4 Strengthening membership of the Higher Education Sub Group, particularly in relation to schools and employers and setting up two Task Groups. The Task Groups will meet for the first time in January 2017 and are focusing on 'Learner preparedness & demand' and HE Provision and Pathways'.
- 3.7.5 Research and visits to other areas that have developed University provision and development of a Business Case for a University Centre in Swindon including a submission for funding through the SWLEP. In accordance with the SWLEP Assurance Framework, business cases from both Swindon and Wiltshire Councils underwent a prioritisation exercise using Independent Technical Advisors in order for the SWLEP Board to arrive at a list of schemes forming a bid for the government Local Growth Fund. We are currently awaiting the formal outcome of this process.
- 3.8 Significant funding has been secured to develop the 'Study Higher Programme' led by Oxford Brookes, which aims to raise aspirations and support an additional 360 young people to progress into Higher Education over the next 2 years.
- 3.9 Activity planned for the next 3 months includes:
 - 3.9.1 Finalising the Swindon Higher Education Strategy and carry out further engagement with officers and members as well as the wider partnership. The strategy will outline the options to secure additional university level provision in Swindon as outlined in the pledge.
 - 3.9.2 Developing a SWLEP Higher Education Strategy. One of the barriers to securing funding for the LEP bid is a coherent approach across the LEP area.
 - 3.9.3 Working with the Partnership Task Groups to develop action plans to improve learner preparedness and demand and HE provision in Swindon. This will include clearly outlining the options to increase University provision in Swindon and follow up to the SWLEP bid for a University Centre.
 - 3.9.4 Working with Oxford Brookes University to develop a formal agreement outlining ways of working between the University and the Council to deliver the Study Higher Programme

Further information on the subject of this report can be obtained from Sally Burnett, Direct Dial Telephone Number 01793 463061, sburnett@swindon.gov.uk.

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Growing the Economy Overview and Scrutiny Committee

Date: 1st February 2017

3.9.5 Working with partners to outline opportunities for an Institute of Technology in Swindon. The concept of Institutes of Technology was announced by the government in 2015 and is focused on Technical pathways at levels 3 to 5 (A level to Foundation Degree level). Swindon has high numbers of young people on technical pathways not progressing beyond level 3 and this is an opportunity to work with partners to consider how the new institutes could support progression to university level provision.

Pledge 18: Apprenticeships

- 3.10 Pledge 18 – increase the number of businesses employing young people as an Apprentice from 15% to 20%, an additional 280 employers. Also, a target for the number of learners starting an apprenticeship has been agreed and we aim to deliver a total of 10,250 apprenticeships starts by 2020. There has been a strong growth in apprenticeships in Swindon over the last two years and we are on target to achieve 10,250 by 2020. This represents at least 9% growth annually and is in line with the growth expected to meet the government's target of 3,000,000 starts over the same period.
- 3.11 There were 585 employers taking on apprentices in 2015/16 (Academic year) and 360 of these employers were new to apprenticeship recruitment.
- 3.12 There were 360 Swindon employers who were new to apprentice recruitment in academic year 2015-16. This reflects the positive impact of national promotion and of the work of the Routes to Employment Team in raising employer awareness of the benefits of apprentices to their business as outlined in 3.10.
- 3.13 Of the 612 workplaces that had an apprentice start in 2014-15, 387 did not take on more apprentices in 2015-16. This is to be expected and encouraged as it is likely to mean that the apprentice was recruited to a 'real job' position and retained in that position once they had completed their apprenticeship. It may also mean that some apprentices are taking longer than 12 months to complete. 12 months is the minimum for any apprenticeship. During the same period 225 of the 612 workplaces during 14-15 did recruit new apprentices in 2015-16. This indicates that there is a proportion of employers that will start apprentices annually and others where recruitment will be less frequent. The size and type of business are two factors that will determine frequency. The Skills Funding Agency has now assigned a unique employer reference numbers to employers who started apprentices in 2014-15 and 2015-16. This base data will support further analysis in December 2017 for Year 2016-17.

Further information on the subject of this report can be obtained from Sally Burnett, Direct Dial Telephone Number 01793 463061, sburnett@swindon.gov.uk.

Update on progress on Pledge 18, Apprenticeships, Pledge 19, Higher Education and the Post 16 Review

Growing the Economy Overview and Scrutiny Committee

Date: 1st February 2017

3.14

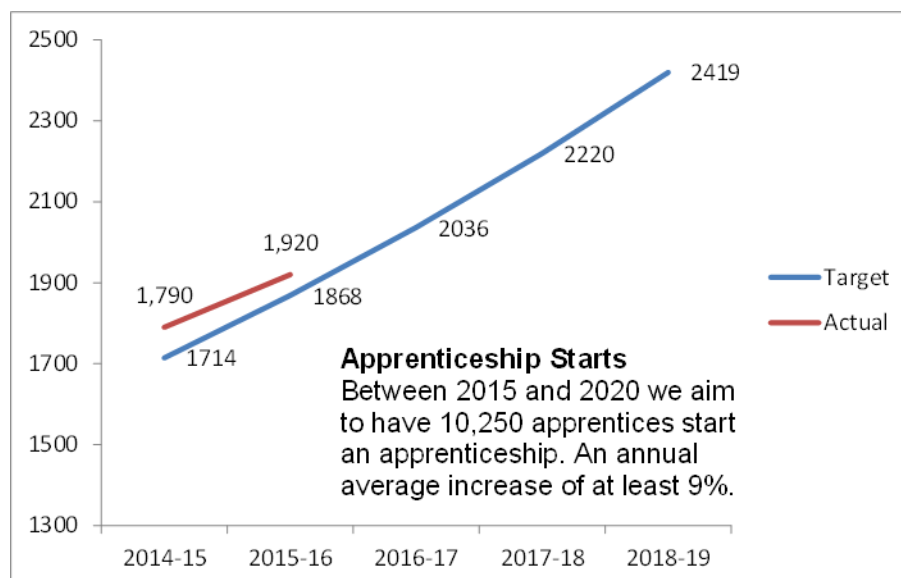


Table 1, Apprenticeship starts 2014-2020

3.15 The Skills for Growth Sub Group are working on the Apprenticeship Growth Strategy. The group is chaired by Nationwide Building Society. Key activity to date has included the following:

3.15.1 Promoting apprenticeships as a key route to grow talent for businesses. Business breakfasts took place in April and September to raise the profile of Apprenticeships and the Apprenticeship levy and over 40 employers attended both events. We also held an Apprenticeship Awards Ceremony at the football club during Apprenticeship week in 2016.

3.15.2 Jobfest in February 2016 at STEAM attracted over 70 employers and 500 young people with one of the main objectives to promote apprenticeships.

3.15.3 Promoting Apprenticeships as a route for young people and ensuring these are up to date on the Swindon.gov website.

3.15.4 Promoting apprenticeships with schools. We have attended secondary school head teacher meetings and commissioned work to run sessions in schools to ensure young people are aware of apprenticeship opportunities.

Further information on the subject of this report can be obtained from Sally Burnett, Direct Dial Telephone Number 01793 463061, sburnett@swindon.gov.uk.

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Growing the Economy Overview and Scrutiny Committee

Date: 1st February 2017

There is now funding from the Skills Funding Agency (SFA) to support this work.

3.15.5 The Higher Futures Programme is leading on work on higher and degree apprenticeships with employers. Higher Futures is a SWLEP programme delivered jointly by Wiltshire Council and Swindon Borough Council to ensure businesses have the higher-level skills required.

3.15.6 Ensured that European Structural Investment Funding (ESIF) programmes are effectively set up locally to deliver the agreed outcomes. Programmes focus on raising aspirations, progression to employment and apprenticeships and reducing the number of young people not in education, employment and training (NEET).

3.16 Activity planned for the next 3 months:

3.16.1 Finalising the Apprenticeship Growth Plan and agreeing joint work across the SWLEP area. Funding through the LEP for a joint marketing campaign has been included in the plan. Other funding routes will also be explored.

3.16.2 Planning of Jobfest 2017 which will take place on 23 February. We are moving forward with a model of securing funding from employers to ensure the event is sustainable.

3.16.3 Further work with schools using SFA funding and ensuring apprenticeships are promoted to young people, staff and governors.

3.16.4 Reach more employers and ensuring that small and medium sized enterprises (SMEs) are able to access information and support through key intermediaries. Learn from work carried out in other areas to engage SMEs.

3.16.5 Ensure all Swindon partner events that aim to grow apprenticeships are co-ordinated into one overall plan including events run by colleges and training providers and the SFA.

Post 16 Review

3.17 Post 16 Area Reviews are part of the government's reform of post 16 education and training to ensure that further education colleges are financially viable, sustainable and efficient in order to deliver high quality technical and academic routes for young people which meet education and economic needs of the area. The reviews do not include sixth forms and training providers unless they choose to put themselves forward. Refer Appendix 2, Briefing Post 16 Area Review.

3.18 The review for our area covers Gloucestershire, Wiltshire and Swindon and we are in wave 4 (waves 1 to 3 have already taken place). The review started in

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Growing the Economy Overview and Scrutiny Committee

Date: 1st February 2017

September 2016 and the final meeting confirming the recommendations is due to take place in February 2017. The Head of Education is the Council's representative on the Steering Group. Council officers have provided additional reports and provided input to Steering Group meetings to discuss potential changes in infrastructure during the review period. The Steering Group meetings are confidential. Recommendations agreed by the Steering Group will be shared as soon as they are agreed and published.

3.19 The role of LEPs and Councils are clearly outlined in the guidance. Their role is to provide information on how well the current educational offer meets the needs of learners and employers in the area. SWLEP, Wiltshire Council and Swindon Borough Council commissioned a piece of work to collate the evidence required and set out a number of recommendations.

3.20 Appendix 3 is the summary paper for Wiltshire and Swindon prepared for the review. The key recommendations are as follows:

3.20.1 The need to reduce duplication in both academic and technical provision and ensure sustainability with the recommendation to merge Swindon College and New College. This approach will support the following:

- Enable long term financial viability of both colleges and a cost effective FE College offer in Swindon.
- Ensure one high quality FE college technical and academic offer.
- Enable strategic planning of one FE college offer which meets the needs of learners and employers in Swindon.
- Rationalise and address duplication of the curriculum and duplication of business functions such as HR, Marketing, Finance, and Facilities Management.
- Ensure that the curriculum arrangements outlined in the National Skills Plan can be delivered, including strong Apprenticeships delivery.
- Maximise resources and strengths of the two colleges focusing on a strong employer engagement model, innovation in curriculum design including Higher Education and high quality delivery to improve outcomes and progression.

3.20.2 To improve attainment in technical subjects, particularly at level 1 and 2 and to provide learning that adds value. At level 3, to ensure that learners are able to achieve good outcomes across all provision and progress to higher levels. To drive up English and Maths attainment pre 16 and by 19 to give learners the foundations for progression.

Further information on the subject of this report can be obtained from Sally Burnett, Direct Dial Telephone Number 01793 463061, sburnett@swindon.gov.uk.

