



# swindonwiltshire

Local Enterprise Partnership

**Wiltshire Council**  
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**SWINDON**  
BOROUGH COUNCIL

## AGENDA

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**Meeting:** Joint Strategic Economic Committee  
**Place:** Monkton Park, Chippenham  
**Date:** Thursday 11 February 2016  
**Time:** 1.00 pm

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Please direct any enquiries on this Agenda to Kieran Elliott of Democratic Services, County Hall, Trowbridge, BA14 8JN direct line 01225 718504 or email [kieran.elliott@wiltshire.gov.uk](mailto:kieran.elliott@wiltshire.gov.uk)

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### Membership:

Cllr David Renard	Chairman of the Committee and Leader of Swindon Borough Council
Cllr Baroness Scott of Bybrook OBE	Vice-Chairman of the Committee and Leader of Wiltshire Council
Cllr John Thomson	Deputy Leader of Wiltshire Council and Cabinet Member for Communities, Campuses, Area Boards and Broadband
Cllr Brian Mattock	Deputy Leader of Swindon Borough Council and Cabinet Member for Health and Adult Social Care
Cllr Fleur de Rhé-Philippe	Wiltshire Cabinet Member for Economic Development, Skills and Strategic Transport
Cllr Garry Perkins	Swindon Cabinet Member for Economy, Regeneration and Skills

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**Non-Voting Membership:**

Mr Barry Dennington	Chairman of the Swindon and Wiltshire Local Enterprise Partnership (SWLEP)
Mrs Nicky Alberry	Vice-Chairman of the Swindon and Wiltshire Local Enterprise Partnership (SWLEP)
Vacancy	Member of the Swindon and Wiltshire Local Enterprise Partnership (SWLEP)

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**Substitutes:**

Cllr Brian Ford	Swindon Cabinet Member for Streetsmart
Cllr Dale Heenan	Swindon Cabinet Member for Highways, Strategic Planning, Sustainability and Transport
Cllr Russell Holland	Swindon Cabinet Member for Finance
Cllr Toby Sturgis	Wiltshire Cabinet Member for Strategic Planning, Development Management, Strategic Housing, Property and Waste
Cllr Dick Tonge	Wiltshire Cabinet Member for Finance
Cllr Stuart Wheeler	Wiltshire Cabinet Member for Hubs, Heritage and Arts, Governance and Support Services

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# **AGENDA**

## **Part I**

*Items to be considered while the meeting is open to the public.*

1 **Apologies**

To receive any apologies or substitutions for the meeting.

2 **Declarations of Interest**

To receive any declarations of disclosable interests or dispensations granted by the relevant Standards Committee.

3 **Minutes (Pages 7 - 14)**

- 1) To consider and approve the minutes of the meeting held on 1 December 2015.
- 2) To receive the minutes of the Swindon and Wiltshire Local Enterprise Partnership Joint Scrutiny Task Group held since the last meeting of the JSEC.

4 **Chairman's Announcements**

To receive any announcements through the Chair.

5 **Public Participation**

Statements

If you would like to make a statement at this meeting on any item on this agenda, please register to do so at least 10 minutes prior to the meeting. Up to 3 speakers are permitted to speak for up to 3 minutes each on any agenda item. Please contact the officer named on the front of the agenda for any further clarification.

Questions

To receive any questions from members of the public or members of the Council received in accordance with the Wiltshire Council Constitution. Those wishing to ask questions are required to give notice of any such questions in writing to the officer named on the front of the agenda no later than 5pm on Wednesday 4 February 2016. Please contact the officer named on the front of this agenda for further advice. Questions may be asked without notice if the Chairman decides the matter is urgent.

Details of any questions received will be circulated to Committee members prior to the meeting and made available at the meeting and on the Council's website.

6 **Strategic Economic Plan (SEP) Refresh (Pages 15-64)**

7 **Performance Indicators (Pages 65-78)**

8 **Delivery of Local Growth Fund (LGF) Projects (Pages 79 - 100)**

To receive an update from the SWLEP Commissioning Group on LGF Project Delivery.

9 **Risk Management Procedures Update** (Pages 101-126)

10 **Higher Futures (formerly City Deals)** (Pages 127-136)

11 **Strategic Housing Market Assessment (SHMAA)/ Functional Economic Market Area (FEMA) Update** (Pages 137-138)

12 **Recruitment of SWLEP Director**

To receive a verbal update on the progress on recruitment of a new SWLEP Secretariat Director.

13 **Future Items and Date of the Next Meeting**

The Committee is asked, in addition to regular updates, for any other items they wish to be considered at future meetings.

The Committee is also asked to note that the meeting dates for the rest of 2016 have been altered from the previous meeting, as part of a reorganisation of SWLEP Board and JSEC meeting dates. The dates are now as follows:

28 April  
24 June  
12 October  
8 December

Meeting of the SWLEP Board are as follows:

16 March  
11 May

14 **Exclusion of the Press and Public**

To consider passing the following resolution:

To agree that in accordance with Section 100A(4) of the Local Government Act 1972 to exclude the public from the meeting for the business specified in Item Numbers 15-16 because it is likely that if members of the public were present there would be disclosure to them of exempt information as defined in paragraph 3 of Part I of Schedule 12A to the Act and the public interest in withholding the information outweighs the public interest in disclosing the information to the public.

Reason for taking item in private:

*Paragraph 3 - information relating to the financial or business affairs of any particular person (including the authority holding that information).*

## **Part II**

*Items during whose consideration it is recommended that the public should be excluded because of the likelihood that exempt information would be disclosed.*

- 15 **Growth Deal Process/Independent Technical Assessments (ITA)** (Pages 139-170)
- 16 **European Structural Investment Fund Update** (Pages 171 - 176)

To receive a confidential update on the progress of the European Structural and Investment Funds 2014-2020 Programme.

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## **JOINT STRATEGIC ECONOMIC COMMITTEE**

**MINUTES OF THE JOINT STRATEGIC ECONOMIC COMMITTEE MEETING HELD ON 1 DECEMBER 2015 AT COMMITTEE ROOM 6, SWINDON BOROUGH COUNCIL CIVIC OFFICES, EUCLID STREET, SWINDON, SN1 2JH.**

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### **Present:**

Cllr David Renard (Chairman), Cllr Brian Mattock, Cllr Fleur de Rhé-Philippe, Cllr Garry Perkins, Mrs Nicky Alberry, Cllr Toby Sturgis (Substitute - Part II) and Cllr Stuart Wheeler (Substitute - Part II)

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### **37 Apologies**

Apologies were received from Mr Barry Dennington, Councillor Baroness Scott of Bybrook OBE and Councillor John Thomson.

Councillor Thomson was substituted by Councillor Toby Sturgis.

Councillor Baroness Scott was substituted by Councillor Stuart Wheeler.

### **38 Minutes**

The minutes of the meeting held on 30 September 2015 were presented for consideration and it was,

### **Resolved:**

**To APPROVE and sign as a true and correct record.**

### **39 Declarations of Interest**

Ms Nicky Alberry declared an interest in agenda items 8 and 9 - Update on Planning Police Update and European Structural and Investment Funds Update Updates - by virtue of her position as a director of Business West which provides support to businesses across the region which might be impacted by Planning and Funding matters.

### **40 Chairman's Announcements**

There were no announcements.

### **41 Public Participation**

There were no statements or questions submitted.

## 42 SWLEP Commissioning Board Update

A written update was presented by Directors of the Swindon and Wiltshire Local Enterprise Partnership (SWLEP), Alistair Cunningham and Paddy Bradley. It was stated that it had been agreed project highlight reports would include greater levels of detail, as well as supporting increased scrutiny of Local Growth Fund (LGF) proposals, and clearer tracking of original deadlines and any delays that occurred.

The Committee discussed the progression of the Strategic Economic Plan which had been reviewed during the course of 2015 with details on communication strategies and key messages had been approved, with further details on design and final revisions to be approved shortly. Details were also provided on funding that had been received from the Department for Business, Industry and Skills for a Careers Enterprise Company pilot scheme to run for 12 months to recruit business volunteers for schools and colleges to increase employer engagement with education facilities. It was confirmed the virtual school, responsible for monitoring the status of all Looked After Children, would also be covered by the pilot scheme, which had launched in Wiltshire in November and would launch in Swindon from 2 December.

The Committee then assessed the details of LGF projects currently underway. Increased costs of delivery had been identified in respect of the Green Bridge, New Eastern Villages project (previously Great Stall Bridge), with the feasibility of design changes to be investigated. Further New Eastern Village projects included that at the A420 Gablecross, where remodelling requirements had been clarified, with the completion date moved to June 2016.

In response to queries it was stated the project with the biggest funding gap was in relation to the White Hart Junction project as detailed in the report, with additional funding sources being investigated ahead of a deadline for action of February 2017.

Details were also sought on projects involving Junctions 16 and 17, Digital Corsham, which was now back within budget, and Chippenham Hub Station, with details as in the report.

Questions were raised about LGF monies which had not yet been utilised due to deferred projects, and it was stated new and viable proposals would be brought forward for consideration of any remaining funds.

At the conclusion of discussion, it was

### **Resolved:**

**To note the updates and comments of the Committee.**



#### 43 **Key Performance Indicator Update Paper**

As requested in previous meetings the Committee for details on Key Performance Indicators of LEP programmes, a report was presented with details on timescale expectations and other details of schemes along with economic indicators for the Wiltshire and Swindon area.

The Committee welcomed the information provided, and emphasised the need for a unified method of reporting performance, and ensure the greatest possible transparency of information while respecting commercial confidentiality. It was confirmed that the Key Performance Indicator details would moving forward be published on the LEP website and updated quarterly.

