



Forward**swindon**

moving swindon forward
business plan 2010-2015



Swindon has the potential to achieve economic prominence, with a thriving workforce and a town centre worthy of its population and the businesses that are already achieving success here

Forwardswindon

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foreword

Swindon has the potential to achieve economic prominence, with a thriving workforce and a town centre worthy of its population and the businesses that are already achieving success here. The opportunities that lie ahead for Swindon are exciting and, with Forward Swindon leading plans for its growth and regeneration, these opportunities will be realised.

Forward Swindon is an organisation established by Swindon Borough Council, in consultation with partners and stakeholders, to deliver and facilitate economic development and regeneration within the town. The company was established in March 2010 and this is its first Business Plan. Overall it covers a 5 year period, but with greater emphasis and detail on the first 18 months to March 2012.

The benefits of creating Forward Swindon, as a new 'arms length' delivery organisation outside of the formal Council structure, but with accountability back to the Council, include greater commercial flexibility, the ability to achieve the right balance between best value and making things happen, and an enhanced ability to attract investment into the area through people and structures better able to communicate effectively with commercial operators.

The company, by being independent from the Council, will be best placed to develop strong, effective relationships with the property and development industry - bridging the gap between private and public sectors - by being perceived as more commercially minded and flexible.

Forward Swindon will focus on encouraging and facilitating new business investment, in order to grow the economy and mitigate the worst effects of the public sector down turn, and facilitating early delivery of the planned new developments within the town centre, thereby creating opportunities for new jobs and investment. Forward Swindon's specific role is to identify and help overcome the barriers that prevent or delay this investment.

Underpinning these two principle activities will be the need to promote the town as a first class Business Location, selling the strategic strengths of the town to new businesses and reinforcing the advantages of being in Swindon to those companies already located here. Key to this promotion will be developing the 'cultural values' within the town. Culture in our terms is not limited to the physical facilities such as libraries, cinemas, art galleries or museums with which the term is often associated, it is much more than this. It is about how a place looks and feels. It is the heart and soul of the place and its communities. A positive and enriching culture is critical to economic success and to a high quality of life. This is why Forward Swindon will also focus on developing that positive and vibrant cultural offer within the town.

Forward Swindon alone cannot deliver all the town's ambitions. We will form partnerships with organisations, businesses and the local community; work to secure private and public investment; and plan for the future whilst ensuring that a short-term rolling plan-of-action is in place.

This document outlines how we will use our resources to deliver for Swindon.

Swindon has great inherent strengths: excellent connectivity; the strategic road and rail network; a positive and flexible attitude to development and an adaptable and skilled workforce

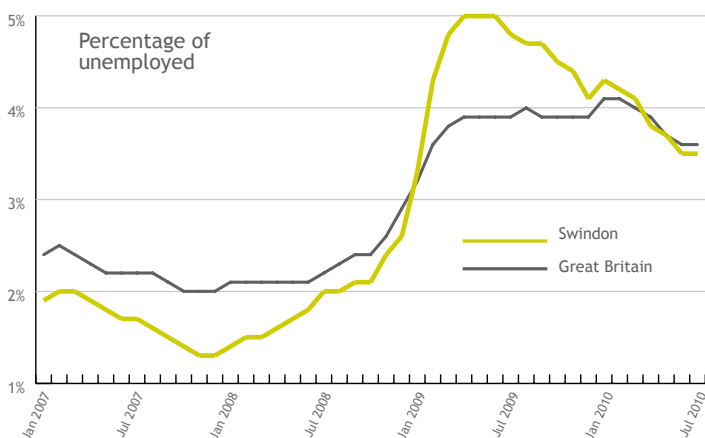
section 1

swindon - past, present and future

Swindon was...

Predominantly a railway town. From the mid 1800's the Great Western Railway played a huge role in the town's initial period of development. As the rail industry began to decline in the late 1970's and early 1980's Swindon proactively embraced growth, developing a successful and dynamic economy with a more diverse business base. By 2007 Swindon accounted for 6% of the South West Region's Gross Domestic Product (with only 4% of the population), and had the fourth highest Gross Value Added per head in the UK. Swindon was positioned in the top 25% of Britain's local authority areas for productivity, high value industry, enterprise, knowledge economy and housing affordability¹.

The 2008 recession put a strain on the resilience and stability of Swindon's economy and, as with many other towns, it showed Swindon's position as fragile and at some risk. Swindon experienced higher rates of unemployment and a substantial reduction in business investment in the town; in fact, between 2008 and 2009 Swindon had one of the highest climbing rates of unemployment in the UK.