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Growing the Economy Overview and Scrutiny Committee

Date: 1st February 2017

3.20.3 Improve attainment and raise aspirations of vulnerable young people including those with Special Educational Needs (SEN) and Care Leavers. SEN includes a wide range of needs including young people with Social Emotional and Mental Health Difficulties (SEMH).

3.20.4 To build up the numbers of employers and learners engaged in apprenticeships, particularly at higher levels as a route to providing the skills the economy needs. There is also mileage in providers working collaboratively to agree opportunities for specialisms, building on current strengths.

3.20.5 Ensure the provision offered is employer led and that employers play a leading role in shaping and contributing to the curriculum to meet future needs

3.20.6 There is scope for greater specialisation and we want to see clear progression pathways to higher education and employment, particularly in STEM subjects to provide the skills that employers need. There is a need to consider whether an Institute of Technology would support the shift to higher-level skills provision.

Council officers have provided additional reports and provided input to Steering Group meetings to discuss potential changes in infrastructure during the review period. Recommendations agreed by the Steering Group will be shared as soon as they are agreed and published.

4. Alternative Options

- 4.1 There are a range of alternative approaches that could be implemented; however the partnership sub groups have worked to outline the actions and approaches that will support the outcomes desired.

5. Implications, Diversity Impact Assessment and Risk Management

Financial and Procurement Implications

- 5.1 There are no direct financial implications from this report

Legal and Human Rights Implications

- 5.2 The Council is required to comply with the statutory provisions referred to in the report. All other legal and human rights implications have been considered in the preparation of this report.

Update on progress on Pledge 18, Apprenticeships, Pledge 19, Higher Education and the Post 16 Review

Growing the Economy Overview and Scrutiny Committee

Date: 1st February 2017

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

- 5.3 The actions set out in this report will potentially increase the cohesiveness and capacity of the community, as its main objective is to enable more residents to access Apprenticeships and University level qualifications. This will increase their capacity to contribute to Swindon's economy and to better meet their employment needs.

Diversity Impact Assessment

- 5.4 A Diversity Impact Assessment has been produced to support the Skills and Employment Strategy and is available from the author on request.

Risk Management

- 5.5 A risk assessment has been completed for the Skills and Employment Strategy. Two risks to be highlighted are:
- 5.5.1 Funding to develop University level provision in Swindon is not available.
- 5.5.2 Raising aspirations of young people takes time and we are not able to increase the number of young people choosing Higher Education routes in the short term.
- 5.5.3 Small and medium sized employers who make up over 80% of businesses in Swindon do not engage in taking on apprentices.

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 The Swindon Draft Skills and Employment Strategy 2017-2020
- 8.2 Briefing – Post 16 Area Review updated January 2017.
- 8.3 The summary recommendations of the Post 16 Area Review.

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

Growing the Economy Overview and Scrutiny Committee

Date: 1 February 2017

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 objectives and actions, and to make suggestions in respect of SMART outcomes:

3. Detail

Swindon's Economic Strategy

- 3.1 Members are referred to the [June](#) and [September](#) committee papers for the update and progress report on the Swindon Economic Strategy 2013 which set out the work programme.
- 3.2 Swindon's Economic Strategy Vision reads:
- 3.3 *"By 2036, Swindon will be the UK's most innovative, productive, fastest-growing city, and will grow sustainably by upskilling our workforce to enable our businesses to compete, whilst enhancing residents' quality of life."*
- 3.4 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. This will become more important as the authority becomes more dependent on business rates as a form of income.
- 3.5 The four key themes associated with the Economic Strategy are Business Growth, Land and Infrastructure, Town Centre Regeneration and Education and Skills. The associated aims are:-
- 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

For more information on this report, contact TGodfrey@swindon.gov.uk

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

Growing the Economy Overview and Scrutiny Committee

Date: 1 February 2017

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- 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
 - To create a fast growth high value economy by improving education outcomes and upskilling our residents to enable our businesses to grow and compete
 - 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
- 3.6 Whilst not an explicit 'theme', one of our cross-cutting objectives is to make Swindon a more inclusive place, with reduced worklessness and associated improving health and well-being outcomes.
- 3.7 The strengths, weaknesses, opportunities and threats provide a summary of the comprehensive evidence base that is being developed through the Joint Strategic Needs Assessment (JSNA) for each theme (see Appendix A). The evidence base will be taken through the rigour of the JSNA process over the next few weeks with an aim of publishing in the spring 2017.
- 3.8 The draft aims, objectives and actions are set out in Appendix B. We are asking for the Committee to consider, and put forward outcomes that are SMART: Specific, Measurable, Achievable, Realistic and Time-bound. When making recommendations on outcomes, Members should also consider the outcomes and indicators that the council are already committed to. Appendix C summarises the associated outcomes for the corporate dashboard pledges and goals.
- 3.9 Following this Committee meeting, suggested outcomes will be considered by officers when developing the Economic Strategy in consultation with the cabinet member for Economy.
- 3.10 The following consultation programme is proposed:

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

Growing the Economy Overview and Scrutiny Committee

Date: 1 February 2017

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
Public consultation	March 2017 – April 2017
Final draft	May 2017
Sign off by members and publish	June 2017

4. Engagement Plan

- 4.1 Cabinet members for Economy, Planning and Highways have been briefed throughout the programme. Businesses were engaged throughout the production of the Economic Strategy (2012-26) and, as a result, officers will engage the business community in a light touch way.
- 4.2 Officers are consulting businesses in the following way:-
1. We presented the Economic Strategy Vision, Aims and Objectives at an INFLUENCE meeting in October 2016 and captured feedback from twenty of our largest businesses.
 2. We plan to present at the launch of the 'Switch onto Swindon' campaign on 24 January 2017, where it is expected that over two hundred businesses will be represented.
 3. We will hold a workshop for business-support providers in February 2017 to explore how we can work together to grow the economy, strengthen and diversify the business base and create high value jobs; as well as increasing the number of business start-ups and improving survival rates.
- 4.3 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 initial meetings with Department for Business Energy and Industrial Strategy (BEIS), the Department for International Trade (DIT) and Homes and Communities Agency.

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

Growing the Economy Overview and Scrutiny Committee

Date: 1 February 2017

5. Public Consultation

- 5.1 The engagement plan schedules a full public consultation on the draft Economic Strategy from March to May 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.
- 5.2 When we consult, it is important that we engage in a way that encourages the fullest possible participation from all members of society and does not discriminate against any of our population, particularly those protected characteristics. We will develop an online consultation pack and encourage businesses and residents to review and feedback and to get in touch with us using printed and social media. However and we will also hold face to face consultation sessions in community venues such as the libraries. We will promote the consultation using our community action groups such as the Equality and Access Group, Older people's networks and Inter-Faith forum.

6. Implications, Diversity Impact Assessment and Risk Management

Financial and Procurement Implications

- 6.1 The report does not include any direct implications.

Legal and Human Rights Implications

- 6.2 The report does not include any direct implications.

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

- 6.3 The report does not include any direct implications.

Diversity Impact Assessment

- 6.4 A diversity impact assessment will be carried out to ensure that we do not discriminate against any of our protected characteristics and encourage full participation in the consultation on the Economic Strategy.

Risk Management

- 6.5 The evidence base underpinning the Economic Strategy has been subject to the rigour of the JSNA process; and is compatible with the economic evidence base underpinning the Swindon and Wiltshire Local Enterprise Partnership's Strategic Economic Plan. The Economic Strategy has been developed in partnership with the business community, with significant input from the Cabinet Member for

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

Growing the Economy Overview and Scrutiny Committee

Date: 1 February 2017

Economy and from Overview and Scrutiny Committee. It will also go through Cabinet and full Council.

7. Consultees

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

8. Background Papers

- 8.1 Swindon's Economic Strategy 2012-2026 – available on request.
- 8.2 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: 1 February 2017

9. Appendix A - Strengths, Weaknesses, Opportunities and Threats for each theme

Business and Enterprise SWOT:	
Strengths	Weaknesses
<p>Dominance of larger, 'HQ' businesses</p> <p>UK's highest concentration of foreign owned enterprises</p> <p>Diversified economy, dominated by private companies (low reliance on public sector)</p> <p>Innovative economy (high employment in 'knowledge intensive businesses')</p> <p>Innovative financing of energy generation</p>	<p>Low number of businesses per head of population</p> <p>Volatile employment – high level of exposure to global recessions</p> <p>Low business birth rate</p> <p>Business survival rates poor (beyond year 3); made worse because of low business base</p> <p>Lack of co-ordination of inward investment and business support infrastructure</p>
Opportunities	Threats
<p>Recent growth in Swindon's business base -</p> <p>Fast growth sectors include: banking and professional services, business administration and HQs, scientific and technical (pharmaceuticals), digital economy</p> <p>Presence of Innovate UK, Research Councils UK, Hospital Trust with growth aspirations</p> <p>Recent investment in business start-up / incubator facilities</p> <p>Recognised international brands which provides a draw for other companies</p> <p>Council's property investment programme supporting business growth</p> <p>Capitalise on employment growth plans of existing businesses and provide recruitment solutions that could be targeted to address worklessness</p> <p>Hydrogen hub in Swindon seen as a hub for the early adoption of hydrogen technology</p>	<p>Employment in the manufacturing sector, nationally is in decline (due to automation and off-shoring)</p> <p>Shortage of high quality employment land and 'freehold' options</p> <p>Need for 'grow on' space for expanding businesses</p> <p>A high proportion of existing industrial stock needs investment / regeneration</p> <p>Businesses report difficulties in recruiting and retaining staff due to poor town centre offer, and wage inflation in Swindon (twice national average) suggests employers are having to increase salaries to attract high calibre staff</p> <p>Risks associated with Brexit significant (strong manufacturing base, high concentration of foreign owned businesses, high dependence on exports)</p> <p>Uncertainty of future funding for business support, both locally and nationally</p>