#### **Resolved:**

**That the Joint Strategic Economic Committee (JSEC) take note of the format and content of the proposed programme key performance and economic indicator dashboards, approve their continued production, and provide officers with feedback and commentary on the indicators selected and their presentation.**

#### 44 **Planning Policy Update**

An updated was provided by Richard Bell, Head of Planning, Regulatory Services, Heritage and Libraries, Swindon Borough Council on development of a Joint Strategic Options strategy to ensure members of both local authorities and the Local Enterprise Partnership are appropriately involved in cross border planning issues.

It was also stated a proposed methodology to define the boundaries of a Social Market Housing Area (SHMA) and Functional Economic Market Area (FEMA) was being prepared and would be ready to be discussed with neighbouring authorities in 2016. The Committee supported the suggestion of a working group, to include councillors from both authorities, oversee the joint working on this issue report to the JSEC with regular updates.

#### **Resolved:**

- 1) **Note the content of the paper;**
- 2) **Agree that a Senior Officer/Councillor Working Group be established comprising three Councillors (relevant Cabinet portfolio holders) from each authority to support the preparation of the 'Strategic Housing Market Assessment and Functional Economic Market Assessment' and other joint evidence base studies to inform the review of the Councils' Local Plans; and**
- 3) **Agree that the Senior Officer/Councillor Working Group, as identified in 2) reports to the Joint Strategic Economic Committee.**

#### 45 **European Structural and Investment Funds (ESIF) Update**

A report from the Strategic Economic Programme Manager on the European Strategic Investment Funds (ESIF) was presented. Further details were provided by Councillor Fleur de Rhé-Phillipe, Wiltshire Council, who chaired the local ESIF committee.

The Committee discussed the progression of the programmes and processes as detailed in the report, including a refresh of the ESIF strategy to bring the governance arrangements in line with Local Enterprise Partnership structures and the selection process for ESIF projects being confirmed by Managing Authorities. Some members raised that some future programmes had been removed following the Autumn Statement, and the impact of this required further assessment. It was also stated the final call for Regional Development Funding for the Health and Life Sciences business cluster at Porton had been made and was due for publication by the end of December 2015.

It was confirmed that the Local Enterprise Partnerships were still not accepted by the European institutions as suitable to receive monies directly, and therefore these would continue to be directed nationally through the Department for Communities and Local Government.

At the conclusion of discussion, it was,

#### **Resolved:**

**To note the update.**

#### 46 **City Deal Update**

A written update on progression of the City Deal project was presented, with the project now renamed as Higher Futures. It was explained that currently six employers were involved with others expressing interest, and recruitment, advertising and development of engagement and marketing strategies were all progressing as detailed in the report. It was also confirmed a new LEP Board Member, Simon Patten of BT, was chairing the Higher Futures Subgroup.

The Committee thanked officers for the progress on the project, and would welcome a full update for the next meeting given the significance of the project.

#### **Resolved:**

**To note the update and request a full briefing at the next meeting.**

#### 47 **Autumn Statement Implications**

In response to the statement of the Chancellor of the Exchequer on 25 November 2015 it was explained that full details of how round 3 of Local Growth Funding would operate, and that the some or all might be restricted to specific regions, the bidding process shortened, or possibly allocation tied to local devolution deals. Full details would be available before the end of 2015, but £12 Billion total across all the funding rounds had been confirmed, meaning a total of £4 Billion currently remained unallocated.

In response to queries on the implications of the statement it was explained that some proposals had already been identified as potential bids once the details of the process was confirmed, and that the application for creation of an Enterprise Zone in Wiltshire and Swindon had not been accepted. Full feedback would follow, but it was stated due to the requirement for multiple sites and sectors, the application may have been considered more complicated than some others.

**Resolved:**

**To note the update.**

**48 Date of the Next Meeting**

It was agreed the proposed date of the next meeting of 28 January was not suitable for a significant number of members, and that a new date would be circulated when arranged.

(Duration of meeting: 2.00 - 3.20 pm)

The Officer who has produced these minutes is Kieran Elliott, of Democratic Services, direct line 01225 718504, e-mail [kieran.elliott@wiltshire.gov.uk](mailto:kieran.elliott@wiltshire.gov.uk)

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# SWINDON AND WILTSHIRE LOCAL ENTERPRISE PARTNERSHIP JOINT TASK GROUP

WEDNESDAY, 9 DECEMBER 2015

PRESENT:- Councillors Christine Crisp, Oliver Donachie, Alan Hill, Des Moffatt, Mark Packard Melody Thompson and Kevin Parry

Apologies for absence were received from Councillor James Robbins.

## 23. Minutes

Resolved – That the minutes of the meeting held on 29<sup>th</sup> October 2015 be accepted as a correct record.

## 24. Update from the most recent LEP Board Meetings

Paddy Bradley gave a verbal update on the discussions and outcomes from the most recent LEP Board meetings. He commented that the last meeting was held on 11<sup>th</sup> November 2015 and he took the Task Group through the items on the agenda and the decisions made. The next meeting was scheduled for January 22<sup>nd</sup> and the Communications Strategy would be submitted for approval.

He noted that the LEP's next recruitment would be from a Housing Association.

## 25. Latest Bidding Round

Paddy Bradley advised that 140 projects totalling hundreds of million had been received by the LEP from the respective Local Authorities. These would be sifted down to about 35 projects, including high risk-high reward schemes. The scheme developer then pays for an independent assessment to be carried out. Paddy Bradley circulated a timeline for gaining funding.

## 26. Assurance Framework

Paddy Bradley advised the Task Group that the Assurance Framework was beginning to be implemented. He commented that the developer of each scheme underwrites it. There will not be a review of the framework for at least a year. The Task Group discussed the role of Scrutiny in the review process.

## 27. Benchmarking exercise on Board membership, recruitment and succession planning

The Task Group questioned how the LEP is progressing succession planning. The Scrutiny Officer was requested to ascertain if the Peterborough LEP, and one other area, had done any work on succession planning.

Paddy Bradley undertook to (a) find out the Swindon and Wiltshire LEP attitude to succession planning for the February meeting of the Task Group and (b) circulate the recruitment process.

## 28. Next Steps

It was agreed that the next meeting include updates from Paddy Bradley and a desktop exercise looking at 3 other LEP's and the Scrutiny Officer is requested to produce a terms of reference for the Task Group.

**29. Date of Next Meeting**

That the next meeting of the Task Group is scheduled for 4<sup>th</sup> February at Monkton Park, Chippenham

## **Strategic Economic Plan (Refresh)**

### **Summary**

1. The draft Strategic Economic Plan (SEP) had been refreshed following two workshop sessions with the SWLEP Board and a number of SEP Refresh Working Group meetings. The SEP was circulated to Board Members on 17 December 2015 and as a result some refinements were made to the wording on digital connectivity and Corsham and the Skills and Talent objective prior to the Board Meeting on 20 January 2016.
2. At this Board Meeting on 20 January 2016, the final wording of the SEP was adopted. The Marketing and Communications Subgroup will oversee the design and print work for the document and leaflet in line with the SWLEP style outlined in its Marketing and Communications Plan.
3. Once the Local Growth Fund (LGF) projects have been prioritised by the SWLEP Board, a SEP Investment Plan will be drawn up as a separate supporting document. This will be a living document which will cover LGF projects as well as other work undertaken by the SWLEP against which the delivery of the SEP can be monitored.

### **Recommendations**

4. JSEC Members are asked to:

**To note of the wording in the Strategic Economic Plan, January 2016.**

**Debby Skellern**

**SWLEP, Programme Manager Policy**

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# SWINDON AND WILTSHIRE STRATEGIC ECONOMIC PLAN JANUARY 2016

*Using our unique physical location in Southern England to create wealth,  
jobs and new business opportunities*

*Skills and talent* | *Transport infrastructure* | *Digital connectivity* | *Place shaping* | *Business development* |

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## INTRODUCTION

This document updates and revises the Swindon and Wiltshire Strategic Economic Plan which was approved by Government in April 2014. It builds on the work achieved to date in bringing forward key developments approved through rounds 1 and 2 of the Local Growth Deal as well as progress towards the delivery of the European Structural and Investment Fund, the Higher Futures Programme (our City Deal Skills Brokerage Programme) and the Swindon and Wiltshire Growth Hub.

Five strategic objectives have been identified in this Strategic Economic Plan which extend across the Swindon and Wiltshire Local Enterprise Partnership (SWLEP) area. In addition, we have reviewed the geographic coverage of the three Growth Zones which were originally identified in 2014. The Growth Zones remain our focus for targeted investment; these are Swindon-M4 Growth Zone, the A350 Growth Zone and the Salisbury-A303 Growth Zone. Each Growth Zone has its individual strengths, characteristics and investment needs which are reflected in our Investment Plan.

The 2015 Strategic Economic Plan therefore highlights the priorities and future opportunities for investment through to 2026. Our key priorities for investment are focussed on making Swindon and Wiltshire the best location for business across central southern England.

## SWINDON AND WILTSHIRE: OUR PLACE

We want to use our pivotal location in Southern England to create wealth, jobs and new business opportunities which are set within a spectacular landscape that provides an exceptional quality of life. We will focus on our existing strengths and our base of established business sectors to build an outstanding sustainable business environment in which our economy will thrive.

Our competitive advantage is based upon:

- A pivotal central southern location with geographic proximity to major economic centres including London, key airports, and coastal ports;
- A dynamic, knowledge based economy with nationally important clusters in Life Sciences, Advanced Manufacturing; Financial and Professional Services; Digital and Information and Communications Technology (ICT) and Land Based Industries;
- A resilient and attractive rural economy with world class landscape, heritage and visitor attractions;
- An economically significant Military presence;
- Strong small and medium sized enterprise (SME) growth with high levels of innovation and business survival; and
- A vibrant economy with a skilled workforce and low unemployment.