Despite this, Swindon has great inherent strengths: excellent connectivity; the strategic road and rail network; a positive and flexible attitude to development and an adaptable and skilled workforce, all of which have contributed to a very positive recovery.

Swindon is...

A town with 'a high potential for growth and (is) likely to do well in recovery from the recession².' The Work Foundation, the leading independent authority on work and its future also described Swindon as an 'Enterprise Powerhouse', having a strong private sector and a highly productive knowledge economy³.

1 Economic and Market Review - Swindon Borough Council January 2006

2 No City Left Behind? - paper for the Cities 2020 programme July 2010 (Neil Lee)

3 Enterprise Priorities to Enterprise Powerhouses: The Public Sector in the Knowledge Economy - January 2008 (Naomi Clayton)



Swindon will...

Remain a major growth area in the south west and, despite the recession, it expects to accommodate a significant increase in jobs, new homes and related infrastructure. A proactive approach to economic growth drove Swindon's success previously and Swindon must rediscover this, embracing and supporting a sustainable employment-led growth strategy that:

- Supports existing businesses to help them remain in Swindon and grow; championing enterprise and innovation
- Encourages an expanding, diverse and productive business base with appropriate levels of new homes and associated facilities
- Ensures more people in Swindon participate in, and benefit from, the strong and growing economy

This strategic approach has emerged out of consultation with the community via the Swindon Community Strategy and subsequently adopted in "A shared vision for Swindon 2008-2030" and is owned by "One Swindon", an emerging partnership framework across the public, private and voluntary sectors and the community.

To deliver the strategy partners have agreed that resources need to be focussed on a set of priority activities that will deliver the maximum impact. These will very much shape Forward Swindon's activities, and we will focus our efforts on removing the barriers to successful achievement of these priorities:

- Regenerating the town centre
- Increasing the number of jobs in Swindon
- Increasing inward investment
- Growing the knowledge economy
- Increasing skills, enterprise and University access
- Providing economic strategy to support policy and target resources
- Delivering positive image change for Swindon
- Increasing the cultural offer



A changing landscape..

The next couple of years promise to be as challenging for the economy as the last two. The recession caused by problems in the financial markets has had a significant impact on businesses within the private sector. The next couple of years will see a significant tightening of public sector spending and Swindon's economy, although less dependent on the public sector for employment than many other places will, inevitably, feel the effects. This is why we need a programme of concerted action to stimulate investment and keep the town 'moving forward'.

Forward Swindon will be operating in a rapidly changing environment. The government's policy is to drive more economic development from the local level and has signalled its intention to abolish the South West RDA and other regional organisations. It is intended that some of the functions of the RDA pass to Local Enterprise Partnerships however, the detail of these arrangements is yet to be worked through. With abolition of the RDA there is also uncertainty as to how international inward investment activity will be managed in the future. Other organisational changes are bound to follow and we must see these as an opportunity to do things better for Swindon, but remain alive to the threats.

Forward Swindon will work closely with the Council to influence and monitor the impact of organisational change affecting our work and ensure, as best as possible, that Swindon is well placed to take advantage of the opportunities it affords.

All of this fundamentally changes the context in which the priorities vital to Swindon's success can be championed, supported and delivered. The future calls for an even greater emphasis on investment by the private sector, with the public sector working alongside to overcome the barriers that prevent or delay that investment and deliver change. With less money available, new ways of achieving 'more for less' will be vital, along with a greater appetite for calculated risk.

The benefits of this new organisation include an ability to focus on priority tasks - maximising use of the limited resources available