Land and Infrastructure SWOT:	
Strengths	Weaknesses
<p>Easy access to strategic road [M4 / A419] and rail networks</p> <p>Frequent rail services to London, Bristol and South Wales</p> <p>Good level of car parking within the town centre</p> <p>Strong commercial bus network within the town</p> <p>Compared to nearby authorities, Swindon has the largest stock of offices; factories and warehouses</p> <p>Council's innovative planning framework (e.g. use of LDOs) to encourage businesses to consider</p>	<p>North south links are weaker, with poorer connectivity and transport links. There is no direct rail connection to Oxford</p> <p>Peak period traffic congestion on major routes</p> <p>Poor connectivity on some corridors [North East to Oxford, South to Dorset / Hampshire]</p> <p>Employment areas (on 50 sites) around town makes public transport planning challenging</p> <p>The last significant office development was in 2009</p> <p>A lower than average number of properties with superfast broadband access compared with the national average.</p>
Opportunities	Threats
<p>Electrification and new trains on GW mainline – quicker and more frequent rail services to London and South Wales</p> <p>Western Rail Link to Heathrow – improved access to international gateway</p> <p>Rail service options linked to CrossRail, East-West Rail, and Swindon – Gloucester</p> <p>Improved highway network capacity arising from current investment programme</p> <p>Better bus services – Rapid Transit and Bus Exchange</p> <p>Evolving technology in transport – vehicles, information and management systems</p> <p>Demand for office space is rising and rents have risen to £18psf (still significantly less than other southern cities)</p> <p>Industrial space has decreased during recent years BUT demand is strong</p> <p>Need to reallocate new strategic employment sites</p> <p>Council exploring options for heat networks on large new urban developments</p>	<p>Housing growth, combined with increased resident out-commuting; and in-commuting (for highest skilled jobs) are increasing congestion on road network</p> <p>Skills shortage to deliver new infrastructure [Hinkley C / HS2 / Heathrow demand]</p> <p>Capacity constraints on GW Mainline</p> <p>Lack of resource funding for sustainable travel initiatives, asset management or ITS systems</p> <p>Lack of funding to maintain the transport network</p> <p>Lack of funding to invest in car parks</p> <p>Lack of employment sites for larger inquiries (100,000 sq ft+), and freehold options in particular</p>

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

Growing the Economy Overview and Scrutiny Committee

Date: 1 February 2017

Education and Skills SWOT:

Strengths	Weaknesses
<ul style="list-style-type: none"> Rapid population growth over past 4 decades– earns us a reputation as one of the UK's fast growth cities "Full Employment" rate and low unemployment levels Forecast suggests steady employment growth Diversified economy, strong private sector employment base with sector strengths in advanced engineering, financial services, science & technology, digital Apprenticeship volumes are increasing NEET/Participation outcomes for 16/17 year olds above national average and improved transition in 2016 Strong Skills and Employment Partnership with key stakeholders including employers 	<p>National concerns raised by OFSTED about Swindon schools (November 2016)</p> <p>Percentage of residents with higher level skills below average and they are less likely to be in professional and managerial roles</p> <p>Educational outcomes at 16 and by 19 are rising but are below average</p> <p>Low levels of progression to HE amongst young people and the percentage studying at level 3 (A level or equivalent) progressing is well below national average</p> <p>Swindon imports 4,000 graduates to meet business need</p> <p>Unemployment in our most deprived wards is high (Penhill, Parks, Walcot)</p> <p>Evidence of low aspirations and preference for work rather than education</p> <p>No University in the LEP area with a comprehensive HE offer.</p>
Opportunities	Threats
<p>Planned 'high quality' housing growth to attract residents with higher level skills</p> <p>Skills – number one priority in the LEP Strategic Economic Plan</p> <p>Skills focus for LGF3 Funding</p> <p>Post 16 Review – opportunities for LA/LEP to work strategically with providers.</p> <p>ESIF funding and Higher Futures Programme – to address workforce skills gaps and higher level skills</p> <p>Significant HE funding to raise aspirations and improve progression to HE</p> <p>HE Strategy – strong partnership and high levels of funding to work with 14-19 year olds on raising aspirations</p> <p>National Skills Plan and Apprenticeships levy – improve technical pathways. Work route to high level skills popular.</p> <p>Swindon Challenge – approach to improving educational attainment</p>	<p>Forecast strong demand for higher level (graduate) skills over the next ten years</p> <p>Impact on below average educational outcomes</p> <p>Perception of Swindon as a place to work and live to attract skilled workforce.</p> <p>Perception of Swindon's educational provision</p> <p>Impact of workforce skills on competitiveness and on inward investment</p> <p>Raising aspirations – require significant intervention over a long period.</p>

Town Centre SWOT:

Strengths	Weaknesses
<p>Affluent demographic catchment – Wiltshire, Cotswolds, Oxfordshire</p> <p>Large town centre with good representation from national multiples</p>	<p>Competition from out of town retail centres</p>
<p>Total expenditure in the town centre increased by 25% between 2009 and 2016, faster than the rate of inflation</p>	<p>Poor perception of Swindon town centre, particularly by employees of our larger business</p>
<p>Strong 'heritage' offer: railways engineering, Railway Village Outlet Centre, good health & leisure facilities</p>	<p>Need to improve the retail 'food and beverage' offer in the town centre and the evening economy, and particularly the cultural offer</p>
<p>Footfall has been increasing over the last two years, due partly to a strong events programme. INSWINDON BID Co. provide additional resources targeted at improvements to the town centre</p>	<p>Retail vacancy rate is higher than UK average, and concentrated level of vacancies in Fleet Street / Bridge Street area</p>
<p>Competitively priced office space compared with neighbouring areas along the M4 corridor (Bristol, Reading)</p>	<p>Loss of office stock in recent years due to permitted development rights resulting in urgent need to expand supply</p>
Opportunities	Threats
<p>Improve heritage and linkages to Old Town and Outlet Centre to encourage more spend through linked trips</p>	<p>Ongoing threats from internet shopping, out of town centre developments</p>
<p>Retail and leisure needs assessment identified scope to improve the retail offer through quantitative and qualitative measures e.g. increasing independent retail and leisure businesses</p>	<p>Road congestion and circulating traffic around town centre</p>
<p>Town centre masterplan 5-year delivery plan focuses investment in railway quarter and improvements to Bristol Street Tunnel to attract office occupiers to Kimmerfields. This will increase daytime population to the benefit of retail and leisure businesses in the Town Centre.</p>	<p>Diminished stock of high quality office space in town centre</p> <p>Image, perception safety/security – lack of attractive shops / cafés</p> <p>'Clone' town</p>

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

Growing the Economy Overview and Scrutiny Committee

Date: 1 February 2017

Appendix B – Worklessness in most deprived wards

Table B.1 shows worklessness in our most deprived wards. In Swindon, worklessness varies from 23.5% in Penhill to 2% in Ridgeway. There are over 3,500 people out of work in our top 4 wards. This gives very powerful rationale for focussed policy intervention with the aim of reducing worklessness in these wards. Growing up in a workless household will affect future and lifetime poverty, according to a recent study from the ONS.¹

Table B.1 Worklessness by ward

Ward	Nos	%
Gorse Hill and Pinehurst	880	14.3
Parks	1125	19.2
Penhill	825	23.5
Walcot	650	14.5

Source: DWP Benefit Claimants Working Age Client Group, May 2015

While worklessness rates will inevitably rise and fall over time depending on overall economic conditions, it should be noted that the top 4 wards in Swindon with the highest levels of worklessness have remained the worst performing areas in the borough over the past decade (see table B.2). This provides us with compelling evidence for active labour market intervention. These wards also suffer from the most extreme deprivation across all indices (health, income, social mobility); evidence suggests that tackling worklessness should have a direct bearing on all of these issues

Table B.2: Wards with highest proportion of benefit claimants in SWLEP area, May 2005 and 2015

¹ <http://visual.ons.gov.uk/how-do-childhood-circumstances-affect-your-chances-of-poverty-as-an-adult/>

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

Growing the Economy Overview and Scrutiny Committee

Date: 1 February 2017

	Rate May 2005	Rank		Rate May 2015	Rank
Penhill	26.6%	1	Penhill	23.5%	1
Parks	22.8%	2	Parks	19.2%	2
Walcot	17.9%	3	Walcot	14.5%	3
Gorse Hill and Pinehurst	14.3%	4	Gorse Hill and Pinehurst	14.3%	4
Central	11.8%	5	Toothill and Westlea	10.4%	5

Source: DWP Benefit Claimants Working Age Client Group, May 2015

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

Growing the Economy Overview and Scrutiny Committee

Date: 1 February 2017

Appendix C - draft aims, objectives and actions for each theme

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

Growing the Economy Overview and Scrutiny Committee

Date: 1 February 2017

Appendix D – existing corporate dashboard indicators for goals and pledges

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

Growing the Economy Overview and Scrutiny Committee

Date: 1 February 2017

Appendix E – INSWINDON BID Co. Outcomes (2012-17) and Business Plan for 2017 – 22

The INSWINDON Bid Co. has just ended its second term, and is in the middle of a reballot. If the majority of businesses in the town centre vote in to renew the Bid Co., then they will enter their third term based on the business plan

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>	
Increase the number of business start-ups and improve survival rates	<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>	
Support innovation and knowledge based growth	<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>	

Pledges and Goals

Pledge	Dashboard Goal	Board Sponsor	Cabinet
1. Deliver the Government standard Superfast Broadband coverage to all commercial and domestic premises in the Borough by 2017.	Increase the percentage of premises that have access to superfast broadband to 95% by September 2016.	Jan Willis	Cllr Toby Elliott
2. Construct solar arrays on Council-owned land at Common Farm, Chapel Farm and a solar noise barrier along roads including the M4 at Wichelstowe.	Construct solar arrays on Council-owned land at Common Farm, Chapel Farm and a solar noise barrier along roads including the M4 at Wichelstowe.	Andy Evans	Cllr Toby Elliott
	a) To deliver the local low carbon electricity target of 200MWe by 2020. b) Generate additional income from business rates as a result of meeting the low carbon target.		
3. Demolish the obsolete Carlton Street and Wyvern car parks and use the space for regeneration.	Demolish the obsolete Carlton Street and Wyvern car parks and use the space for regeneration.	Andy Evans	Cllr Garry Perkins
4. Make the case to Government to invest in a Thamesdown Drive extension and surrounding road improvements.	Make the case to Government to invest in a Thamesdown Drive extension and surrounding road improvements.	Andy Evans	Cllr David Renard
5. Replace the current Health Centre in the town centre with a new and improved facility	Replace the current Health Centre in the town centre with a new and improved facility	Andy Evans	Cllr Garry Perkins
6. Establish effective and appealing pedestrian links from the Town Centre to North Star and enhance Wellington Street as a prime thoroughfare for the town.	Establish effective and appealing pedestrian links from the Town Centre to North Star and enhance Wellington Street as a prime thoroughfare for the town.	Andy Evans	Cllr Garry Perkins
7. As part of the town's regeneration: a. Re-develop the former Aspen House site / Granville Street	As part of the town's regeneration: Re-develop the former Aspen House site / Granville Street area, to extend on the successful Regent Circus development.	Andy Evans	Cllr Garry Perkins

