

**FORWARD SWINDON LIMITED ('FSL')
DRAFT OBJECTIVES AND OUTCOMES**

Purpose

FSL's purpose is to deliver economic development, inward investment, place marketing, regeneration and development, cultural development and high quality and sustainable growth in Swindon, operating on behalf of investors and shareholders.

Objectives

The key objectives are as follows:-

Regeneration and Development

- To facilitate in the Borough, the highest possible quality development and regeneration, in terms of design, environmental sustainability and supporting infrastructure
- To drive forward delivery of the development at Union Square
- To deliver an improved town centre retail offer by the development of Granville Street car park and liaising/assisting private sector schemes.
- To drive forward the delivery of the Central Area Action Plan and influence the wider planning policy of the Borough
- To manage the design and delivery of public open spaces
- To ensure the effective estate management of investor and company assets in the Borough
- To negotiate development agreements on behalf of the investors
- To promote the development of a cultural quarter
- To seek redevelopment of town and rural village centres in the rural areas

Economic Development

- To develop and deliver projects that will secure Swindon's successful economic future. This will include, but not be limited to:
 - The improvement of the skills base in Swindon at all levels
 - Delivery of a university in Swindon, improving access to higher education
 - Business support and Enterprise development projects
 - Sector development projects expanding green and renewable technologies and including the Environment Technology Project in close conjunction with Honda, the Technology Strategy Board and key Universities
 - Business liaison and interface on behalf of the Council
 - Search for investment from expanding foreign economies and firms e.g. China

Inward Investment

- To increase inward investment in the Borough of by seeking potential investors across sectors and the creation of an attractive business environment
- To help the expansion of existing companies and secure further investment in them and maintain their presence in the Borough
- To provide a coherent and comprehensive relocation service to new companies

Place Marketing

- To ensure a coordinated and professional approach to the marketing of Swindon Borough to potential businesses and investors; the public and voluntary sectors; and the Government and its agencies
- To develop Swindon's "brand" and image to ensure Swindon competes nationally and internationally

Cultural Development

- To maximise the opportunity existing cultural activities present to improve Swindon's image
- To develop an aspirational Cultural Quarter in the town centre which attracts visitors and tourists to Swindon while providing popular facilities for Swindon's communities

5 Year Outcomes

Regeneration and Development

- A Twenty First Century town centre that increasingly has more to offer
- The first phases of Union Square by MUSE are substantially complete or underway in terms of retail, leisure and culture
- Significant improvement in public open spaces
- The Great Western Historic Area is linked firmly into the town centre and a vibrant Heritage Quarter is in place
- The new Bus Exchange is completed and operational
- Modernised town, village and local shopping centres

Economic Development and Inward Investment

- Inward investment and company expansion creating significant jobs
- Environmental Technology sector grown by 20% and Environmental Technology showcase implemented
- Culture of entrepreneurship, support and incubation for start up businesses
- A skilled workforce able to take advantage of a growing economy
- Enhanced access to Higher Education
- An improved Further Education offer more geared towards local employers

DRAFT DOCUMENT SUBJECT TO NEGOTIATION AND CHANGE

- An increase in NVQ level 2 and 3 in the workforce

Place Marketing

- An authentic, distinctive identity for Swindon
- An improvement in Swindon's image and reputation including its rural town and villages
- Swindon is recognised as a priority for infrastructure investment, and foundations of a sustainable transport and communications infrastructure are laid

Cultural Development

- A comprehensive annual and cultural programme with some nationally recognised events
- Plans in place for a vibrant cultural quarter