section 2

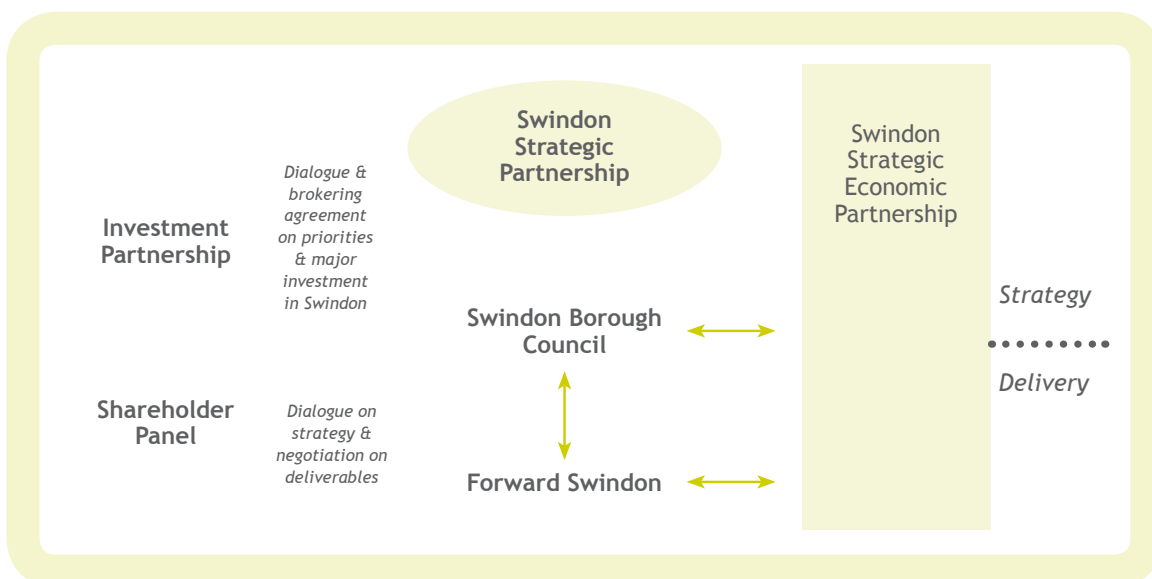
Forward Swindon

Forward Swindon is..

All about delivery. A new arms-length delivery vehicle encompassing the Economic Development Team of Swindon Borough Council, Swindon Cultural Partnership and The New Swindon Company. Approved by Swindon Borough Council's Cabinet in December 2009 - who recognised the need to develop a new model for delivering change - the company was formally established in March 2010.

The benefits of this new organisation include an ability to focus on priority tasks - maximising use of the limited resources available; the ability to act as the interface between the public and private sectors and attract private sector investment; agility and speed of response and commercial flexibility.

The relationship between Swindon Borough Council and Forward Swindon is overseen by a Shareholder Panel whose role is to manage the performance of the company. This is supported by an Investment Partnership, whose role is to broker other public investment into Swindon. The Swindon Strategic Economic Partnership is the main vehicle for dialogue between the business community, Forward Swindon and Swindon Borough Council as well as being an excellent route for gaining involvement and practical support for initiatives and projects.



Forward Swindon

a small and focussed team. Forward Swindon needs to deliver a wide ranging and ambitious agenda

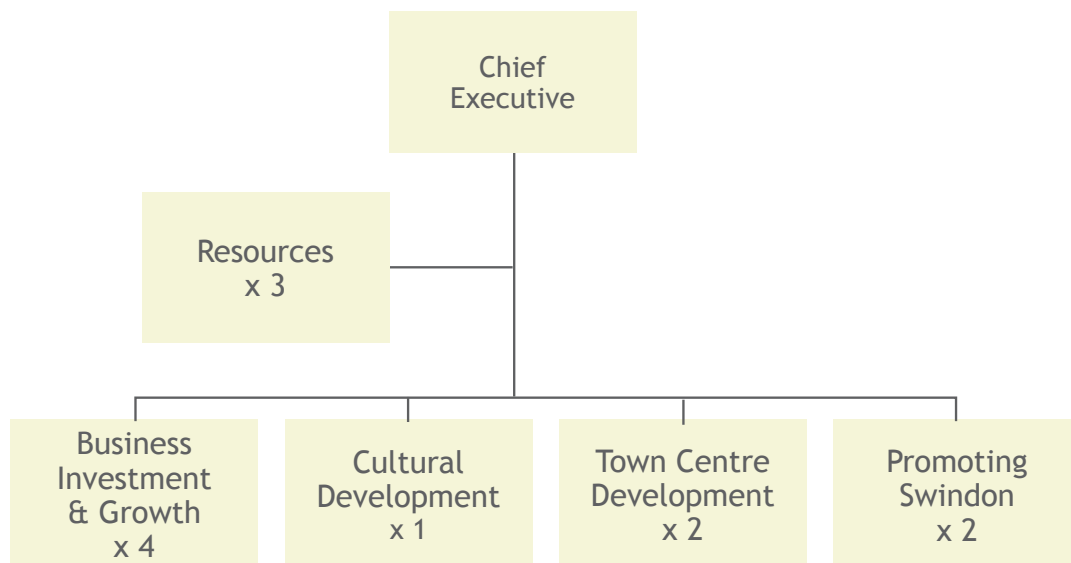
Forward Swindon is..

...a focussed team. Forward Swindon needs to deliver a wide ranging and ambitious agenda. With no powers or assets of its own the Forward Swindon team must work in partnership with the Council and other organisations to achieve results.