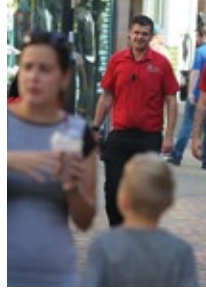
Pledge	Dashboard Goal	Board Sponsor	Cabinet
<p>area, to extend on the successful Regent Circus development.</p> <p>b. Make Havelock Square an attractive, safe open space to complement local shops</p>	Make Havelock Square an attractive, safe open space to complement local shops		
8. Replace the current bus station with a new and modern facility.	Replace the current bus station with a new and modern facility.	Andy Evans	Cllr Garry Perkins
9. Improve the town centre road network to pave the way for the Kimmerfields development.	Improve the town centre road network to pave the way for the Kimmerfields development.	Bernie Brannan	Cllr Garry Perkins
10. Improve highway linkages to the Eastern Villages, particularly around the White Hart roundabout.	Improve highway linkages to the Eastern Villages, particularly around the White Hart roundabout.	Bernie Brannan	Cllr David Renard
	To maintain the average vehicle speed and average journey time during the weekday morning peak on locally managed 'A' roads at its current level until December 2019.	Bernie Brannan	Cllr David Renard
11. With Barratt Homes we will build up to 3,500 homes in Wichelstowe including the development of a district centre.	With Barratt Homes we will build up to 3,500 homes in Wichelstowe including the development of a district centre.	Andy Evans	Cllr Toby Elliott
12. Improve the reputation and image of Swindon to attract inward investment.	To continue to increase Gross Value Added per worker annually relative to	Andy Evans	Cllr Garry Perkins
	Increase the employment rate in Swindon to be in line with the South West average		
	Increase the net number of new jobs in Swindon by a further 19,600 by 2026		

Pledge	Dashboard Goal	Board Sponsor	Cabinet
	Increase the total rateable value of businesses in Swindon.		
13. Improve educational attainment, in particular at ages 16-19 so we are above the average in England within five years.	Increase the percentage of young people achieving 5 GCSEs at grades A*-C (including English & Maths) to at least the national average by August 2021	Karen Reeve	Cllr Fionuala Foley
	Increase the percentage of young people aged 19 who are qualified to level 3 or above to at least the national average by August 2021. Attainment at level 3 equates to achievement of 2 or more A levels or equivalent qualification.		
	Increase the percentage of Swindon primary schools graded good or outstanding to at the least the national average by March 2021		
	Increase the percentage of Swindon secondary schools graded good or outstanding to at the least the national average by March 2021		
	Increase the percentage of Swindon special schools graded good or outstanding to at the least the national average by March 2021		
	To ensure that the level of fixed		
14. Increase the number of businesses employing young people as an apprentice from 15% to 20% (an additional 280).	Increase the number of businesses employing young people as an apprentice from 15% to 20% by 2018 (an additional 280).	Andy Evans	Cllr Garry Perkins
15. Secure a range of options to access Higher Education in Swindon.	Secure a range of options to access Higher Education in Swindon.	Andy Evans	Cllr Garry Perkins
16. Secure a new Museum and Art Gallery that can showcase the high quality art and exhibits that we possess.	Secure a new Museum and Art Gallery that can showcase the high quality art and exhibits that we possess.	Andy Evans	Cllr Garry Perkins
17. Support the development of the	Support the development of the new	Andy Evans	Cllr Garry
18. Long term To: Secure a sustainable future for the Mechanics Institute and Support the redevelopment of the Corn Exchange	Long term To: Secure a sustainable future for the Mechanics Institute and Support the redevelopment of the Corn Exchange	Andy Evans	Cllr Garry Perkins

Pledge	Dashboard Goal	Board Sponsor	Cabinet

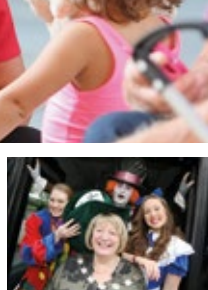
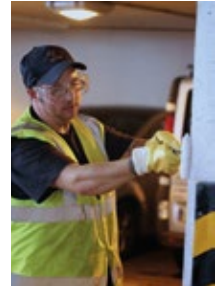
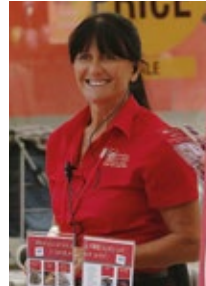
Goals which are not pledges

Priority	Dashboard Goal	Board Sponsor	Cabinet Member
1. Improve infrastructure and housing to support a growing, low carbon economy	Measuring the number of new houses completed by March 2026 in other housing projects.	Andy Evans	Cllr Toby Elliott
	Measuring the number of new houses where planning consent has been given	Andy Evans	Cllr Toby Elliott
	Improving the quality of existing housing stock.	Bernie Brannan	Cllr Oliver Donachie
	Improving the quality of private rented housing stock	Bernie Brannan	Cllr Oliver Donachie
	Create a Swindon Borough Council carbon management plan by 2017 including focused targets aimed at reducing the carbon emissions from council activities.	Bernie Brannan	Cllr David Renard



**BUILDING ON
SUCCESS
VOTE YES**

Swindon 3rd BID Renewal
2017-2022



in Swindon

Business Improvement District



Contents

03	Message from the BID Chairman
04	Our vision
05	Building on success
06	The last 5 years
08	Shaping the future
10	Creating a buzz
12	Looking our best
14	Keeping you safe
16	Standing strong
17	BID performance & measurement
18	The BID levy
19	Finances
20	The BID area
21	The BID ballot
22	Ballot rules
23	Message from the BID Manager



Vote Yes | 4th January 2017 – 1st February 2017

LET’S BUILD ON SUCCESS

A message from the BID Chairman

It’s an exciting time for your business and the town centre. This is your opportunity to keep making the area a great place to live, work, shop and socialise.

The Business Plan for inSwindon’s third term has been shaped by you; our levy paying businesses. The Business Improvement District (BID) team has been consulting with businesses and this plan reflects your priorities and your ideas.

Over our past 10-year track record, inSwindon has been a major contributor to the success of the town centre and we need your vote to build on our legacy of delivering innovative projects.

When you vote yes in the ballot, you’ll gain another five additional years of the BID.

You’ll benefit from a town centre that attracts more visitors, safeguards everyone and always strives to look its best. Your cross in the box will bring you more of our valuable services, such as promotions, events, the Street Team, cleaning, maintenance, social media, and business support. In short, everything you need to do better business.

I hope that you take the time to consider the new and existing projects that the business community has suggested for the next 5 years. I believe that inSwindon are uniquely placed to continue to help shape a town centre, that everyone can be proud of.

Let’s make it happen!

Ian Larrard,
Board Chairman





Our vision

“To create a vibrant BID area, we can all be proud of, where businesses prosper, our communities thrive and visitors value the Swindon town centre as a destination of choice.”

inSwindon Team



Di Powell
BID Manager



Rachael Youd
Business Development Manager



Anthony Purcell
Marketing Co-ordinator



Sarah Clarke
Administrator



Grant Hesketh
Street Team Supervisor



Di Bond
Street Team



Emma Gill
Street Team

inSwindon Board of Directors



Ian Larrad
Board Chairman
Business West



Nigel Moorcroft
Board Vice Chairman
Great Western Cameras



Mark Holmes
Board Finance Lead
Arthur J. Gallagher



Councillor Garry Perkins
Swindon Borough Council



Angela Overton-Benge
Town Centre Chaplaincy



Kevin Gwilliam
The Brunel Shopping Centre



Steve Bizley
The Parade/Regent Circus



Sam Butler
Holiday Inn Express Swindon City Centre



Deborah Heenan
Forward Swindon Ltd

The Board meet on a bi-monthly basis, giving up their time freely to review budgets and performance with operational sub-groups. Chaired by a Director covering specific themes, projects and delivery.

Building on ten years of success

Who are we?

We are a democratically elected, business-led organisation which was formed to improve a defined commercial area in Swindon town centre.

First established in 2007, we were one of the earliest BID's to set up and we were successfully renewed in 2012. Led by businesses, we represent 478 hereditaments and since 2007 we have invested more than £5m in Swindon town centre.

We recognise how important working in partnership is to being effective and achieving results. We work in close partnership with various organisations including Swindon Borough Council, Wiltshire Police and Swindon & Wiltshire Local Enterprise Partnership (SWLEP) to shape the town centre.

We are entirely independent, funded by our BID business levy payers and provide 'additionality' to services, not substitution. We drive forward the BID's Business Plan and answer to the BID Board.



WHY VOTE YES?



- ☒ Over £2.7 million (over 5 years) of investment for Swindon Town Centre
- ☒ An exciting Events Programme
- ☒ Car parking promotions for visitors and staff in the town centre
- ☒ 478 business having one powerful voice for a greater say
- ☒ A more attractive town centre with increased footfall
- ☒ A coordinated marketing strategy for the town centre
- ☒ Reduced business costs through group purchasing initiatives
- ☒ Subsidised radio link membership
- ☒ Town Centre performance measurement
- ☒ A safe and welcoming town centre from BID Ambassadors
- ☒ Co-ordinated town centre management
- ☒ Business networking, intelligence sharing a collective voice for the town centre



The last 5 year's summary

Our achievements in the last five years

Attracting crowds. Safeguarding shoppers. Exciting visitors. inSwindon has achieved a lot over the last five years. Over the last five years we spent over £2.5m of your BID Levy revenue on four key business strands: Better Promoted, Clean & Well Maintained, Safe & Friendly and Business Support.

Here are just some of the many ways we helped create the right environment for businesses to thrive.

Better Promoted:

You told us Swindon town centre did not do as much as it could to promote itself to compete with neighbouring towns and that you wanted to see a consistent approach towards events.

We delivered:

- The world's in love with the internet, so we improved our online presence. In 2016, we made www.swindontowncentre.co.uk mobile-friendly, increasing visits by 25%. Over 200,000 people a year now visit to find out more about the town centre.
- Events attract visitors. That's why we've run over 50 in our second term, bringing over 70,000 people to the town centre. Highlights include St. George's Day Celebrations, Easter Eggstravaganza, the Annual Chilli Fiesta and working collaboratively with The Brunel and The Parade shopping centres.

- All our wishes came true when five annual Christmas lights events attracted over 50,000 visitors to see celebrities in the town centre such as Nicole Scherzinger, Jahmene, Union J and Ashleigh and Pudsey.
- Read all about it. More than 40,000 people receive news in print and online about the town centre and its businesses through our quarterly supplement, inSwindon Advertiser.
- Marketing is all about spreading the word. We have secured more than £100K of free promotion in newspapers, magazines, and on the radio, due to inSwindon distributing over 200 press releases in the last five years.
- It pays to tap into the world of social media. Town centre businesses have promoted themselves to over 10,000 social media followers through Facebook, Twitter and LinkedIn.

Safe & Friendly:

You said you wanted the town centre to be a safe and welcoming place to attract more investors, shoppers, residents and employees.

We delivered:

- Relaxed visitors are happy customers. Our Street Team Ambassadors have assisted over 72,000 visitors to the town centre, offering helpful advice, dealing with missing persons and providing a warm welcome.
- Our Street Team Ambassadors work closely with Wiltshire Police to reduce crime levels through the BID's Daysafe, Nightsafe and Pubwatch schemes. The team's supervisor won the Chief Constable Award in 2015, in recognition of this valuable work.

- Radio link with members reaps benefits. The BID run the script radio scheme and currently has 101 active members. The BID subsidises the cost per radio and members pay just £1.44 per week as opposed to £5.77 per week. This represents a cost saving of £22,741 annually to members.
- A successful town centre makes everyone feel welcome. By working closely in partnership with the council and police, street drinking, begging and rough sleeping has been reduced significantly.
- Keeping a keen eye on crime is essential. To better detect criminality, we bought and installed two new CCTV cameras in September 2016. We share the cost of the town centre's CCTV monitoring with the police and council.