By 2026, we want to be world-renowned for innovation, entrepreneurialism and our great quality of life. Our population will have increased from 699,000 in 2014 to 764,000, matched by employment providing higher skilled jobs and high value economic growth.

The strength of our proposal lies in how we will accelerate economic growth by smarter use of our resources. We have a very clear idea of what we want to achieve:

- Support the Swindon-M4 Growth Zone into a new phase of growth, building on its strengths in Manufacturing and Commerce and making its urban areas attractive to investors;
- Deliver the significant growth planned for the A350 Growth Zone, exploiting the Digital cluster and Advanced Manufacturing capacity, and investing in the regeneration of the urban areas;
- Restructure the Salisbury A303 Growth Zone's economic base, leveraging the opportunities provided by the presence of the Military, Life Sciences and Defence Technologies specialisms at Porton, and build on its world class reputation as a visitor destination;
- Align the acceleration of economic growth i.e. jobs and investment with the housing growth, infrastructure and utilities needed to satisfy existing and future need;
- Get ahead of the skills deficit 'curve' so that we have a workforce that provides a competitive advantage by being fit for the future by improving access to Higher Education through our innovative Higher Futures Programme;
- Use our Military unique selling point (USP) as an enabler in achieving the economic growth we intend to deliver; and
- Ensure publicly owned land is freed for use to facilitate economic growth and increase the area's contribution to the wealth of the nation.

## Our Economic Opportunity

In 2014, we identified five SMART objectives which we aspired to achieve by 2026 in order to capitalise on our strengths and address our weaknesses through strategic investment and intervention. These were to:

- **Increase the employment rate to 80%.** This has nearly been achieved. For the year to June 2015, the employment rate stood at 78.6%;
- **Sustain the number of patents granted per 100,000 population.** Between October 2014 and October 2015, 670 patents were granted to businesses based in Swindon and Wiltshire which is 95.8 per 100,000 population<sup>1</sup>. In addition, the area has seen significant growth in employment in knowledge based businesses (an increase of 22.7% between 2011 and 2014);
- **Increase the proportion of the workforce (resident and non-resident) with a Level 4+ qualification from 33% to 52%.** We recognise that we have more to do here; by December 2014, 36.8% of the Swindon and Wiltshire workforce was qualified to this level;
- **Improve young people's attainment at 16 (including English and Maths) and 19 to beyond the national average.** GCSE attainment levels between 2011 and 2015 have remained relatively static across Swindon and Wiltshire whereas they actually fell across England<sup>2</sup>. By 2014, 85.4% of 19 years olds in England had achieved a Level 2 qualification; in Wiltshire this stood at 86.1% and 83.3% in Swindon compared to 81%, 81.8% and 75.9% respectively in 2011; and
- **Ensure 100% superfast broadband coverage across the area including all strategic sites.** Work is underway to improve access to broadband across Swindon and Wiltshire. By March 2016, phase 1 of the Wiltshire Online programme will be complete and there will be the opportunity for 91% of premises to connect to superfast broadband. The Swindon Superfast Broadband programme aims to improve current coverage (>24mbps) of 80% to 99.5% by June 2016.

We will continue to monitor these SMART objectives but given the significant progress we have made already, we aspire to do more. We have re-defined the three Growth Zones within each of the broader economic corridors which transect the SWLEP area. These Growth Zones are where we have the potential to have the greatest economic impact not only in terms of the growth of Swindon and Wiltshire but also contributing to the growth and reputation of UK PLC.

## Swindon and Wiltshire as a hub for innovation

Innovation continues to be central to our Strategic Economic Plan. It is typified by the number of global innovators who have invested and prospered in the Swindon and Wiltshire area such as Honda, Intel and Dyson as well as the presence of a number of innovation-driven sectors including Health and Life Sciences; Pharmaceuticals, Mobile Telecommunications, Digital and High Value Manufacturing. They actively continue to invest in research, design and development, create new employment and offer supply chain opportunities for smaller companies in the local area and beyond.

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<sup>1</sup> In 2009, the figure was 38.1 per 100,000. Source <https://www.gov.uk/government/publications/ipo-patent-data>

<sup>2</sup> <https://www.gov.uk/government/publications/local-authority-interactive-tool-lait>. GCSE 2011: Swindon 52.4%, Wiltshire 60.5% and England 59.0%; 2015: Swindon 52.2%, Wiltshire 59.6% and England 52.8%. The way in which education data are collected changed in 2013 with the result that levels appear to have fallen for England. For attainment levels to remain static locally is therefore a reflection of improved performance.

Swindon is also home to seven national Research Councils as well as the Space Agency and the presence of the University of Bath's Sustainable Technology Centre at Wroughton all add to the innovative character of the area.

Investment by the Military over the last century has generated exceptional commercial opportunities which have driven innovation. A unique ICT infrastructure has built up around Corsham where the Ministry of Defence (MOD) and the private sector have invested heavily in secure communications and data storage. Corsham is home to a growing cluster of digital industries as well as the most secure cloud data centre and electrical supply in the country. There are also strong links with the 100,000 Whole Genome Project and secure Government communications. As 'big data' and cyber security become even more important in the digital economy nationally and internationally, the economic potential of this infrastructure to create a leading digital economy cluster is evident.

The presence of the Military in south Wiltshire at Porton has led to the development of a cluster of Health and Life Sciences companies adjacent to the Defence Science and Technology Laboratory (Dstl) and Public Health England with specialisms in microbiology, immunisation and medical care. Leading edge work is also undertaken by Dstl in cyber-security at the site. The availability of strategic sites across Swindon and Wiltshire plus the growing network of development sites across Corsham, Porton, Salisbury and Swindon therefore have the potential to draw in new investment nationally and from overseas. These investors will benefit from our unique combination of expertise with the potential to foster collaborative activity and spur further innovation and invention.

The effect of this activity is already visible with employment in Knowledge Based Industries having increased by 15% between 2012 and 2014 to 65,600, nearly twice the growth experienced nationally (8.2% across Great Britain). Continued growth in these industries will be important to underpin the development of new high value activity and job creation.

### **Our population has grown rapidly**

The population of Swindon and Wiltshire continues to grow at above the national rate and was the fourth highest rate of growth of all Local Enterprise Partnerships<sup>3</sup> at 13.9% between 2001 and 2014. The majority of this increase has been amongst people of working age attracted to the area by employment and the lifestyle on offer (11.6% Swindon and Wiltshire; 8.6% England and Wales). That said, over recent years the number of working age people in the area did fall so the Army Basing programme will be important in bringing in additional skilled people of working age to offset this as well as the attraction of additional workers on the back of economic growth. It will be important that planned housing completions are brought forward on schedule in order to sustain population growth in the future.

### **Our contribution to national housing targets**

Work will be undertaken to prepare the evidence base for housing growth and Local Plan development to 2036. The Local Plans for Swindon and Wiltshire will set out what is intended to happen across the area, when and where this will occur and how it will be delivered. Housing needs will be identified through an independent assessment including identifying key sites which are crucial to the delivery of the housing strategy and by addressing the future needs and opportunities of the area. Between 2015 and 2026 there is a residual requirement for 42,480 new homes to be built; 23,171 of which are required between 2015 and 2021 thereby contributing 2.3% of the Government's target of building 1,000,000 new homes by 2021.

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<sup>3</sup> After London LEP; Greater Cambridge and Greater Peterborough LEP and South East Midlands LEP.

## Strong jobs growth is forecast

There are strong prospects for employment growth in the area. According to econometric forecasts in the 2013 Economic Assessment, 30,000 additional jobs are forecast between 2010 and 2020 across Swindon and Wiltshire, twice the rate of growth predicted nationally owing to good representation in sectors predicted to perform well, such as Professional Services. This forecast is consistent with the rate of growth being planned for in Local Plans. The employment projections indicate that the occupational profile of the area is predicted to continue to shift towards higher-level occupations, with the greatest levels of growth expected among managers, professionals and associate professionals.

### Our Economic Opportunity

- Exploit our potential to attract further inward investment and support the development of SMEs in high value sectors to balance growth in the South East;
- Extend our reputation as a hub for specialist sectors in Life Sciences, Advanced Manufacturing; Financial and Professional Services; Digital and ICT and Land Based Industries.
- Rapid population growth; and
- Strong jobs growth forecast.

## Our Economic Challenge

Our strategic location and connectivity is both a strength and a weakness. It is no coincidence that the peaks in our historic economic growth coincided with the arrival of the Great Western Railway in 19<sup>th</sup> century and the M4 five decades ago.

Our focus here is on the regeneration of Swindon Town Centre, the delivery of major housing developments as well as employment sites at Junctions 15 and 16 (Swindon) and 17 (Chippenham). These locations have greatest potential for growth and have the added benefit of easy links to surplus public sector land. Swindon and northern Wiltshire forms part of the wider M4 corridor that stretches from London, via Reading through to Bristol and Wales. Much of the M4 to the East and West has been fully developed. The new work on the electrification of the Great Western Main Line will significantly improve connectivity to key Towns and Cities.

The western economic corridor not only joins the area together as a key route running north to south across Wiltshire, but facilitates access to the Midlands and beyond to the north and south to the coast with its various ports and airports and Europe beyond. Our focus here is on delivering substantial growth in the Advanced Manufacturing and Design and Digital sectors; transport infrastructure developments along the A350 including rail improvements to support future economic growth, maximising the agglomeration effect of settlements along the A350; and Town Centre regeneration programmes in Chippenham and Trowbridge.

The southern corridor extends along the A303 and the West of England rail line which offer second arterial routes to London and the far South West connecting Salisbury with the southern Home Counties, Gatwick and Heathrow airports, Exeter, Plymouth and beyond. Our focus is to restructure the economic base of the area, focussing on innovation particularly in the Life Sciences, Defence Technology and Science including Cyber Security and the regeneration of Salisbury City Centre.