Forward Swindon Board

The Forward Swindon Board will be chaired by the Chief Executive of Swindon BC and include the Cabinet Member with portfolio responsibility for economic development and regeneration, and the CEO of Forward Swindon. Representatives from the private sector, as well as people with experience in the fields of skills, community and cultural development will also be appointed.

Company Structure





Financial Summary

In establishing the company, Swindon Borough Council agreed a 5 year funding plan totalling £6m and including £1.5m capital contribution.

Income and Expenditure 2010-2015

£	2010/11	2011/12	2012/13	2013/14	2014/15
Income					
Revenue from SBC	1,200,000	1,000,000	900,000	700,000	700,000
Other revenue generated/ draw down of capital		200,000	300,000	500,000	500,000
Other income	60,000				
Expenditure					
Staff Costs	765,000				
Office & Other running costs	150,000	900,000	900,000	900,000	900,000
Project Expenditure					
Business Investment & Growth	100,000				
Town centre development	100,000				
Cultural Development	45,000	300,000	300,000	300,000	300,000
Promoting Swindon	100,000				

In addition to these resources the company will seek to lever funding from other sources, particularly to support specific projects. This plan sets how this expenditure will help deliver £220m of private and £34m of public sector investment in the town centre alone.

Working smartly...

The wide remit and range of projects cannot be delivered by Forward Swindon alone. Facilitating and leading will be the key to achieving results. Without real and proactive support from key partners Forward Swindon cannot deliver. We need:

- Better alignment of public sector resources and powers
- Proactive use of public assets and powers to drive results
- Smart use of resources and skills within Forward Swindon
- Using private sector expertise to achieve results

Forward Swindon will be a source of information and expertise that the Council and others can draw on to help shape future policy and strategy across areas such as the economy, culture and regeneration

section 3

aims and objectives

Forward Swindon will...

focus on results. Swindon Borough Council are responsible for setting the policy and strategy framework within which Forward Swindon will work. We are tasked with helping to deliver the desired outcomes on behalf of Swindon Borough Council across four interconnecting themes: business investment and growth, town centre development, cultural development and promoting Swindon. Forward Swindon will be a source of information and expertise that the Council and others can draw on to help shape future policy and strategy across areas such as the economy, culture and regeneration.

Over the next five years Forward Swindon will lead, drive, or facilitate progress towards:

- 3,500 - 5,000 new jobs created in Swindon by 2015
- £220 million private sector and £34 million public sector investment into the town centre
- Unemployment levels returning to pre-recession levels of 1.5 - 2%
- Reducing youth unemployment levels (particularly those not in employment, education or training) from 8.2% in 2009 to below the national average (currently 6.6%)
- A higher and further education provision better tailored to meet the needs of business and widening economic opportunity with an increase in those achieving NVQ level 2,3,4 and an increase in take up of apprenticeships
- Improved access to 'university level' skills
- Swindon being recognised as a business location of choice
- Swindon being recognised as offering a positive cultural experience



Progress toward these outcomes will only be achieved by working collaboratively with a wide range of partner organisations, including;

- Swindon Borough Council
- ONE Swindon - the Strategic Partnership
- Swindon Strategic Economic Partnership
- Chamber of Commerce
- Business Link
- Jobcentre Plus
- inSwindon
- The Arts Council
- Muse Developments
- Homes and Communities Agency
- South West Regional Development Agency
- Federation of Small Businesses

In the next 12 months Forward Swindon will specifically:

- Secure a start on the first phase of Union Square
- Lead the delivery of an integrated campaign to promote Swindon as a business location of choice
- Deliver a quality inward investment service, recognised as pivotal in attracting new national and international companies to Swindon, and secure 3 new business investments
- Work with Swindon Borough Council to ensure an adequate supply of employment land to meet the economy's needs
- Manage a range of projects to increase participation in the economy e.g. Plan 500, Fredericks Foundation etc
- Deliver a range of projects that increase the availability of, and participation in, a diverse range of cultural events
- Work with partners to develop an updated economic strategy for the town
- Become recognised as an authoritative source of information and advice on the economy and new models of financing and delivering regeneration

Forward Swindon will be recognised as the “first port of call” for businesses that need help to overcome barriers preventing their investment and growth

section 4

Forward Swindon work plan

Theme 1

Business Investment and Growth

Swindon’s economic strategy is firmly based on embracing sustainable growth, maintaining our very high levels of productivity and ensuring that Swindon’s residents participate in, and benefit from, Swindon’s economic success. This economic growth will come from investment by business, whether this is expansion by those already in the town or new companies setting up or relocating here. Our task at Forward Swindon is to identify and tackle the barriers business faces in making those investments. Principally through the Swindon Strategic Economic Partnership (SSEP) we will increase our understanding of these investment barriers and take action to overcome them.