Clean and Well Maintained:

You told us Swindon town centre needs to be a clean, tidy and attractive place for its visitors and people who work in the town.

We delivered:

- A good plan is worth sticking to. In 2015, we invested in a GumBuster machine to remove chewing gum from the town centre's pedestrian area. To date, over 20,000 pieces of gum have been removed.
- Lighting up the town. The BID continue to entirely fund the annual Christmas lights display which included over 50 brand new motifs extending to Regent Circus, Faringdon Road and Trees along Canal Walk.

- Keeping the Streets Clean. The Street Team Ambassadors logged over 4,000 cleaning and highways reports with Swindon Borough Council through the BID's data reporting system. They monitor all the issues reported to ensure they were carried out in line with SBC's baseline agreement deadlines.
- Looking through a virtual window. The BID worked in partnership with Swindon Borough Council to obtain funding to transform four vacant units into virtual shop fronts through window dressing.

Business Support

You told us you wanted to know what's happening in the town centre so that you can plan activities more effectively. You wanted to be part of a definite business community that works together to achieve results.

We delivered:

- One powerful voice speaks volumes. The BID attended over 200 meetings, including Influence and Public Realm Task Group, to discuss town centre regeneration, investment and opportunities on behalf of its BID members.
- Communication is key. The BID produced 40 newsletters and 20 BID & Breakfast networking events to keep members up-to-date with BID activities and town centre issues. The BID team also carried out over 5,000 business visits with members to discuss business opportunities.

- It's a great feeling getting a good deal. With over 10,000 subscribers and 100 businesses taking part, our free town centre Loyalty Card is one of most successful schemes of its kind in the UK.
- Shoppers look for bargains, and companies want great deals too. Town centre businesses saved 20% to 45% on their annual utility bills through group buying power.
- The best things in life are free. In October 2015, our successful partnership with the council, saw free parking after 3pm in two of our main car parks. This was part of our Shoptober campaign in which shops opened until 8pm every Thursday.
- It's good knowing we're on the right track. Following a detailed audit, we received British BIDs' accreditation in September 2016 and in June 2016 the BID joined the Business in the Community's Healthy High Street programme.





Shaping the future – your say

The BID Consultation Process

In order to deliver a business plan that truly reflects the voice of Swindon town centre businesses it was imperative that the BID undertake a thorough consultation process.

Multiple methods were used to ensure that a broad range of stakeholders were spoken to (see below).

The feedback obtained by the BID helped to evaluate all aspects of its service delivery and provided recommendations on how performance and impact could be improved and maximised. Furthermore the BID sought to uncover what programmes and services businesses would like to see over the next five years in Term 3.

Proposed programme areas for 2017-2022:

- A Better promoted town centre
- A Cleaner and more attractive town centre
- A Safer and friendlier town centre
- A support network for businesses in the town centre

Page 47

2016

JAN – APRIL

Street Team visits

Our Street Team carried out 422 business visits to discuss the BID service delivery.

MAY

Rating our services

Our Street Team Ambassadors visited business to rate the BID services they consider to be important – 87 responded.

JUNE

Shaping the plan

The BID manager met our top 25 levy payers to understand what they would like to see in our new business plan.

AUGUST

Focusing on issues

To establish the main issues and suggestions for improvements, we held face-to-face interviews with 140 businesses in the BID area.

SEPTEMBER

Surveying our businesses

Focusing on the main issues, we digitally surveyed 380 members in the retail, leisure, night-time economy and professional service sectors.

OCTOBER

Last-minute opportunity

To give members a last-minute opportunity to comment on our business plan, we invited businesses to visit us during an open afternoon.



73%

of you said that the Street Team were vital to the success of the town centre

82%

of your said that the continuation of CCTV monitoring was important to the town centre

93%

of you said the Christmas lights switch on was important to increase footfall

71%

of you said you would like to see your BID Levy spent on improving the appearance of the town centre

“inSwindon BID provides value for money to small businesses.”

Vince Ayris
Vince Ayris Ltd



Creating a buzz

A better promoted town centre

More visitors means more revenue. To attract shoppers and increase the time and money they spend in the town centre, we will invest £936,500 in marketing, promotions and events. These are our plans to draw more crowds and raise the town centre's profile over the next five years.

Staging Big Events

Our regular events attract visitors from across Swindon, nearby towns and villages. We will run at least five major events a year, equating to one per season. These events include Easter Extravaganza, St George's Day, film themed events eg Pirates of the Caribbean and the annual Chilli Festival.

Our main showcase will still be the Christmas Event, which includes festive decorations, celebrity acts, festival of light parade and Christmas Markets.

We're planning much more in the next five years. We will fund memorable and measurable events in the town centre and work closely with stakeholders, including The Brunel and The Parade Shopping Centres and Regent Circus.

Raising our profile

To raise the profile of the town centre and its benefits, we will run impactful promotional campaigns through local newspapers, magazines and radio stations. The campaigns will follow a consistent and planned approach to maximise results during the five years.

Never too late

The BID will also help to facilitate late night shopping provided this has been agreed with BID businesses. The aim would be to look at a year-round scheme supported by not only the BID but key stakeholders and offer parking and promotional incentives to shop, eat and drink later in the town centre.

Bringing in the Business

The BID will work in partnership with Swindon Borough Council to implement and support a new marketing project for attracting new businesses to Swindon town centre.

At the touch of a button

inSwindon have built and developed a town centre website that houses information such as news, special offers, event information, business directory, job vacancies and BID member information. The website will be continually updated. Funds will be invested in year 1 that will upgrade the functionality and speed at which consumers can navigate the website in a more user friendly way making it easier to access information on the go.

Sharing the Love

The BID's social media accounts on Facebook, Twitter, Instagram and LinkedIn will continue to be utilised. This new term for the BID will see more money invested into increasing the number of social media followers and advertising on Facebook which will be used to push town centre promotions and events. This is a proven cost effective and measurable advertising method. Members will continue to have the opportunity to promote themselves and their offers to 10,000+ followers free of charge.

Showing the way

Signage does more than guide visitors through the town centre. The easy navigation of a town centre strongly contributes to perception and experience for their visit to the area. The BID will undertake a signage review in partnership with Swindon Borough Council to improve the signage around the town.



50+

promotional activity events will be delivered in the next five years

OVER £100,000

of free promotion will be sourced through media channels via press releases

ONE MILLION

visitors to the town centre website in the next five years

"Having support from inSwindon social media has given our online presence and coverage a great boost, allowing us to reach and engage with new audiences."

Laura James
Marketing Manager,
Wyvern Theatre



Looking our best

A Clean and Well-presented town centre

A town centre's appearance is essential to its success. That's because an attractive place encourages more people to visit, stay and shop. Over the next five years, we will spend £201,500 on ensuring the town centre is clean and well presented, and measuring the results.

Cleaning the town centre

To ensure the local council operates its cleansing service to the highest standards, the BID will establish a measurement process. This will include setting up service level agreements with the council; and investing in an annual benchmarking program to measure cleanliness and compare effectiveness with other towns.

The inSwindon Team will also keep logging and reporting issues using digital technology, and checking progress until they are resolved.

Keeping it clean

To support Swindon Borough Council's maintenance programme, we will enhance and add additionality by appointing a part-time BID Caretaker.

Clearing away gum

We will maintain our comprehensive programme to remove gum from the town centre's pedestrian areas, using our GumBuster machine. The Caretake will perform this task to ensure that the schedule is led by BID levy members.

Lighting up the Town

The BID has improved Christmas lights for the last 10 years and has been a major investment in the town centre. The BID will seek new opportunities for Christmas lights in the new BID term with a view to increasing the number around the town extending into areas where currently there are no or few installations.

Filling vacant units

To inspire and attract retailers, we will work with key stakeholders to dress vacant units with inspiring shop fronts. We are sourcing funding and partnership opportunities with the local authority and Forward Swindon: a company that drives the town's economic growth and regeneration.

Brightening up the town

To bring some colour and life to town centres the BID will work with key stakeholders to source funding/sponsorship opportunities to provide floral displays in the town centre

Keeping the area tidy

To keep the town centre clean and improve its appearance, the BID will invest in replacing bins throughout the BID area. We will also review options for recycling.



60+

new litter bins will be installed in the BID area in year one of the new BID term

£191,500

will be spent on enhancing a clean and well-presented town centre in the next five years

100 THOUSAND

pieces of chewing gum will be removed from the town centre in the next 5 years

"The inSwindon Street Team work really hard to help to make the town centre a cleaner and more attractive place to be."

Roger Shaklees
Owner of Sewcraft,
located on Havelock Street

200 THOUSAND

visitors will be personally welcomed by the BID Street Team to the town centre over the next five years

PURPLE FLAG

status will be explored in the new BID term

RADIO MEMBERSHIP

will stay at just £1.44 per week for BID Members

"The streets are safer, litter free and patrolled regularly by the Street Team."

Liam Stack
General Manager,
The Savoy, JD Wetherspoon



Keeping you safe

A safe and friendly town centre



A town centre should be a welcoming place where everyone feels secure. Keeping it safe is good for customers and great for business. We want to ensure everyone can relax and enjoy themselves by investing £714,000 over the next five years. These are our plans.

Safety in numbers

The inSwindon Street Team are ambassadors for the town centre, playing a major role in securing the area and businesses. Our BID members know that if they have any issues they can contact the team and trust them to resolve it. In the next five years, the BID will continue to work in partnership with the Police and Swindon Borough Council to reduce street drinking, begging, rough sleeping, crime and theft.

To extend more support into our evening and night economy we will appoint an additional team member in the first year of our new BID term. The Street Team activity will continue to be monitored through the BID accountability Maestro system to ensure they are being effective in the right areas of the town centre.

- Provide a friendly welcome to visitors to the town centre
- Patrol the town centre, reporting, monitoring and reducing criminal activity
- Deliver radio training for all members of the DaySafe, Nightsafe and Pubwatch schemes, helping them use the system, report intelligence, and ensure personal safety
- Identify and solve issues by using mobile software to report incidents straightaway. This will create a 'heat map' of crime in different areas, enabling the team to work with partners to resolve problems
- Manage criminal intelligence using the DaySafe/Pubwatch intranet website
- First aid trained and often first response
- Support businesses every day, for example, assisting with preventing shoplifting, helping lost children, ensuring public safety and managing events
- Protect people by controlling vehicle access and monitoring potential hazards in the public realm.

Switching on to technology

The Street Team will continue to promote the Daysafe, Nightsafe and Pubwatch scheme to BID Members. Encouraging them to join the scheme so that we continue to build a bigger network and smarter intelligence in the town centre.

The BID will not be increasing the cost of the radio network scheme in the next 5 year term, keeping the cost at just £1.44 per week to BID members.

To ensure the town centre is kept safe, we will invest in further radio technology to ensure we stay abreast of sharing information and reporting issues efficiently.