Throughout Swindon and Wiltshire, we face the challenge of improving provision for higher skills and education in order to enable residents to compete for the high value jobs we are seeking to bring to Swindon and Wiltshire. In capitalising on our strengths we will look to address the weaknesses in our economy.

### **Declining competitiveness**

While there is evidence of high levels of productivity and good prospects for overall economic growth in Swindon and Wiltshire, competitiveness has been in decline. Taking the period 2001-2013 England experienced growth in nominal GVA of 61.7%. In contrast Swindon and Wiltshire saw growth of just 50%. While Swindon GVA is above the national average, it is below average in Wiltshire. Investment is therefore required in setting the right infrastructure in place to improve productivity in the A350 and South Wiltshire Growth Zones and ensure that Swindon and Wiltshire attracts businesses which create value, supports and encourages existing businesses to grow and builds on its reputation as a top location for foreign-owned firms.

### **The impact of the recession**

The UK has emerged from its longest and deepest recession in the post-war era. There is evidence that the effects have been particularly marked in Swindon where the employment rate fell from 82% in March 2008 to 72% in March 2013. However, since 2013 Swindon has experienced strong economic growth, attracting new businesses and increasing employment by approximately 5% and the employment rate is now 76.4% (for the year to June 2015). In Wiltshire, the employment rate fell from 77% to 74.5% in the same period but has recovered to 79.7% (for the year to June 2015). Notwithstanding this, the GVA impact in Wiltshire is lower than Swindon. Investment is required to increase value in addition to ensuring that the economy is once again operating at, or close to, full employment to maximise wealth generation and ensure living standards continue to rise. Although there is still room for further improvement particularly in Swindon, our aspiration to reach 80% employment rate across Swindon and Wiltshire has nearly been achieved.

### **Youth unemployment**

Nationally, young people have been particularly affected by the recession and to an extent this has also been the case in Swindon and Wiltshire. In November 2013, the overall Claimant Count<sup>4</sup> was 7,880 and 28.6% of those claiming were aged 16-24. By October 2015, this figure had fallen to 4,385, 25.4% of which were aged 16-24. There has therefore been improvement locally with the claimant count falling significantly and the total number is modest at 1,115 young people which represents just 1% of all residents aged 16-64.

### **Educational attainment at 16 and 19**

Primary schools in Swindon and Wiltshire perform significantly above the English average, however after key stage 2 school performance across Swindon and Wiltshire is mixed. Generally speaking, Wiltshire schools have performed significantly above the English average since 2013 in terms of the percentage of pupils aged 16 achieving 5 or more A\*-C GCSEs; while Swindon schools have narrowed the gap with the average for England but still remain below it. At age 19, between 2009/10 and 2013/14, increasing numbers of young people at Swindon schools achieved Level 3 qualifications, however Swindon still

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<sup>4</sup> Job Seekers Allowance plus Universal Credit Claimants



underperforms nationally by 6%, whilst Wiltshire exceeds the England average<sup>5</sup>. We want to see our educational attainment rise to be significantly above the average for England in order to support the needs of the future economy and to better the economic prospects for our future working age residents.

### **Low rates of Higher Education participation in Swindon, higher rates in Wiltshire**

Local businesses have identified the lack of a ready workforce with higher level skills as a major barrier to future growth. In 2013-14, 35% of students in Swindon with A levels or a Level 3 qualification went onto Higher Education and although the figure for Wiltshire was higher at 54%, both were appreciably lower than the national average of 58%. Those students who do go on to Higher Education tend not to return to the area once they have obtained a degree, and since Swindon and Wiltshire does not have a significant higher education presence, it does not attract nearly enough people to gain a Level 4 qualification or above to replace those that leave. The aspiration for a higher education presence in the area therefore remains an important one. The number of graduate level jobs in the local economy is forecast to increase from 33.6% to 41.1%; this means that 83,000 more people with a Level 4 qualification or above will be needed by 2020. The delivery of the Higher Futures Programme, Swindon and Wiltshire's City Deal Skills Brokerage Programme, will be important in driving participation figures up locally but this issue is compounded by the lack of a significant university presence in the area, which would enable greater access to Higher Education.

### **Low rates of firm formation but good survival rates**

Business start-up rates have improved from 3.9 per 1,000 of the population in 2011 to 5.1 in 2013 but they still remain below average in comparison with England and Wales (5.6 in 2013). Of those firms that do start-up however, business survival rates are strong, consistently above the national average, for example the 5 year business survival rate (i.e. businesses established in 2008 through to 2013 which were the worst years in terms of the recession) in Swindon and Wiltshire was 46.9% compared to just 41.3% for England and Wales. We need to continue to support entrepreneurialism by providing access to business advice and guidance through the Swindon and Wiltshire Growth Hub.

### **Transport**

None of the main north-south road connections in the wider sub-region are fit for purpose and the increasing unreliability of these routes is significantly constraining business and development growth. In Salisbury, there are capacity issues on the A36 Southampton Road which is a key gateway into the City. The regeneration of Swindon Town Centre and the significant development growth planned in Chippenham, Salisbury and Trowbridge needs to be supported by improved local transport systems to help create more sustainable settlements. In addition, improved rail connections are being compromised by a lack of key infrastructure. Further train service enhancements are hampered by the single track line through Melksham and the growth ambition for Corsham may be compromised by the lack of a rail station. Salisbury Station has growing capacity and interchange issues, and improvements are needed at Chippenham and Westbury stations to help facilitate service enhancements and support their important hub roles.

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<sup>5</sup> Source: Department for Education performance tables at Key Stage 5

### Our Economic Challenge

- Declining competitiveness;
- The impact of the recession;
- Educational attainment at 16 and 19;
- Low rates of Higher Education participation in Swindon;
- Low rates of business formation; and
- Inadequate transport Infrastructure to support expansion plans.

# FROM VISION TO ACTION

We will be bold and ambitious in our plans, we will retain and capitalise upon the economic assets that exist already and we will seize new opportunities over the next decade to ensure our strategic vision for the future is achieved.

## Our Vision for Swindon and Wiltshire in 2026

Swindon and Wiltshire in 2026 is world-renowned for its innovation, entrepreneurialism and great quality of life. Its blend of vibrant urban centres, busy market Towns and outstanding rural landscape make it the best place in Britain to live, work and visit. A well-connected, attractive, vibrant place, our population continues to grow at a rate that out-strips many parts of the country, with more people choosing to live and work locally.

## Our Strategic Objectives

Based on where we are and where we want to be by 2026, we have identified five strategic objectives to stimulate public and business investment, and lever maximum return on investment. These strategic objectives apply across the whole of Swindon and Wiltshire but there will be targeted investment to address the specific priorities of each of our three Growth Zones. Skills and Talent and Business Development interventions will be available to businesses and learners across the whole of Swindon and Wiltshire. In addition, whilst the priority sectors may cluster in individual or multiple Growth Zones, businesses in these sectors are more widely located and will still be supported through sector development activity.

### Strategic Objectives

- **Strategic Objective 1: Skills and talent** - we need an appropriately skilled and competitive workforce to achieve our growth ambitions;
- **Strategic Objective 2: Transport infrastructure improvements** - we need a well connected, reliable and resilient transport system to support economic and planned development growth at key locations;
- **Strategic Objective 3: Digital capability** - we need to deliver excellence in digital connectivity and cyber transformation to achieve business growth, innovative public services and influence societal change;
- **Strategic Objective 4: Place Shaping** - we need to deliver the infrastructure required to deliver our planned growth and regenerate our City and Town Centres, and improve our visitor and cultural offer; and
- **Strategic Objective 5: Business Development** - we need to strengthen the competitiveness of small and medium sized businesses and attract a greater share of foreign and domestic investment into the area.

## **Strategic Objective 1: Skills and Talent - we need an appropriately skilled and competitive workforce to achieve our growth ambitions.**

The SWLEP has identified four themes in its Skills Plan under which action will be progressed to achieve this objective. These are:

- **Improve the skills system.** Making the education and skills system more effective and responsive to the needs of employers and learners;
- **Skills for growth.** Helping businesses develop skilled workforces that will support long term sustained growth and improved productivity within the local economy;
- **Skills for inclusion.** Supporting the development of an inclusive economy, helping people to overcome barriers to employment, to enter and stay in the workforce; and
- **Maximise the impact of skills.** Delivering the wider priorities within the Strategic Economic Plan i.e. as an enabler to achieve other SEP priorities.

### **Priority Actions**

#### **Skills system:**

- Ensure there is a robust and responsive post 16 education and skills sector operating to meet the needs of learners and employers which is financially efficient, sustainable and operates from campuses which are fit for purpose;
- Improve progression routes to employment in the post 16 education sector, with strong employer involvement in the curriculum to ensure improved employability;
- Deliver options to enhance Higher Education participation across Swindon and Wiltshire meeting the demand for higher level and degree-level qualified employees locally; and
- Ensure that the learning and skills offer reflects the needs of the area, including the priority sectors, providing effective STEM skills.

#### **Skills for growth:**

- Develop a skilled and competitive workforce meeting the needs of employers;
- Develop higher level skills provision through smarter engagement between the Higher and Further Education sectors and business;
- Achieve a higher proportion of individuals employed in higher skilled and higher value-added roles (Level 4 and above) in priority sectors; and
- Embed apprenticeships as an established route to employment and maximise the opportunities to grow Higher and Degree Apprenticeships.

#### **Skills for inclusion:**

- Improve educational attainment, exceeding the national average, at age 16 (including English and Maths) and at age 19;
- Realise the potential of residents with barriers to employment, including young people and older workers and develop innovative approaches to providing support; and
- Ensure impartial and independent professional careers advice and guidance is operating across schools and colleges.