Forward Swindon will...

- Help Swindon’s businesses to grow and become more productive by removing specific barriers, such as skills shortages, or availability of the right site or premises
- Identify opportunities for new businesses to come to Swindon and facilitate their move by providing a comprehensive inward investment service
- Work with Swindon Borough Council to identify funding sources for the new infrastructure required to support a sustainable and growing economy
- Work with business and schools, colleges and other skills or training providers to ensure skills provision that better meets business needs
- Establish, and promote initiatives that increase the level of skills attainment in order to widen economic opportunity for all
- Continually increase our understanding of the local economy in order to inform future strategy making



Growing, More Productive Businesses

Forward Swindon will establish and maintain close working relationships with Swindon’s businesses, principally through the SSEP, membership organisations, and the Developer Forum. Forward Swindon will be recognised as the “first port of call” for businesses that need help to overcome barriers preventing their investment and growth. We will work with them to develop workable solutions.

Forward Swindon will develop its understanding and knowledge of the opportunities to grow a more productive economy through specific key sectors and proactively promote Swindon as a location of choice. We will support key projects, such as the Hydrogen Highway, that demonstrate Swindon’s ability to innovate and lead the way to a low carbon economy.

Facilitate New Investment

Forward Swindon will proactively identify opportunities for new inward investment to the town and support those businesses through their set up or relocation through a comprehensive inward investment service.

We will work with Swindon Borough Council to ensure an adequate supply of a range of employment land to meet the needs of a growing economy, and we will work with landowners, agents and developers to bring these sites forward.

Meet Infrastructure Needs

Forward Swindon will work closely with Swindon Borough Council, business and the community to ensure that the town’s infrastructure needs are recognised and supported by central government and other infrastructure providers, such as Network Rail.

We will investigate, test and exploit new funding mechanisms to support sustainable growth.

Meeting the Skills Needs

To sustain new business investment and growth and to become more productive, companies require employees with the right skills. There are a wide range of organisations, including schools, Swindon College and the New College, that provide these skills and training and it is vital that there is a good match up between what business needs and what these organisations provide. Forward Swindon will support the facilitation of a university presence in Swindon.



Forward Swindon will act as the broker and facilitator between business and the skills providers to narrow 'the skills gaps'.

Widening Participation and Reducing Unemployment

Raising attainment and developing the right skills or training is known to be absolutely vital to enable people that have been unable to enter work to get a job. Forward Swindon will work with the SSEP, OneSwindon and other public sector agencies to provide a range of initiatives to ensure targeted support is available to help get people into work and ensure access to appropriate skills and training provision is available.

We will exploit the opportunities of business growth, through mechanisms such as 'local employment schemes', to ensure that local people, particularly the unemployed, gain fair and equal access to the new jobs created.

Understanding The Economy

Developing the right solutions that support a growing and sustainable economy requires a good understanding of the factors that impact on and drive the economy.

Forward Swindon will increase its capacity to understand the local economy and be seen as an authoritative source of advice and guidance to strategy and policy makers.

Developing the right solutions that support a growing and sustainable economy requires a good understanding of the factors that impact on and drive the economy



A thriving, buzzing, successful town centre that provides a diverse range of retail, leisure, cultural and commercial experiences in a high quality, safe, environment is absolutely vital to the economic future of the whole town

Theme 2

Town Centre Development

A thriving, buzzing, successful town centre (including Old Town and the Outlet Centre in Churchward) that provides a diverse range of retail, leisure, cultural and commercial experiences in a high quality, safe, environment is absolutely vital to the economic future of the whole town. Not only does it provide new jobs within its new shops and offices but it strengthens confidence throughout the whole town and plays a major part in creating the positive image that attracts new business and their employees. That is why development of the town centre is recognised by all as a key priority.

Although recognised in a recent report by GVA Grimley (2010) as “a successful town centre despite the hardship that has befallen many of the UK’s centres during this recession...” Swindon’s town centre currently under-achieves in terms of its potential and has fallen in the retail rankings compared to other town/city centres.