Empowering your people

Through the DaySafe, Nightsafe and Pubwatch schemes, we will advise and train staff on identifying and dealing with issues, the service will include:

- Monthly meetings for members to attend, to discuss issues and share intelligence
- Twelve training sessions on loss prevention
- Quarterly measurements of operational activities, and 'heat mapping' incidents
- A crime intelligence measurement review highlighting effective ways to deal with issues, such as street drinking and antisocial behaviour.

Keeping a watchful eye

CCTV has a crucial role to play in preventing and detecting crime. We will maintain our joint investment with the local authority and police to monitor CCTV coverage in the town centre. Together, we will review the coverage annually to ensure the measures improve safety.

Purple Status

The BID will work with key stakeholders such as the Police and the Council to investigate Purple Flag status which is an accreditation scheme that recognises excellence in the management of town and city centres at night entertainment areas that achieve the standard will benefit from an improved night time environment and a reputation that offers 'a better night out' to visitors.

Getting home safely

The BID Company will jointly invest with the local authority to provide a Night BID Marshall to provide a safer and more friendly experience for the town centre night venue visitors and offer support to local venues



Standing strong

Supporting your business

inSwindon exists to support your business and boost trade. You can call on us for help with everything from saving you money and increasing footfall, to working with public bodies on your behalf. Over the next five years, we will invest £235,500 into reducing your costs and supporting your business.

Loyalty should be rewarded

These days, almost everyone has a smartphone. So we will invest in a new free app for mobile devices. The app will be home to the Town Centre Loyalty Card, making it easier for customer to access discounts and find out about new offers. It will also allow the BID to give measurable usage to its member. Additionally, the app will reduce the cost of printing and posting cards.

The Loyalty Card will continue to be used as a method to drive return business to the town centre through members offering special offers. The BID will work with members to increase the number of offers and increase the membership which currently stands at 10,000.

Cutting your bills

Good budgeting is a big part of running a business. So it's good to know we will save you time getting the best deals through a scheme that uses group-buying power to secure lower prices. We intend to encourage more businesses to use the scheme; and to include savings on advertising, insurance and supplier services (such as glaziers and couriers).

Giving you a voice

It's important to have a say on how the town centre's run. To raise and solve issues that matter to you, we will maintain our involvement in the Influence and Public Realm Task Groups. We will also consult regularly with the Chamber of Commerce Business West, Federation of Small Businesses, and local MPs.

Driving visitor numbers

Affordable parking encourages people to visit town centres and shop for longer. We will work with the Council to continue with the £2 for 4 hour scheme and we will continue to lobby for car parking initiatives that attract shoppers at key times.

Connecting with new businesses

To attract new businesses to the town centre, we will work with key stakeholders such as the Council, Forward Swindon the SWLEP on opportunities for vacant units and how we might offer new businesses support with marketing, business advice and networking opportunities.

Getting to know people

In business, success often comes down to the people you know. We will keep providing businesses with BID and breakfast networking opportunities at least four times a year. Every meeting will feature a guest speaker, and update members on the latest BID and town centre news.

Hold the front page

To stay up-to-date, all businesses and stakeholders of inSwindon will continue receiving our bi-monthly newsletter online and in print. The newsletter provides the latest town centre news; information on forthcoming events; and updates on how inSwindon is performing.

Feet on the street

The BID will continue to invest in a footfall counting facility that provides comprehensive information against previous week, month, year and against other town centre and areas in the UK.

20 THOUSAND

active loyalty card
holders by 2022

100+

networking events will be hosted
by the BID in the next five years

"If inSwindon didn't provide the glue, the rest of the town centre partnerships would probably just drift apart."

Jane Stewart
Deputy Centre Manager
The Brunel Shopping Centre

BID performance & measurement

How will I know if the BID is doing a good job?

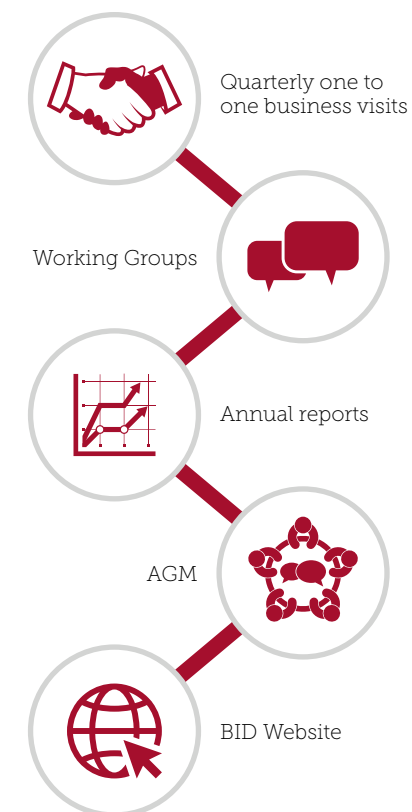
InSwindon is a British BIDs and a ATCM BIDs member. It is also British BIDs accredited, illustrating quality management and return on investment through service delivery.

Achieving and maintaining British BIDs accreditation provides reassurance that the BID is a well-run organisation that businesses should have confidence in. It is the industry recognised standard.



PERFORMANCE MEASURES:

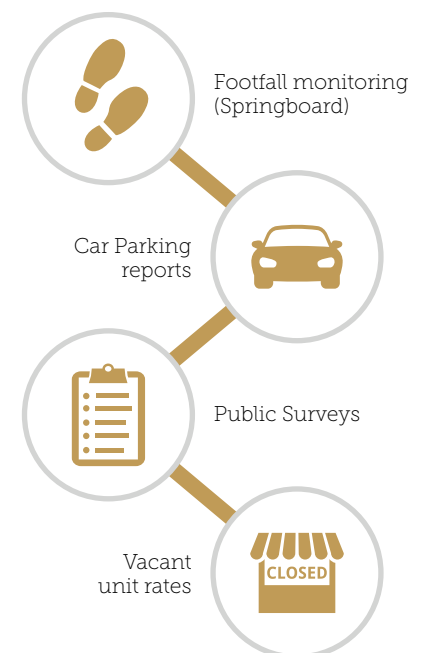
Our Members



Profile measurements



Other



Go online to see our BID renewal video: swindontowncentre.co.uk/bidrenewal



The BID levy

We are determined to make Swindon town centre a vibrant BID area we can all be proud of, where businesses prosper, our communities thrive and visitors value the Swindon town centre as a destination of choice.

For the new and 3rd BID term of 2017-2022 we are raising the Levy by 0.25%. The BID Levy will be charged at 1.25% of the rateable value of each hereditament listed in the Rating List with a rateable value of £8,500 or more, using the 1st April 2017 Rating List (locked down from January 2017 for the entire term of the BID, 5 years). Apart from those that contribute to a managed environment directly outside its main access point, for example internal-facing tenants in the Brunel Shopping Centre who will pay a 0.94% BID Levy.

The new BID Levy rate will not change through the duration of the BID term.

Swindon Borough Council will collect the amount annually from 1st April 2017.

This income is ring fenced and used only to fund the projects outline in this business plan. The table below shows examples of what you will pay.

The inSwindon BID will raise approximately £2.7m over the next 5 years plus any additional income generated.

Rateable value of business	Annual Cost @ 1.25%	Monthly Cost	Weekly Cost	Daily Cost
Under £8,500	Not liable for BID levy			
£10,000	£125.00	£10.42	£2.40	£0.34
£15,000	£187.50	£15.63	£3.61	£0.51
£25,000	£312.50	£26.04	£6.00	£0.86
£40,000	£500.00	£41.67	£9.62	£1.37
£60,000	£750.00	£62.50	£14.42	£2.05
£100,000	£1,250.00	£104.17	£24.01	£3.42
£150,000	£1,875.00	£156.25	£36.06	£5.14
£200,000	£2,500.00	£208.33	£48.08	£6.85
£250,000	£3,125.00	£260.42	£60.10	£8.56
£500,000	£6,250.00	£520.83	£120.19	£17.12
£750,000	£9,375.00	£781.25	£180.29	£25.68
£1,000,000	£12,500.00	£1,041.67	£240.38	£34.25

2017-2022 Financial projections

BID levy at 1.25% of Rateable Value. (Rating List April 2017)

This five-year budget shows just how far your contribution to the town centre BID will go in making a real difference. The BID offers a unique funding opportunity that will provide additional services beyond the capacity of any single business.

The BID team anticipate securing additional contributions over and above the levy contributions boosting the project spend even further.

Income	2017/18	2018/19	2019/20	2020/21	2021/22	Total
BID Levy ¹	£397,800	£397,800	£397,800	£397,800	£397,800	£1,989,000
Other Income including sponsorship, event space & radio membership ²	£121,800	£123,800	£125,800	£125,800	£125,800	£623,000
Accrued from 2016-2017 ³	£105,000	£0	£0	£0	£0	£105,000
Totals	£624,600	£521,600	£523,600	£523,600	£523,600	£2,717,000

Expenditure	2017/18	2018/19	2019/20	2020/21	2021/22	Total
Better Promoted	£215,300	£180,300	£180,300	£180,300	£180,300	£936,500
Safe & Friendly	£142,800	£142,800	£142,800	£142,800	£142,800	£714,000
Clean & Well Presented	£80,300	£30,300	£30,300	£30,300	£30,300	£201,500
Business Support	£63,100	£43,100	£43,100	£43,100	£43,100	£235,500
Total Support	£501,500	£396,500	£396,500	£396,500	£396,500	£2,087,500
BID Delivery Costs	£103,800	£105,800	£107,800	£107,800	£107,800	£533,000
Levy Collections Fees	£9,300	£9,300	£9,300	£9,300	£9,300	£46,500
Contingency ⁴	£10,000	£10,000	£10,000	£10,000	£10,000	£50,000
Totals	£624,600	£521,600	£523,600	£523,600	£523,600	£2,717,000