#### **Enabler of other priorities:**

- Ensure Military Service Leavers and existing employees have clear pathways to new skills and flexible learning.

**Strategic Objective 2: Transport infrastructure improvements - we need a well-connected, reliable and resilient transport system to support economic and planned development growth at key locations.**

Transport is one of the main constraints to growth and without significant investment in our transport infrastructure we will find it difficult to unlock future development. There are a number of transport interventions that are required, some of which can be delivered over the short-term while others will require planning, development and consultation through to 2026 at substantial resource cost. These will be crucial in terms of effectively bringing forward housing and employment land and supporting our regeneration and growth ambitions, and they will be assessed in terms of their economic efficiency.

**Priority Actions**

- Deliver key road junction and infrastructure improvements to support economic and planned development growth;
- Deliver a whole corridor approach to traffic management and maintenance on key routes to improve reliability and resilience;
- Deliver packages of integrated transport schemes to support the development and regeneration plans for Chippenham, Salisbury, Swindon and Trowbridge;
- Deliver rail capacity and connectivity improvements to support economic growth and help realise improved travel opportunities;
- Lobby Government to address the unreliability of north-south road connections in the sub-region to support development and business growth both across Swindon and Wiltshire, and in neighbouring LEP areas; and
- Lobby Government and work with Highways England, Network Rail, train operating companies and other key bodies to improve key strategic routes to the Midlands and south coast ports, Cardiff, Bristol and the Thames Valley, London and South East, and South West.

**Strategic Objective 3: Digital capability - we need to deliver excellence in digital connectivity and cyber transformation to achieve business growth, innovative public services and influence societal change.**

We will build on our unique data security and fibre capacity<sup>6</sup> to be at the forefront nationally and internationally in the development and application of digital, cyber technologies and big data applications. This will require new cross sector collaboration and will be pivotal in delivering our innovation aspirations.

We need to maximise the potential of this capacity and capability and increase the profile of the area. This will build on the ability of research organisations to manipulate big data; support the efficiency and transformation of the public sector and the way in which it interacts and supports its customers. We also need to support the productivity and competitiveness of our business base through the delivery of high speed broadband and mobile connectivity and develop the skills of the local workforce in the use and application of digital technologies.

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<sup>6</sup> 2% of worldwide email traffic travels through Corsham

### Priority Actions

- Develop and implement a Digital Technologies Strategy to support business growth, inward investment; skills development and public sector resource efficiency;
- Deliver 100% high speed broadband and mobile coverage and prepare for the delivery of ultrafast broadband; and
- Support business and residents to take up and maximise their use of additional broadband capacity to support business growth and community development.

### **Strategic Objective 4: Place Shaping - we need to deliver the infrastructure required to deliver our planned growth and regenerate our City and Town Centres, and improve our visitor and cultural offer.**

Our Towns and Cities are making the transition from heavy industry and traditional manufacturing towards more knowledge-based activities which rely on the availability of a skilled workforce. A location's success therefore is tied to its ability to attract and retain highly educated and professional employees and entrepreneurs who often have more flexibility than others in choosing where to live and work and quality of life is often a major factor in their choice of location. Our urban areas therefore need to be repurposed to meet the needs of a growing population, support new business activities and attract suitable workers. The link between the provision of quality housing and mixed used development supported by the appropriate infrastructure, including transport, energy and broadband delivery, is fundamental to this and will ensure that our towns and rural settlements are attractive and comfortable places in which to live and work. Our place shaping activity will therefore look to re-invigorate our key settlements and build on their competitive advantages making them attractive environments for residents, workers and visitors.

### Priority Actions

- Deliver the investment needed to accelerate the delivery of strategic housing and employment sites to ensure that growth is accommodated sustainably;
- Deliver infrastructure improvements to support economic growth, support higher value skilled employment and attract inward investment;
- Develop increased energy infrastructure resilience for businesses and residents;
- Deliver the master plans for the regeneration of Chippenham, Salisbury, Swindon and Trowbridge to deliver a strong economic, cultural, leisure and visitor offer;
- Support the sustainable development of market towns and rural communities to ensure the right economic, social and visitor infrastructure is in place to ensure their long term resilience and safeguard their attractiveness;
- Deliver the Army Basing Programme as an exemplar of successful military-civilian integration; and
- Develop a strong Visitor Economy resulting in new investment as well as increased trade, visitor spend and national and international staying visitors.

**Strategic Objective 5: Business Development: we need to strengthen the competitiveness of small and medium sized businesses and attract a greater share of foreign and domestic investment into the area.**

Business support is a critical element in supporting growth and we will continue to provide a single point of entry for businesses in the area to access publically funded business support. To remain competitive we also support high growth businesses to innovate or export as well as supporting those which will benefit from access to specialist support and leadership and management training.

We need to attract new investment into the area and our inward investment activity will be undertaken mainly through working with partners such as UKTI. We will also build on the culture of innovation in Swindon and Wiltshire supporting smart specialisation<sup>7</sup> and innovation principally in our priority sectors.

### Priority Actions

#### Business support

- Deliver the Swindon and Wiltshire Growth Hub to support the needs of SMEs;
- Address the low rates of business formation by improving access to specialist public and private business support providers;
- Support a network of incubation units meeting the needs of start-up and micro businesses; and
- Support the Government's aspiration that 25% of public sector contracts are fulfilled by SMEs.

#### Inward investment

- Build on our national reputation for innovation and world class assets to attract inward investment;
- Develop internationally recognised clusters of Digital Technologies and Life Sciences activity by building premises, capacity and linkages between research and development and manufacturing capabilities; and
- Strengthen the Advanced Manufacturing sector supply chain.

#### Smart specialisation

- Develop Swindon and Wiltshire as a nationally significant player in the UK's energy sector, with particular strengths in the low carbon energy generation sector and the application of hydrogen technologies; and
- Support smart specialisation and innovation in our priority sectors as the drivers of economic growth.

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<sup>7</sup> Priority areas for knowledge-based investment based on our strengths and comparative advantages.

## PRIORITY SECTORS

We have identified a number of key sectors and industries in the area which have good prospects for growth however the SWLEP is keen to support innovation and the creation of entrepreneurial culture in the business community across all sectors. However, there will be some specific work undertaken to support our priority sectors to exploit the potential for high-value, higher-skilled economic growth and smart specialisation in the future.

### Priority Sectors

- Advanced Engineering and High Value Manufacturing;
- Health and Life Science;
- Financial and Professional Services;
- Digital and Information and Communications Technology; and
- Land Based Industries.

In addition, we acknowledge that there are sectors which are important to the Swindon and Wiltshire economy for example in terms of scale or service delivery but which may not be driven by innovation; experience high growth; or support higher skilled-higher value employment such as the Visitor Economy and Adult Health and Social Care. The transition to a low carbon economy is also identified as a key driver of change that will create new opportunities in many sectors, for example energy generation, innovation and sustainable construction. We will therefore develop a 'watch list' and monitor trends across all sectors and consider changes in our socio-economic structure which may require specific strategic consideration in the future.

### Sectors to Watch

- Visitor Economy;
- Adult Health and Social Care;
- Low Carbon Economy; and
- Construction.



## OUR GROWTH ZONES

We want to recognise the functional economic geography of our area and we have identified three Growth Zones where there are currently large agglomerations of economic activity with the greatest capacity for supporting sustainable growth in the future. A geographic concentration of people and business has been shown to contribute towards improved economic performance and productivity, delivering wider economic benefits as a consequence.

Transport has a key role to play in this; efficient transport networks can serve to increase the 'effective density' of a location by increasing the number of people who can access the area quickly and easily. This expands the prospective pool of talent to businesses, creates opportunities for networking and helps to attract supporting services and amenities. Transport investment can also unlock employment and housing sites, which, if in the right locations can facilitate accelerated economic growth. We will target investment in the Growth Zones to exploit these advantages.

Chippenham and Corsham are included in both the Swindon-M4 Growth Zone and the A350 Growth Zone as they are pivotal locations in the development of both the M4 and A350 economic corridors. Their inclusion in the Swindon M4 Growth Zone is important as they offer the potential to extend growth into the area that has developed out of London through to Reading and Swindon; as well as the potential to draw in investment from the west out of Bristol and Bath through the development potential at Junction 17. They are an important link in the A350 Corridor with conditions that promote business development and creating clusters of like minded businesses which extends from Malmesbury to the north and Warminster to the south.

Each of our Growth Zones has different circumstances through which opportunities for economic growth and investment exist, representing different challenges and opportunities (Appendix 1). Therefore it is necessary to identify unique target objectives within our Growth Zones that represent our Strategic Objectives at a more local level.