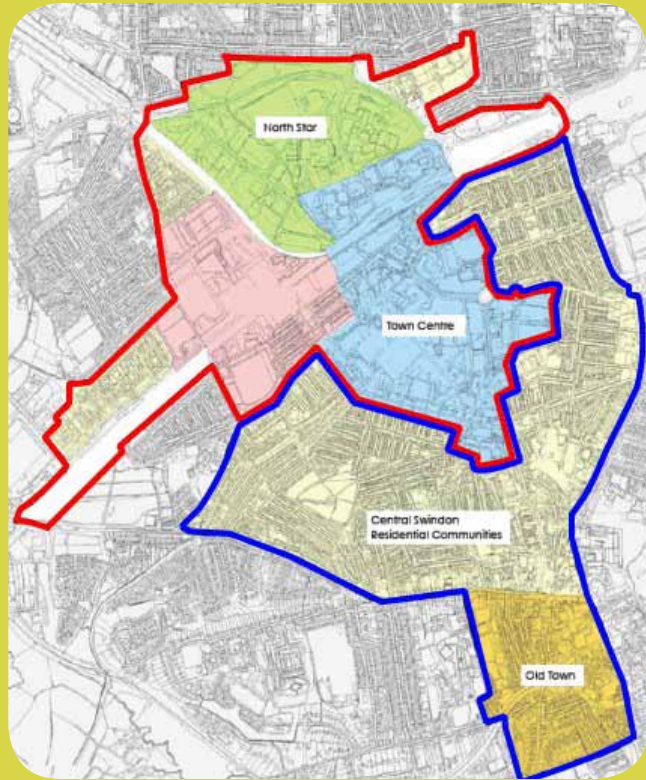
The planned improvements at Regent Place, that would have provided the much-awaited expansion of the town centre’s retail offer, have been delayed due to the collapse of the Modus property company. New developments in Bath, Gloucester and Bristol have gone ahead and this has worsened Swindon’s relative position.

VenueScore⁴ Retail Rankings

CENTRE	2010 VenueScore	2007 VenueScore
Bristol	12	27
Bath	22 (part opened)	26
Swindon	65	55

The town centre is under constant pressure from edge or out of town retail provision, more so than in many comparable towns. It will be important to resist further expansion of edge or out of town retail.

⁴ VenueScore is an annual survey by the Javelin Group which ranks the country’s top 2000 venues including town centres, shopping malls, out of centre retail warehouse parks and factory outlet centres.



A Programme of Major Investment

The town has significant opportunities to attract major new investment into a number of large developments that will provide the offices, shops, homes and leisure and cultural facilities that support economic growth. These will take time to deliver and the pace of change will depend on our success in attracting new companies to invest in Swindon.

Ignis The Parade	7,450 m ² retail development BHS plus 6 units £20m investment
Regent Circus	9,540 m ² development, supermarket, 7 screen cinema £60m investment
Union Square	Phases 1 & 2 13,235 m ² mixed development £87m investment
	Total project 146,000 m ² mixed development £355m investment
Outlet Village extension	Approximately 5,000m ²
Old Town - Locarno	Mixed use development £25m investment

Forward Swindon's task within these major projects is:

- Union Square - overall project lead, acting on behalf of joint landowners SBC, SWRDA and the HCA with the developer MUSE
- Project Manager for major public realm projects including the station forecourt
- Support delivery by the private sector of high quality developments including The Parade, Regent Circus, Outlet village Expansion - identifying and removing barriers to delivery
- Identify, test and implement new financial mechanisms to delivering regeneration, including efficient use of public sector assets
- Championing better outcomes through high quality design and sustainability, cultural development and community involvement



The town has significant opportunities to attract major new investment into a number of large developments that will provide the offices, shops, homes and leisure and cultural facilities

Despite the delays caused by the recession there is significant new investment either happening now, such as the new BHS store in the Parade, or about to happen, such as the first phase of Union Square. The momentum behind these investments must be maintained and Forward Swindon will play a key role in removing any barriers to bringing them forward.

Forward Swindon will work with the Council's planning team, developers, and investors to secure a start on two major new developments by the end of 2011.

An Ambitious Framework for Delivery

Having a strong and clear vision of what the town centre needs is vital. It builds ambition and allows everyone, the Council, Forward Swindon, business, and the community to unite behind a common plan. This provides confidence to the investors and developers that will be needed to turn vision into reality. There is already a framework for delivering change in the town centre, but it needs refreshing to reflect progress to date and to include Old Town. Forward Swindon, in conjunction with the council, businesses and the community, will lead the production of an updated Town Centre Delivery Strategy that reflects the exciting developments about to come forward but creates a refreshed framework for future development.