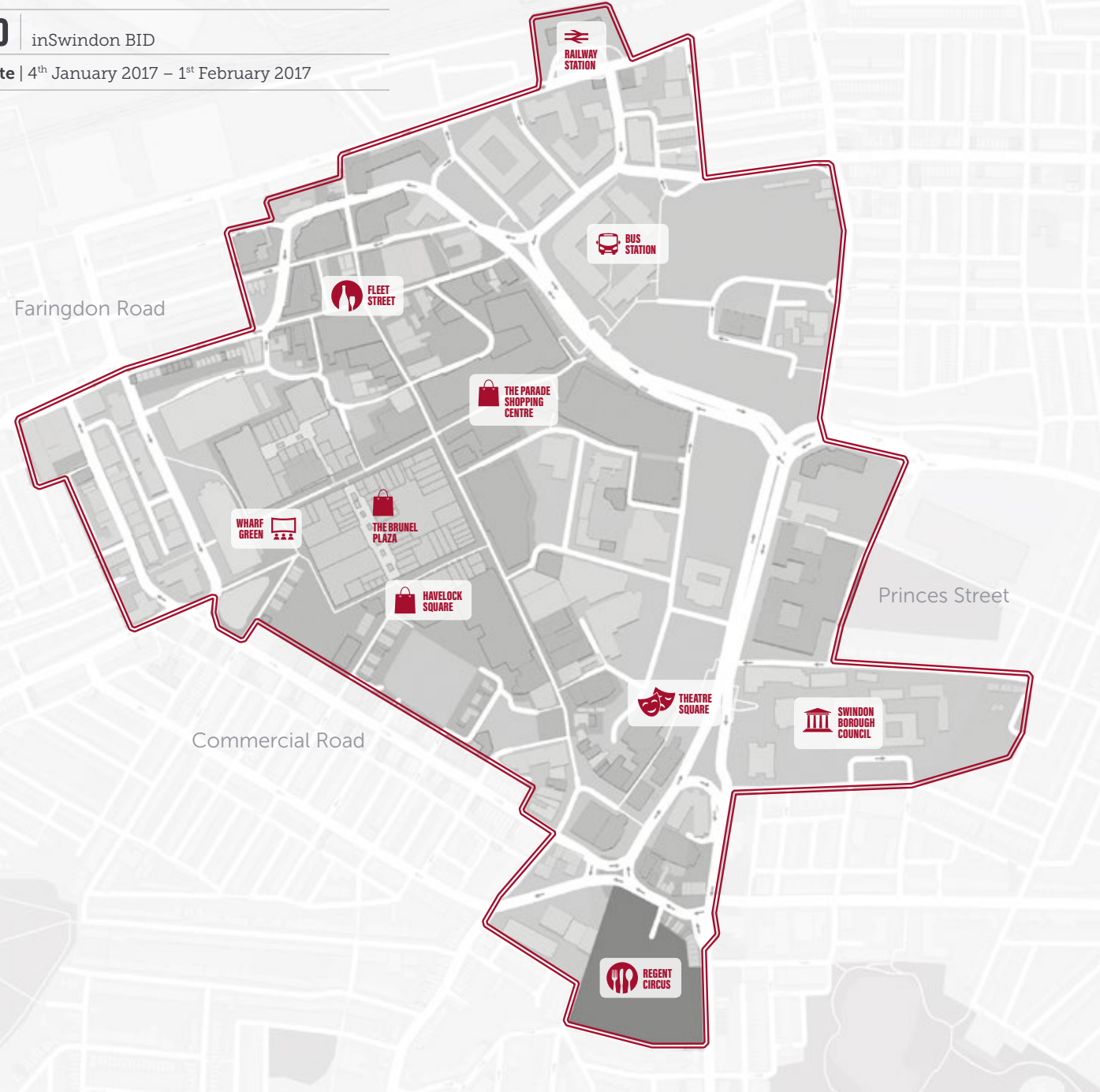
¹ BID levy collection rate is based upon 96% as attained in BID term 2.

² Projected income based upon ten years of historical income generation.

³ Accrued monies are for projects commissioned in the current BID term that will come to fruition in the new BID term.

⁴ The BID set aside a sum per annum from its budget to act as a contingency margin to support business as required. If, at the end of the financial year there has been no call on the contingency fund, then it will be invested in the 4th quarter of each year into the other four main objectives (either as lump sum or shared) and will be a decision made by the board. Contingency set at below 5% industry guidance.

Year-end financial accounts will be available to levy payers.



THE BID AREA

Aylesbury Street	College Court	(from Regent Circus to Edmund Street)	Granville Street	Manchester Road	Spring Gardens
Beales Close	College Street		Harding Street	(from Corporation Street to Milford Street)	Spring Close
Beckhampton Street	Commercial Road	Edgware Road	Havelock Square	Merton Street	Station Forecourt
(from Princes Street to Civic Offices Boundary)	(from Commercial Road leading on to Milton Road)	Edmund Street	Havelock Street	Milford Street	Station Road
Bridge Street	Commercial Road	Euclid Street	Haydon Street	Milton Road	(from Aylesbury Street to Sheppard Street)
Brunel Centre	(from Unit No. 128-128 leading on to Regent Circus)	(from Princes Street to SBC Boundary)	(from Aylesbury Street to Wellington Street)	Morley Street	Temple Square
Brunel Plaza	Corporation Street	Faringdon Road	Henry Street	Newbridge Square	The Parade
Byron Street	(from Whale Bridge to Manchester Road)	Farnsby Street	Holbrook Way	Princes Street	Theatre Square
Canal Walk	Crombey Street	Fleet Street	Islington Street	Queen Street	Turl Street
Carfax Street	(from Regent Circus to Edmund Street)	Fleming Way	John Street	Regent Circus	Victoria Road
Catherine Street	Davis Place	(from Spring Gardens to Edmund Street)	King Street	Regent Street	Vilett Street
Cheltenham Street	Eastcott Hill	Gloucester Street	Market Street	Rolleston Street	Wellington Street
Clarence Street		Gordon Road		Sandford Street	



The BID ballot

What happens next?

In Mid December 2016, Swindon Borough Council will send a ballot paper to those responsible for properties or hereditaments which are subject to the new BID.

Each property or hereditament subject to the BID will be entitled to one vote in respect of the proposal, in a 28-day postal ballot. This ballot will start on 4th January 2017 and close at 5pm on 1st February 2017. Ballot papers received after 5pm on 1st February 2017 will not be counted.

The ballot will be conducted by the designated Ballot Holder ie The Returning Officer for Swindon Borough Council.

For the proposal to be successful, the result needs to meet a minimum of two independent criteria. These are:

a) Of those ballot papers returned by the close, those voting in favour must exceed those voting against it;

AND

b) Of those ballot papers returned by the close, the total rateable value of those properties or hereditaments which vote in favour must exceed the total of those voting against.

The result of the ballot will be announced on Thursday 2nd February 2017.

If successful at ballot, the new BID will start delivering services on 1st April 2017, and will continue for five calendar years to 31st March 2022.

Say yes in just three steps

STEP 1

You will receive your ballot paper in the post in mid December asking you to vote on the BID and the town centre's future from 4th **January 2017**.

STEP 2

Voting YES means you want to see five more years of inSwindon creating the right environment for your business to thrive. To make your vote count, we must receive your ballot paper by 5pm on 1st **February 2017**.

STEP 3

If most businesses in the BID area vote YES, we guarantee to deliver your services and promise to fulfil our commitments. The new BID term would start on 1st **April 2017**.

Ballot Rules

inSwindon BID Company will ask Swindon Borough Council to raise an annual charge for the levy, this will be controlled via a legally-binding Operating Agreement which compels the Council to hand over all the money collected apart from any fee to cover the cost of the collection and enforcement process.

Under the same agreement, inSwindon BID will provide Swindon Borough Council with regular updates detailing expenditure under the BID and the cash flow. Naturally this information will also be shared with the businesses paying the levy, upon request.

Generally, exemptions, relief or discounts prescribed in the Non-Domestic Rating (Collection and Enforcement) (Local Lists) Regulations 1989 made under the Local Government Finance Act 1988, will not apply. Those responsible for unoccupied and part-occupied rateable properties, and BID levy payers who are charities or non-profit-making organisations, will be liable for the full BID levy.

The BID levy will not be affected by the Small Business Rate Relief Scheme. Where a property is vacant, undergoing refurbishment or being demolished, the property owner will be entitled to vote and also be obliged to pay the levy with no void period.

Collection of the BID levy carries the same enforcement weight as collection of the non-domestic rates.

The BID levy will be applied to all eligible business ratepayers within the defined area of the inSwindon BID with a rateable value of £8500 or more.

A 1.25% levy will be charged to each qualifying ratepayer using the non-domestic ratings list as calculated using the 2017 NNDR Ratings List. Subsequent years will use the same 2017 RV tables for the life of the BID.

The BID levy is reduced by 25% to 0.94% where a business already contributes to a managed environment directly outside of your main point of access, for instance internal facing tenants at the Brunel.

The first BID levy due will be payable for a 12-month period (calculated on a daily basis) in one lump sum from 1st April 2017. The levy will then be due each year with the last payment due on 1st April 2021. The BID programme will finish on 31st March 2022

VAT will not be charged on the BID levy.

The BID levy must be paid by any new ratepayer occupying an existing rateable property within the BID area up until the end of the five-year term on 31st March 2022, even if they did not vote on the initial proposal. Likewise, any new rateable property created during the lifetime of the BID will be obliged to pay the levy for the remaining period of the BID.

The inSwindon BID Company will endeavour to secure additional voluntary contributions to supplement the levy throughout the five-year lifetime of the BID. However, these contributions cannot be guaranteed and may be less, or more, than the indicative amounts given in the budget table provided.

Swindon Borough Council will collect the BID Levy and be responsible for collecting the levy through its shared-service arrangement. Collection costs amount to £19.42 per unit, which is well below the acceptable industry criteria of £35 per unit.

The BID area and the BID Levy percentage cannot be altered without an Alteration Ballot. The BID projects, headings, costs and timescales can be altered by the Board, within the constraints of BID income – providing that the BIDs aims/focus are adhered to. The BID Board management committee and any sub-groups will manage budgets within their areas of speciality

Day of ballot to the day of commencement (1st April 2017) is 58 days.

The BID process is governed by the 'Local Governance Act 2003' and 'The Business Improvement District (England) Regulations 2004'. As such, once a majority vote has been achieved, the BID levy becomes mandatory for all defined ratepayers.

Vote Yes to build on success

4th January 2017 – 1st February 2017



Vote Yes | 4th January 2017 – 1st February 2017

LET'S DO THIS

A message from the BID Manager

“To create a vibrant BID area we can all be proud of, where businesses prosper, our communities thrive and visitors value the Swindon town centre as a destination of choice”

So this is a pivotal moment in the development of our town centre. It's a moment we've worked hard to get to and your 'YES' vote is one that will help us build on our strong foundations.

This is our opportunity to maintain the momentum, as the BID nears the end of its second term. We have many more plans to attract shoppers and keep them coming back for more. I hope you have read this business plan and agree with our ambitions and what they mean for your business.

Over the next five years we will be investing £2.7 million of your BID Levy into the Swindon town centre to help realise our shared vision for the town centre.

It's important that you have your say, don't forget to vote in the BID ballot – the BID is a vote for the future prosperity of Swindon town centre.