### Swindon-M4 Growth Zone

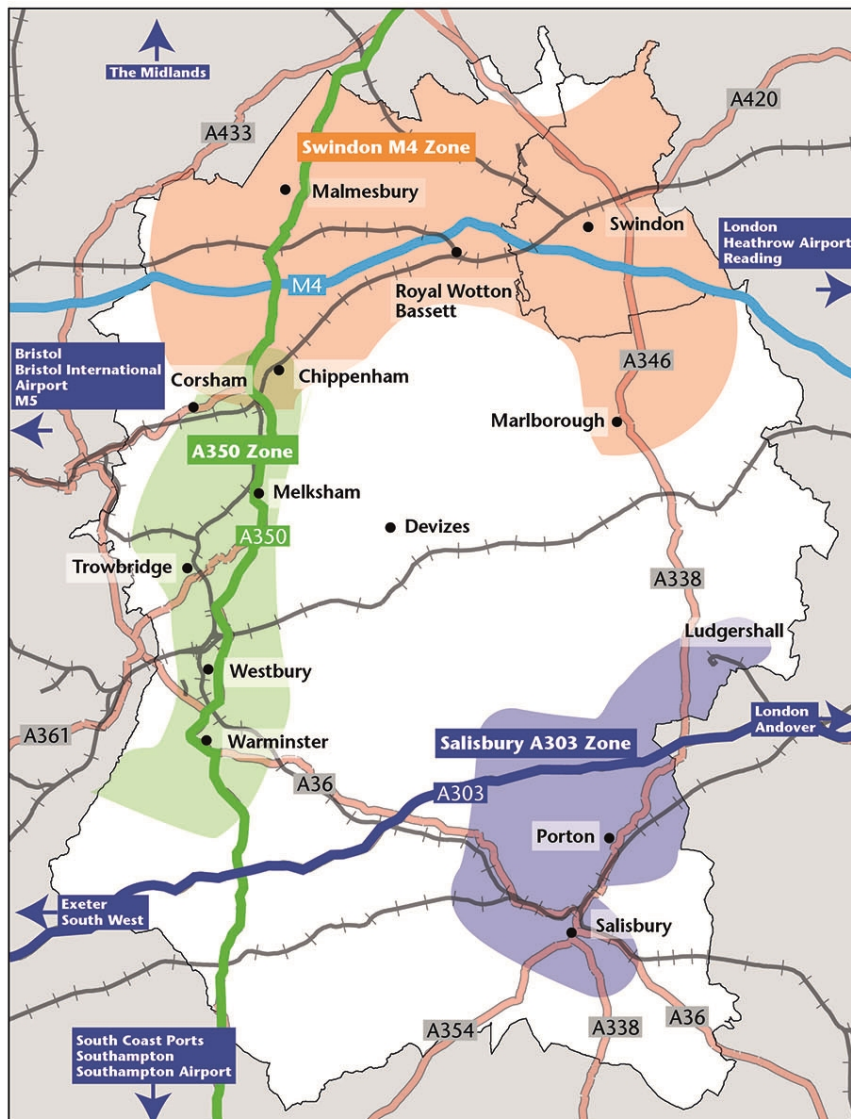
#### Strategic Objective 1: Skills and Talent

- Invest in new and existing Further and Higher Education facilities throughout the urban centre to significantly improve provision and quality of Level 3 and Level 4 qualifications throughout the area.

#### Strategic Objective 2: Transport Infrastructure Improvements

- Invest in transport packages and schemes to support housing and employment growth and the regeneration of Swindon Town Centre as well as the significant development growth planned in Chippenham to create more sustainable settlements where people want to work, live and visit;
- Invest in improving and extending our transport networks to enhance connectivity options and help reduce congestion at key pinch points;
- Strengthen the local rail infrastructure to help support economic and development growth, maximise opportunities for enhanced rail services and improve interchange within and between modes.

Figure 1: Growth Zones in Swindon and Wiltshire<sup>8</sup>



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

<sup>8</sup> Data for Chippenham and Corsham are included in the data for both the Swindon-M4 and the A350 Growth Zones. Data are also separated out in the table to show their respective contribution to both Zones.

#### Strategic Objective 4: Place Shaping

- Invest in targeted urban regeneration to maximise the opportunities for inward investment in existing assets and development sites throughout the urban Town Centre; and
- Develop the cultural offer in Swindon.

### A350 Growth Zone

#### Strategic Objective 1: Skills and Talent

- Invest in local Further and Higher Education facilities to maximise opportunities to access specialised training facilities aligned to our key sector areas.

#### Strategic Objective 2: Transport Infrastructure Improvements

- Invest in transport packages and schemes to support the significant development growth planned in Chippenham and Trowbridge to create more sustainable settlements where people want to work, live and visit;
- Invest in the A350 primary route through western Wiltshire to ensure it can fulfil its north-south strategic function and support the significant economic and development growth in the A350 Zone;
- Invest in improving and extending our sustainable transport networks to enhance connectivity options and help reduce congestion at key pinch points; and
- Strengthen the local rail infrastructure to help support economic and development growth, maximise opportunities for enhanced rail services and improve interchange within and between modes.

#### Strategic Objective 4: Place Shaping

- Maximise opportunities to deliver urban development sites, improve local infrastructure and attract new investment into our Town Centres to unlock urban expansion, deliver new homes and improve the economic resilience of local High Streets;

### Salisbury-A303 Zone

#### Strategic Objective 1: Skills and Talent

- Enhance our Further and Higher Education offer in the area, ensuring providers are able to deliver the skills provision required and facilities that are attractive to students and fit for purpose.

#### Strategic Objective 2: Transport Infrastructure Improvements

- Invest in transport packages and schemes to support the significant development growth planned in Salisbury to create a more sustainable settlement where people want to work, live and visit;
- Strengthen the local rail infrastructure to help support economic and development growth, maximise opportunities for enhanced rail services and improve interchange within and between modes; and
- Work with the Highways Agency to ensure that the A36 can fulfil its strategic role and support significant economic and planned development growth in and around Salisbury.

#### Strategic Objective 4: Place Shaping

- Maximise opportunities to accelerate the delivery of strategic housing sites across the City of Salisbury through investment in infrastructure and enabling works;

- Accelerate opportunities to improve the resilience of our urban centres to ensure they are competitive regionally; to reduce leakage of market share and to attract inward investment into strategic urban development sites; and
- Invest in diversification of Visitor Economy opportunities in the area, complementing our existing assets and maximising visitor spend and stay duration.

## GOVERNANCE

Since the last Strategic Economic Plan was published in March 2014, an enormous amount of work has been undertaken by the SWLEP Board and partner Unitary Authorities to embed open, transparent and robust governance and delivery arrangements. This section sets out our ongoing commitment to:

- embedding further the structure and governance of the SWLEP;
- ensuring the Joint Strategic Economic Committee develops the shared commitments of the two Unitary Authorities;
- developing joint scrutiny arrangements to ensure public accountability;
- successfully managing the delivery of the SEP Vision and projects; and
- monitoring and reporting on our progress in a transparent manner.

Underpinning our approach are two key principles:

- the role of the SWLEP is to provide strategic leadership to enable the growth of the economy of Swindon and Wiltshire by articulating a business voice and collaboration with the Leaders and Executive Members of the two Unitary Authorities; and
- primary responsibility for delivery of the SEP will lie with the two Unitary Authorities and other local partners, thereby ensuring SWLEP remains a strategic body, holding partners to account for their delivery of priority actions.

The SWLEP has a Board of 14 Members and is constituted in such a way as to ensure that it is business-led, with its Chair and three-quarters of all Members representing the business community. Sitting alongside the business community is the active involvement of Local Government through the role of the Leaders of the two Unitary Authorities as Board Members.

### SWLEP Board Responsibilities

- the development, review and refreshing of the Strategic Economic Plan;
- the successful and effective delivery of the Higher Futures Programme, the Strategic Economic Plan, the Growth Deal and projects resourced by the Growing Places Infrastructure Fund and the European Structural and Investment Fund; and
- the approval of scheme funding on the basis of recommendations from the Commissioning Group.

The Chair of the SWLEP and all business representatives are elected by the SWLEP Board on a three year rotating basis. Further details of the SWLEP purpose, Board Membership, and Board operations can be found in the SWLEP Constitution. The SWLEP is an Unincorporated Association.

Figure 2 shows the governance structure for the SWLEP which applies to the assurance of value for money with public expenditure. It shows the relationship between the SWLEP Board, Subgroups, the Joint Strategic Economic Committee, the SWLEP Secretariat, SWLEP Commissioning Group, SWLEP Delivery and Performance Team, Accountable Body (Wiltshire Council) and Joint Scrutiny and Audit. The SWLEP Assurance Framework (approved by Government in March 2015) outlines the process by which the SWLEP Board takes investment decisions.

In order to promote further collaboration between the two Unitary Authorities and provide local democratic oversight of the implementation of the SEP, the Unitary Authorities established a Joint Strategic Economic Committee (JSEC) under sections 101(5) and 102 of the Local Government Act 1972 and other enabling legislation.