The environment for delivering major development over the last two years has been extremely challenging, and in all likelihood the next few years will be much the same. The major schemes planned for the town centre take many years in the planning, design and funding-ready stages. To complete and fully occupy the offices, retail, leisure and new homes can take up to 10 years. These timescales make the necessity of a clear long term strategy, which is flexible enough to respond to changing circumstances but strong enough to stand the test of time, even more important.

Quality Public Spaces

The Council and partners have invested heavily (£12.1m to the end of 2010/11) in renewing the public spaces, streets and walkways through the town centre, creating places that people enjoy spending time in, relaxing or catching up with the latest news or sport on the big screen. Forward Swindon has managed and delivered this investment. We will continue to deliver these and other public realm improvements, including the station forecourt, and completion of Regent Street.

Forward Swindon will, through dialogue with business, retailers, occupiers and partners such as InSwindon, identify and deliver opportunities for small scale, 'quick win' improvements

Small Changes: Big Impact

As well as these planned major investments there are other smaller projects which can have a disproportionate beneficial impact in terms of supporting the town centre.

Forward Swindon will, through dialogue with business, retailers, occupiers and partners such as InSwindon, identify and deliver opportunities for small scale, 'quick win' improvements that can also be seen to make a contribution to the longer term aims for the town centre.

Forward Swindon will, for example, deliver:

- art installations and temporary exhibitions
- 'greening' of vacant development sites
- a programme of events and initiatives to promote the town centre in association with InSwindon and the Council





Theme 3

Cultural Development

At all levels, culture is at the heart of our lives. In its many different forms culture plays a fundamental part in achieving Swindon's more prosperous future. Culture is integral to economic growth and regeneration, helping greatly to attract inward investment and supporting recruitment and retention of staff. Socially it can contribute to Swindon's aim to improve educational attainment and raise aspirations. It builds community cohesion and social inclusion.

Culture has a very significant impact on Swindon's sense of identity and image.

It is clear from this that cultural development must be integral to all the other aspects of Forward Swindon's work; business investment, town centre development and promoting Swindon.

Swindon's Cultural Strategy 2008-13 agreed 3 main priorities:

- Creating the right environment and infrastructure for cultural activity to grow, develop be and enjoyed by all
- Ensuring culture enhances every aspect of Swindon life, from education and health, to safety and community cohesion
- Harnessing culture to help deliver positive image change for Swindon - internally and externally

The town has great economic strengths. This is why it is already home to some of the best companies in the world.

Forward Swindon will contribute to the delivery of these priorities by ensuring that our work, in the delivery of economic development and regeneration, embraces all the aspects of a successful place, driving action with a view to achieving early and visible outcomes.

We will:

- Support the successful community capacity building projects initiated by the Swindon Cultural Partnership
- Develop and implement new initiatives that support a diverse range of events and sustainable activities that develop the cultural experience in Swindon
- Ensure Swindon is recognised for its programme of high-profile major events across the Borough and with specific town centre focus
- Ensure that The Great Western Historic Area is linked firmly into the town centre with the Great Western Underpass fully transformed
- Develop models for self-sustaining cultural development that are held up as exemplars; for example, the Richard Jefferies Museum
- Ensure that Swindon is attracting more independent cultural developers and providers
- Ensure that culture and design excellence is embedded in the delivery and management of all major projects





Theme 4

Promoting Swindon

Swindon has a clear ambition to grow its economy and ensure that more of the community benefit from that success. This plan identifies the key areas where Forward Swindon will act to support that ambition, but without new business investment from either existing or new companies or without people with the appropriate high level skills to support those businesses this growth will not be achieved. Swindon needs therefore to promote itself as the first class business location it is. The town has great economic strengths. This is why it is already home to some of the best companies in the world. But if we want Swindon to grow we need to retain those businesses already here and attract more. We must work hard to tackle the things that may dissuade investment, whether they are real or perceived.

This is a competitive, global world. Businesses have lots of choice over where to locate so Swindon must set out the opportunities that exist here clearly and comprehensively. We must ensure that efforts to promote the town are better co-ordinated, using scarce resources more efficiently.

Forward Swindon will...

Work with partners across Swindon to provide effective, positive and better co-ordinated promotion and marketing activity. Working with the business community and through partner forums and organisations such as The Agents Forum, Chamber of Commerce, GWE Business West, InSwindon and the Hoteliers Group, Forward Swindon will establish and support a Swindon marketing forum to ensure better co-ordinated promotion of Swindon.

We will develop case study material that demonstrates and celebrates Swindon's strengths and successes.

Swindon's inherent strengths will be maximised and built upon to ensure that economic success and regeneration plans come to fruition



Swindon needs...