Keep up to date on all the BID renewal activity and see our testimonial videos by going to www.swindontowncentre.co.uk/bidrenewal

Best wishes

Di Powell,
inSwindon BID Manager





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Work Programme 2016/17

Growing the Economy

Overview & Scrutiny Committee

Date: 1st February 2017

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 20th December 2016 to 20th December 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: 1st February 2017

- 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: 1st February 2017

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 20th December 2016 to 20th December 2017

Work Programme 2016/17

Growing the Economy

Overview & Scrutiny Committee

Date: 1st February 2017

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

29th 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

21st 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
Securing a Range of Options to Access Higher Education	To consider how the council is ensuring that more residents are able to progress to Higher Education and work to date to secure local University provision.	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
Draft Economic Strategy	To consider the updated draft Economic Strategy	Andy Evans – Corporate Director of Economy, Regeneration and Skills

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

22nd March 2017		
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

20 DECEMBER 2016 - 20 DECEMBER 2017 – Proposed AGENDA ITEMS and KEY DECISIONS (as at 18/01/17)

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 and Sustainability
Fionuala Foley	Cabinet Member for Children's Services
Brian Ford	Cabinet Member for Adults' Health and Social Care
Mary Martin	Cabinet Member for Communities
Garry Perkins	Cabinet Member for the Economy, Regeneration and Skills
Keith Williams	Cabinet Member for Streetsmart, Highways and Transport

Cabinet Member Decisions Proposed for 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
Enabling Community Sport	No	Cabinet Member for Communities	Cabinet Member for Communities	<p>Date of Notice: 15th December 2016</p> <p>Councillor Jim Robbins – Supportive of proposal, following assurance on the status of Sport England match funding and GLLs participation in the Active Swindon Partnership.</p> <p>Councillor Stan Pajak – No comments received.</p> <p>No requests for Cabinet consideration were received.</p>	<p>Head of Localities and Volunteering</p> <p>Patrick Weir Tel: 07946 595852</p> <p>Email: pweir@swindon.gov.uk</p>	Enabling Community Sport - Future Direction
BT proposal to remove 44 callboxes from Swindon Borough	No	Cabinet Member for Strategic Planning and Sustainability	Cabinet Member for Strategic Planning and Sustainability	<p>Councillor Jim Robbins – supported the decision with the exception of the boxes in Old Town where the local councillors are querying whether the phone box has been used to call emergency numbers.</p> <p>Councillor Stan Pajak – No Comment received.</p> <p>No requests for Cabinet consideration were received.</p> <p>Date of Notice – 22nd December 2016</p>	<p>Richard Bell or Karen Phimister,</p> <p>Tel: 01793 466425</p> <p>Email: kphimister@swindon.gov.uk</p> <p>rbell@swindon.gov.uk</p>	Remove 44 BT phone boxes

Investment Property in Swindon - Acquisition	No	Deputy Leader of the Council and Cabinet Member for Finance and Corporate Services	Deputy Leader of the Council and Cabinet Member for Finance and Corporate Services	<p>Councillor Kevin Small (Opposition Spokesperson and Ward Councillor) – No comment received.</p> <p>Councillor Stan Pajak (Minority Group Leader) – Supports the action proposed.</p> <p>Councillor Steph Exell (Ward Councillor) – Expressed reservations concerning car parking issues in the area and felt these should have been resolved before the decision was taken. Councilor Exell's views, and the officer response, are set out in the Decision Note.</p> <p>Councillor Jim Robbins (Ward Councillor) – No comment received.</p> <p>No requests for Cabinet consideration were received.</p> <p>Date of Notice: 22nd December 2016</p>	<p>Head of Property Assets or Jon Coats Tel: 01793 463523 Email: jcoats@swindon.gov.uk</p>	<p>Investment Property in Swindon - Acquisition (Part 01)</p> <p>Investment Property in Swindon - Acquisition (Part 02)</p>
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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 Housing Development Company	No	Deputy Leader of the Council and Cabinet Member for Finance and Corporate Services	Cabinet	N/A Date of Notice: 30 th December 2016	Head of Finance – Economy, Regeneration & Skills Paul Smith Tel: 01793 463976 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
Admission Arrangements	No	Cabinet Member for Children's Services	Cabinet	N/A Date of Notice: 22 nd November 2016	Head of Education Services or Emily Heaton Tel: 01793 465769 Email: eheaton@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	

Thamesdown Transport	No	Cabinet Member for StreetSmart, Highways and Transport	Cabinet	N/A Date of Notice: 10 th February 2017	Stephen Taylor, Director, Law and Democratic Services Tel: 01793 463012 Email: staylor@swindon.gov.uk staylor@swindon.gov.uk	N/A
Strategy to Prevent Child Exploitation (including sexual exploitation)	No	Cabinet Member for Children's Services	Cabinet	N/A Date of Notice: 17 th November 2016	Karen Reeve, Director of Children's Services or Phillipa Lamb Tel: 07818510484 Email: Plamb@swindon.gov.uk KReeve@swindon.gov.uk	N/A
References from other Council Bodies - Health and Wellbeing Board and Community Safety Partnership	No	Cabinet Member for Adults' Health and Social Care	Cabinet	N/A Date of Notice: 12 th January 2017	Stephen Taylor, Director, Law and Democratic Services or Steve Jones Tel: 01793 463602 Email:stevejones@swindon.gov.uk staylor@swindon.gov.uk	N/A
Wichelstowe	Yes	Cabinet Member for the Economy, Regeneration and Skills	Cabinet	N/A Date of Notice: 15 th September 2016	Corporate Director of Economy, Regeneration & Skills Rob Powe Tel: 01793 463305 Email: rpowe@swindon.gov.uk	
Proposals for delivery of developments in the town centre delivery plan	Yes	Cabinet Member for the Economy, Regeneration and Skills	Cabinet	N/A Date of Notice: 4 th January 2017	Andy Evans, Corporate Director, Economy, Regeneration, and Skills Tel@ 07824 550395 Email: AEvans@swindon.gov.uk AEvans@swindon.gov.uk	N/A

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
Securing a sustainable future for Swindon's Cultural Assets	Yes	Cabinet Member for Communities;	Cabinet	N/A Date of Notice: 12 th February 2016	Bernie Brannan, Corporate Director Communities and Place or Rachel Watts Tel: 07823 525297 Email: RWatts2@swindon.gov.uk bbrannan@swindon.gov.uk	Cabinet Minute 58 2015/16 refers
Draft Economic Strategy	No	Cabinet Member for the Economy, Regeneration and Skills	Cabinet	N/A Date of Notice: 16 th September 2016	Corporate Director of Economy, Regeneration & Skills or Trudy Godfrey Tel: 01793 466416 Email: tgodfrey@swindon.gov.uk	N/A

Land at Oakfield	Yes	Cabinet Member for the Economy, Regeneration and Skills	Cabinet	N/A Date of Notice: 4 th May 2016	Head of Property Assets Rob Richards Tel: 01793 463521	N/A
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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
School Transport	No	Cabinet Member for Children's Services	Cabinet	N/A Date of Notice: 22 nd December 2016	Peter Nathan, Head of Education Services or Nigel Pickering Tel: 01793 465754 Email: NPickering@swindon.gov.uk	N/A
Swindon Education Challenge	No	Cabinet Member for Children's Services	Cabinet	N/A Date of Notice: 22 nd December 2016	Peter Nathan, Head of Education Services Tel: 07467 440955 Email: pnathan@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	Corporate Director of Economy, Regeneration & Skills or Trudy Godfrey Tel: 01793 466416 Email tgodfrey@swindon.gov.uk	N/A
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Cabinet Meeting Date - 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	

Cabinet Meeting Date - 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	

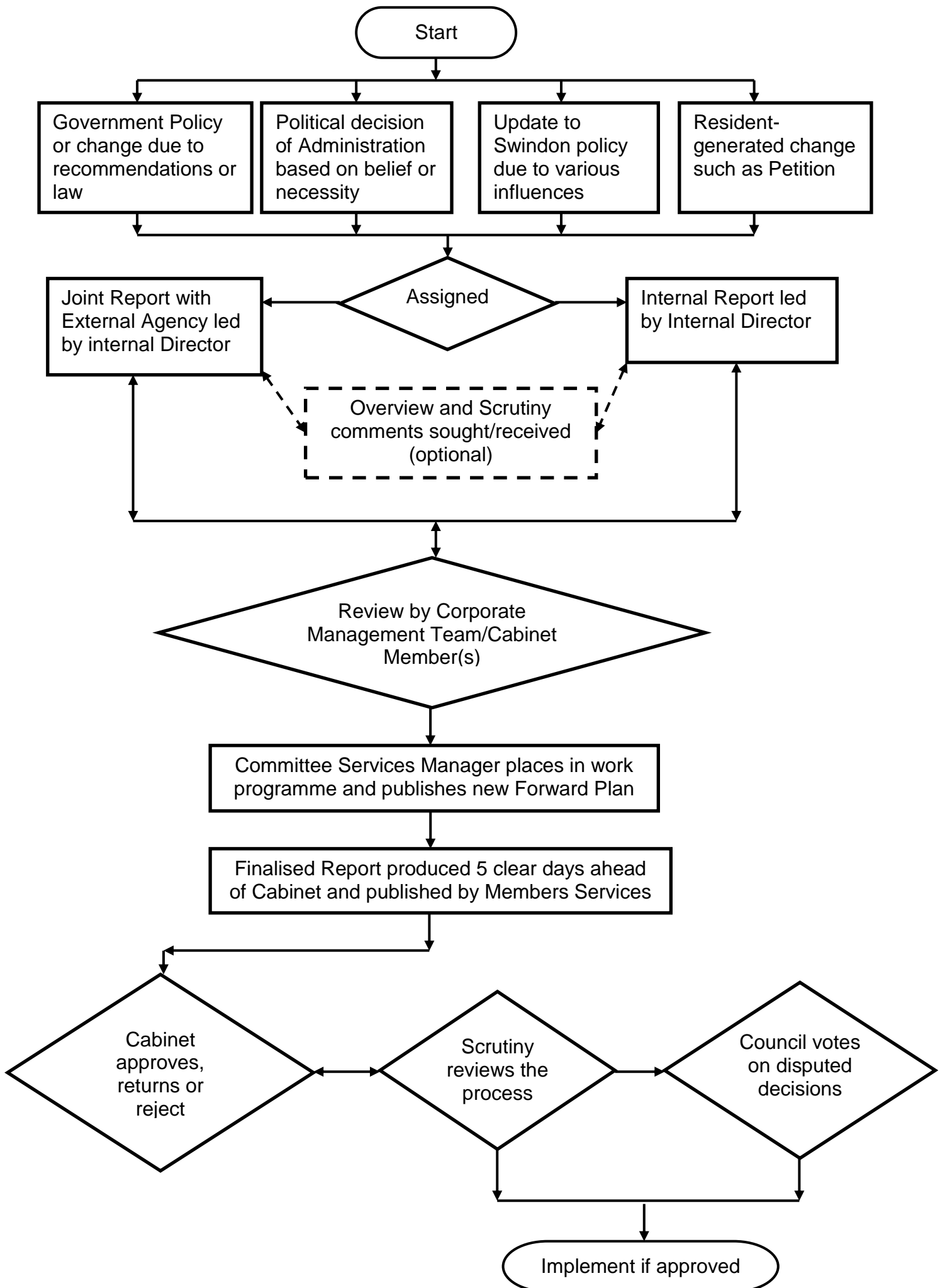
Cabinet Meeting Date - October 2017 (TBC)

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

Cabinet Meeting Date - December 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	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 2017/18.	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
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

School Organisational Changes 2018/19	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
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