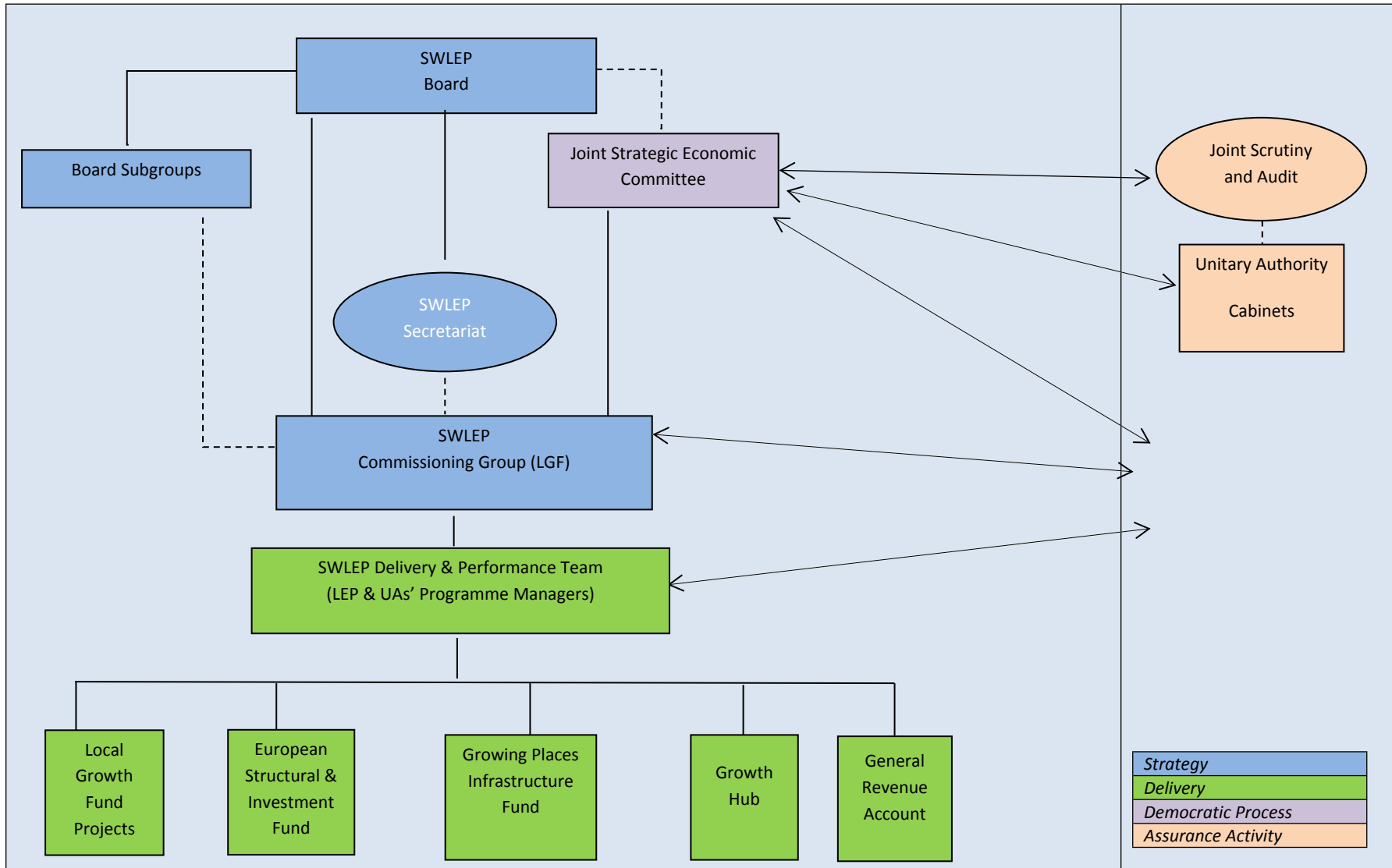
#### JSEC Functions

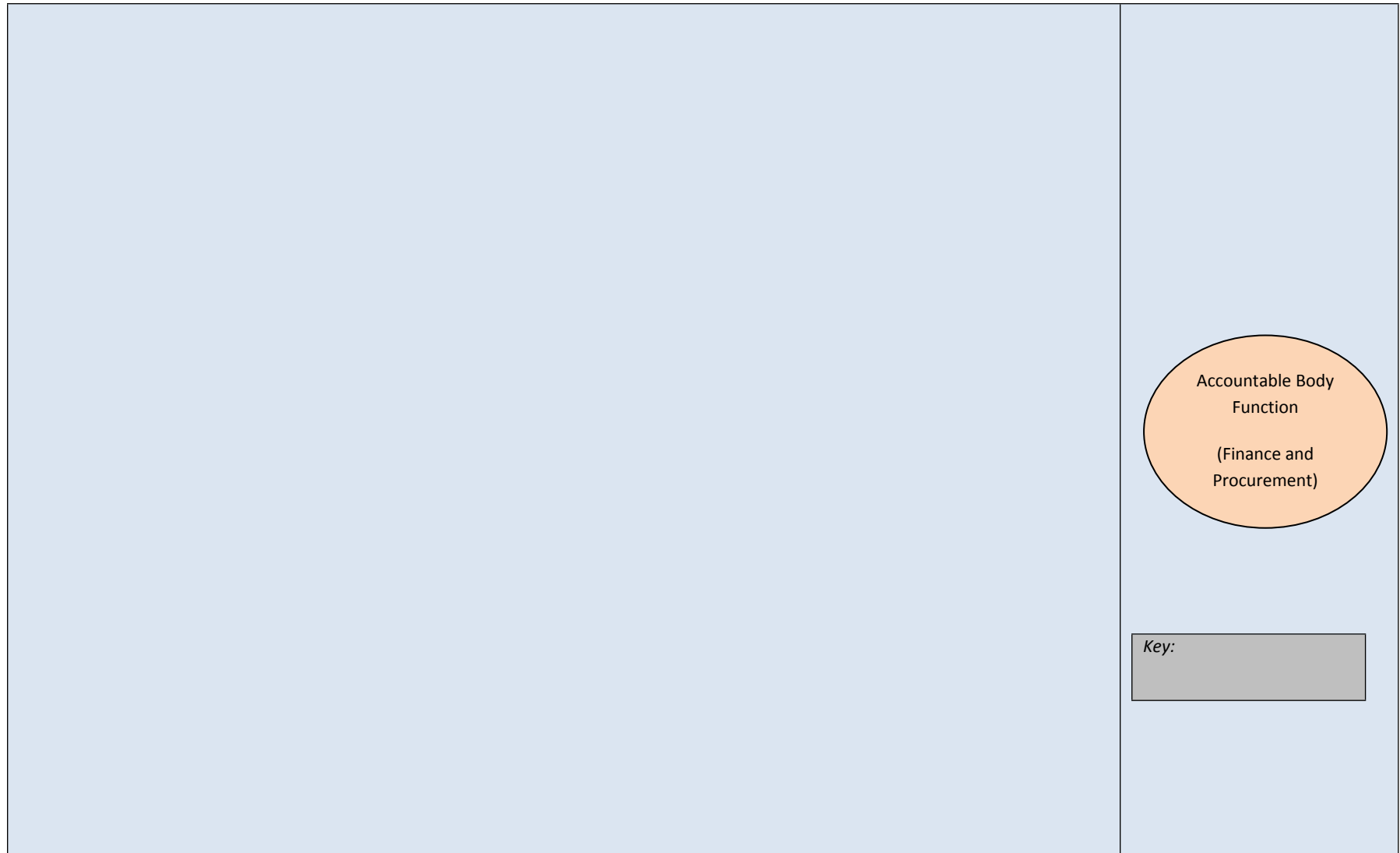
- oversee the delivery of the SEP;
- co-ordinate the local Government contribution to the delivery of the SEP and the Local Growth Deal;
- support the Accountable Body in ensuring the proper and effective use of the Single Growth Fund and other related funding;
- act as the formal link between local Government and the SWLEP; and
- facilitate and enable collaboration between the Unitary Authorities on economic development and associated activities.

#### Reporting and accountability

The Secretariat and Programme Managers will report to the SWLEP Board (via the Commissioning Group), the JSEC and Central Government on a scheduled quarterly basis, providing a RAG rating of actual against planned progress for each of the interventions in that priority. SWLEP will report publicly on our progress including an annual review; commencing at the end of year 1 of LGF funding.

**Figure 2: SWLEP Delivery and Governance Structure**





Accountable Body  
Function  
  
(Finance and  
Procurement)

Key:





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## APPENDIX 1 STRATEGIC ECONOMIC PLAN

### SWINDON AND WILTSHIRE GROWTH ZONES: AN ECONOMIC OVERVIEW

JANUARY 2016

*Using our unique physical location in Southern England to create wealth,  
jobs and new business opportunities*

*Skills  
talent*

*and*

*Transport  
infrastructure*

*Digital  
connectivity*

*Place shaping*

*Business  
development*

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# INTRODUCTION

This report gives an economic overview of Swindon and Wiltshire as background to the 2015 Strategic Economic Plan (SEP). It sets out information on how the economy has been doing since the 2014 SEP was adopted and also sets out economic data on the three Growth Zones identified in the refreshed SEP published in 2015: Swindon-M4 Growth Zone; A350 Growth Zone and Salisbury-A303 Zone.

## How are we doing?

We know how well we are doing because we compare the economic performance of Swindon and Wiltshire with its benchmark group<sup>1</sup>. The Swindon and Wiltshire economy has performed well with the number of businesses in the area growing by 7% between 2011 and 2014. This was largely due to growth in micro and small businesses whereas our large business base and associated employment has shrunk. We therefore need to ensure that the right environment is in place to sustain our existing business base as well as attract new investment.

Business density is a reflection of enterprise and Swindon and Wiltshire out-performs the national average (35 per 1,000 residents) but there is room for improvement compared to our benchmark group where we sit at the bottom (38 per 1,000 residents). Setting the right physical and support infrastructure in place will therefore be key to improving our position.

Businesses survival rates are strong and Swindon and Wiltshire has the highest 5-year survival rate amongst our peers at 69% and it is appreciably higher than the national average.

We are a productive region although there are variations across the SWLEP area and GVA growth has been slowing compared to our peers. GVA per hour worked stands at £33.80 in Swindon and £30.20 in Wiltshire compared to the UK at £30.10. Through skills development and focussing on our priority actions, we need to increase our productivity growth rate to maintain an above national average position.

Unemployment fell to 4.3% between April 2014 and March 2015 from a high of 7.3% for the same period 2012-2013 and our Job Seekers Allowance Claimant Count fell to just 0.8% in June 2015. This trend is reflected in the overall growth in the total number of employees between 2011 and 2014 but the growth in part-time employees has been stronger than full time employees which raises the risk of in-work poverty for some of our residents. The creation of additional full time and high value employment opportunities will be important now the economy has come out of recession and we focus on growth.

We are well on our way to achieving our goal of meeting the need for 30,000 additional workers with an emphasis on higher qualifications by 2020. By 2014, Swindon and Wiltshire had 17,300 more people qualified to NVQ4+ living in the area in 2014 than in 2011; the greatest percentage increase across the benchmark group.

Professional occupations are the largest occupational category in the area followed by associate professional and technical occupations which is reflected in our ability to innovate and undertake high value added activity. There are discrepancies in activity however and there is also significant activity in lower paid, lower value added activity.