To maximise its inherent strengths. With Forward Swindon playing a pivotal role, and working with the Council, businesses, the community and other visionary organisations Swindon can achieve its ambitions. We are in challenging times, but with a clear, agreed and shared vision backed up by the focus, leadership and drive, Swindon's inherent strengths can be maximised and built upon to ensure that economic success and regeneration plans come to fruition.

The work program set out in this Business Plan is challenging but achievable. We can succeed by working together better and using the skills, knowledge, expertise, powers and resources of all the partners committed to delivering real outcomes and being focused on success.



Forward Swindon - Year 1 Delivery Plan

Work Theme	Delivery Areas	Milestone / Target	
Business Investment & Growth	Growing more productive businesses	<p>We will support 4 procurement events helping 50 local businesses gain a better chance of winning contracts from the public sector.</p> <p>We will deliver a hydrogen fuelling station in Swindon to help develop the next generation of green technology vehicles.</p>	
	Meet infrastructure needs	We will complete a feasibility study into the use of Tax Incremental Finance as a means of funding new infrastructure.	
	Facilitate new investment	<p>We will secure 3 new business investments in Swindon, helping to create 250 new jobs.</p> <p>We will carry out research alongside SBC to inform requirements for a 5 year supply of employment land.</p>	
	Meeting the skills needs	We will complete research to identify specific skills gaps and host 2 events bringing skills providers and business together.	
	Widening participation	<p>Through Plan 500 we will:</p> <ul style="list-style-type: none"> • assist 150 young people into Apprenticeships • recruit 100 new mentors for young people • identify 150 work placements for young people • Recruit 50 businesses supporting Diploma schools • enable 50 young people achieving a work placed qualification <p>We will manage the Future Jobs Fund and will help over 300 young unemployed people into a job.</p> <p>By supporting the Frederick Foundation we will help 10 people from disadvantaged backgrounds set up their own business.</p>	
	Understanding the economy		We will produce a quarterly economic digest that monitors trends in Swindon.
			We will initiate and manage development of a new economic strategy to sit alongside the town's spatial strategy.

Forward Swindon - Year 1 Delivery Plan

Work Theme	Delivery Areas	Milestone / Target
Town Centre Development	Major projects	<p>Union Square:</p> <ul style="list-style-type: none"> Infrastructure and enabling Works will commence in April 2011 Outline planning secured in May 2011 Detailed planning of the first phase will be secured in May 2011 First Phase development will commence in June 2011 The Circus venue, will open in December 2010 <p>Demolition work on the former college site will commence in 1st quarter 2011.</p> <p>First phase of the Parade (Top Shop/Top Man) opens November 2010. The remainder of the development, including the new BHS, will open in July 2011.</p>
	An ambitious framework for delivery	Refreshed town centre delivery strategy completed.
Quality public spaces		<p>The Station Forecourt</p> <ul style="list-style-type: none"> Works will commence in March 2011 and complete in September 2011
		<p>Regent Street</p> <ul style="list-style-type: none"> Works will complete in November 2010
		<p>The Parade</p> <ul style="list-style-type: none"> Scheme in tandem with Ignis will be prepared by March 2011 Canopy to be removed by November 2010
		<p>Canal Walk</p> <ul style="list-style-type: none"> The Green Wall be completed in November 2010
	Small changes : Big impact	<p>Implement a package of small improvement projects including:</p> <ul style="list-style-type: none"> Funding and project plans for Great Western underpass completed - February 2011. High impact art project on wall of Alexander House. Competition launched & judged, and idea chosen and ready to implement - January 2011.

Forward Swindon - Year 1 Delivery Plan

Work Theme	Milestone / Target
Cultural Development	<p>Swindon Magnets</p> <ul style="list-style-type: none"> • Week long film festival across Borough - March 2011 • Successful co-ordinated approach to St. George's Day events including new procession and Town Centre event - April 2011 • Week long Swindon Open Studios event to involve all - September 2011 <p>Swindon Collection</p> <ul style="list-style-type: none"> • Test website online - October 2010 • Complete plans for a major exhibition in empty office space - November 2010 • First examples displayed - May 2011 <p>The Old House at Coate</p> <ul style="list-style-type: none"> • Trust established and launched - December 2010 • MLA Accreditation - December 2010 • Plans and funding for miniature railway and path extensions - February 2011 • Cafe and volunteer provision for every weekend - April 2011
Promoting Swindon	<ul style="list-style-type: none"> • Establish a Swindon marketing forum and host 3 events • Complete 4 case studies that demonstrate Swindon's success

Forwardswindon

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