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<sup>1</sup> Buckinghamshire Thames Valley LEP; Heart of the South West LEP; Northamptonshire LEP and Oxfordshire LEP as identified by Redbox Research Ltd in the Swindon and Wiltshire Economic Assessment 2013.

The increase in house prices has outstripped any increase in average earnings; the average house in Swindon costs 5.2 times the average salary, this rises to 7.4 times in Wiltshire compared to 6.5 nationally. Our focus on higher value, higher skilled activity over the medium to long-term should act to redress this balance to a degree by raising incomes and the acceleration of house-building should help to decelerate further house price increases.

In 2013, turnover and related spend in the Swindon and Wiltshire Visitor Economy was worth £1.45bn generating £817m in GVA and supporting 28,000 visitor related jobs in the area. The number of day trips in the area remained steady at 18.1 million however, the amount spent on these trips increased by £92m to £641m in 2013 (16% increase) and overnight visitor spend also increased by £70m (26%) over the same period. The largest overseas markets for the area are Germany, The Netherlands, USA and France.

## SWINDON-M4 GROWTH ZONE

The Swindon-M4 Zone includes the Towns of Swindon, Chippenham, Corsham, Malmesbury, Marlborough and Royal Wootton Bassett and has a population of 324,900, which accounts for 48% of the Swindon and Wiltshire total. Swindon is a key node on the M4 Corridor, a nationally significant corridor of knowledge intensive firms stretching from Cardiff and Bristol through to the Thames Valley and London, with Corsham hosting IT and Data Services of international importance. The Swindon-M4 corridor is home to a large number of knowledge-intensive businesses including advanced manufacturing, business and professional services and digital, electronics and telecommunications companies.

The area has excellent connectivity, provided by direct access from the Swindon-M4 Zone to Bristol and London. This provides linkages to Oxford, Reading, London, Bristol and Bath. The A420 enables a link to the A34/M40, the Midlands and the North of England. Linkages to Salisbury, Southampton, Bournemouth and the South Coast are enabled via the A346/A338.

The M4 corridor provides an important arterial route for transporting goods, linking people to jobs and employment sites. It also acts as a major employment hub providing access to towns and cities between London, Heathrow and South Wales. Connectivity to significant areas of economic growth in the UK is a strength of the area, but there are transport pinch-points that need to be addressed.

Rail connectivity is also strong, with London accessible within an hour and routes to Birmingham enable a travel time of two hours. Continued Government support for future electrification of the Great Western Railway is a vote of confidence in the area. It will mean the journey from London to Swindon will be 45 minutes and under an hour to Chippenham. Crucially there will be a fast link to Heathrow via Reading.

In terms of commuter flow this connectivity supports sizeable in- and out-commuting. The Swindon-M4 corridor experiences out-commuting to areas to the east, north and west however, it sees a much greater number of people commuting-in from neighbouring LEP areas. The overall proportion of residents who travelled to work to other parts of Swindon and Wiltshire was 8%.

The Swindon-M4 Zone is a significant economy, based on GVA per job filled<sup>2</sup>; the corridor generates estimated outputs to a value of £8bn or 50% of the SWLEP's GVA (£16.1 bn in 2013). The productivity level in Swindon in particular is only surpassed by Inner London, Berkshire and Buckinghamshire, Surrey and North East Scotland. The Zone is home to 46 employment sites comprising business parks, industrial estates and a number of key single-occupier sites.

Between 2012 and 2014, the number of employees in the area grew by 7.2% to 161,700 compared to 7.4% growth across Swindon and Wiltshire as a whole and 5.2% across Great Britain. This was driven largely by growth in business administration and support services (3,200), professional scientific and technical services (2,500) health (1,700) and wholesale sectors (1,600)<sup>3</sup>. Key sources of employment in the Zone are in retail, business administration and support services, health, manufacturing and professional, scientific and

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<sup>2</sup> £56,197 in Swindon and £44,841 in Wiltshire per job filled calculated by number of employees in each area within the zone. Sub-regional Activity August 2015, Table D1, ONS.

<sup>3</sup> Business administration and support services (3,200), professional scientific and technical services (2,500) health (1,700) and wholesale sectors (1,600)







than half of all employment in large firms (250+) in Swindon and Wiltshire is located within the Swindon-M4 Zone. Job losses have been greatest amongst large firms with 250 or more employees but there has been jobs growth amongst smaller enterprises (up to 99 employees).

Swindon-M4 economy has grown up around 46 employment sites with a number of large single occupier sites which is resulting in local transport pinch-points as industrial transport and commuters are uneasy partners on strategic and local roads. Targeted investment on transport networks is required to address local pinch-points including: improvements at Junctions 15 and 16 to unlock additional strategically important employment sites to enable medium to long-term growth; road schemes and junction improvements to unlock strategic housing allocations; the dualling of A420 to improve east-west linkages to Oxford; transport improvements to ease congestion; open up access to key employment sites and support the development of the proposed cultural quarter.

In 2014, the Manufacturing Sector was the fourth largest in the Zone where it accounted for 9% of all employees which is slightly above the average for Swindon and Wiltshire (8.8%) and Great Britain (8.6%). The area is home to over 40% of Swindon and Wiltshire's manufacturing businesses and contains the Zone's largest employers; this makes the economy very susceptible to shocks and global slowdown. In order to increase economic resilience, there is a need to continue to attract advanced manufacturing companies to strengthen the supply-chain, encourage more start-ups and attract more small and medium sized businesses generally in order to mitigate this risk. There is also the need to develop additional facilities to support and nurture small business growth; business incubation and serviced office space.

New Higher Education provision is required in the Zone to provide a step-change in the number of residents with degree-level qualifications to meet current business needs. Businesses have reported skills gaps at Level 4+ and have to recruit and attract staff from outside of the local area. Swindon in particular has a smaller proportion of residents qualified to Level 4 and above (30.8%) compared to England (36%) and surrounding areas.

The Town Centre in Swindon suffers from the impact of rapid expansion in the 1950s and 1960s and does not project the image of Swindon's thriving, knowledge-intensive economy. Innovative approaches to masterplan delivery may need to be trialled including the use of loan funds to pump-prime development. This could facilitate long-term physical development of the town centre in a holistic way including the development of a new cultural quarter and the preservation and sustainable development of historic buildings such as the Corn Exchange and Mechanics Institute.

Demand for office space in Swindon is at a 10-year high, however the scale and complexity of build, and associated risk, has meant that it has been difficult to get Kimmerfields mixed use development underway. The provision of Grade A office stock is also important to continue to attract foreign owned enterprises and global head-quarters in future.

### **Contribution to the UK economy**

- Nationally significant clusters of high growth businesses in advanced manufacturing, professional and financial services, ICT and research;
- Contribution to housing growth targets by hosting the country's largest urban extension;
- One of the country's most economically productive LEP areas;

- One of the most innovative and knowledge intensive places in the UK<sup>6</sup>;
- A key driver of “digital society”, having a positive impact for Government and citizens; and
- Genuine spin-out of military technology leading to commercial development in areas which are important for UK Plc’s growth.

### Swindon-M4 Key Strengths and Opportunities for the Future

Key strengths in this Growth Zone include:

- The Further Education offer is rated as of Good or Outstanding quality with campuses at Wiltshire College Chippenham, Wiltshire College Lackham, Swindon College and New College Swindon. In addition there are high quality new buildings at New College Swindon and Wiltshire College Chippenham;
- Good inter-regional connectivity supported by key strategic road and rail routes;
- The levels of value added activity which is undertaken making it one of the most productive labour markets in the country accounting for 50% of total GVA across Swindon and Wiltshire; and
- Strong demand for industrial (B8) property for advanced manufacturing as well as Grade A office space particularly in Swindon Town Centre.

Opportunities for the future are based on:

- The potential for the development of a Higher Education Centre in Swindon;
- Major urban housing developments through the Zone prompting significant economic growth;
- Employment growth across Swindon and Wiltshire which is predicted to increase by 9% (30,200) between 2010 and 2020;
- Improvements to Swindon Town Centre identified in the masterplan will generate significant additional retail and leisure spending to the benefit of many new businesses
- Increases in high value employment which will require additional strategic employment allocations and investment in transport;
- Increasing investor confidence which will attract more knowledge intensive businesses particularly finance and professional services, ICT and advanced manufacturing into the area; and
- The development of the Great West Way as a major visitor attraction.

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<sup>6</sup> As defined by Centre for Cities 2015

## A350 GROWTH ZONE

Connecting the West Midlands to the south coast ports, the Zone stretches from Chippenham, along the A350 which connects the settlements of Corsham, Bradford-on-Avon, Trowbridge, Melksham, Westbury and Warminster. The network of settlements that form the A350 Zone have a combined population of 190,000, equivalent to 26% of the total population of the SWLEP area and represents a major agglomeration of economic activity.

The Zone is strategically significant as it connects western Wiltshire with the M4 at Junction 17 to the north and the A303 to the south. A number of sections of the A350 primary route carry the highest volume of traffic and HGV movements on the county's non-trunk road primary routes and is one of the main routes connecting Poole and ports on the south coast to the M4 and the Midlands.

In terms of rail, the Zone is crossed by the Great Western Rail line through Chippenham and the Berkshire and Hampshire line through Westbury linking London with Devon and Cornwall. Westbury also serves as a hub station by providing access to the Severn-Solent route between the south coast and Bristol/Cardiff, and the TransWilts line to Swindon. Given its good connectivity it is unsurprising that there are in- and out-commuting flows between the A350 Zone and with the West of England, Dorset, Gloucestershire and Heart of the South West. The A350 corridor experienced a net loss of workers commuting to other parts of Swindon and Wiltshire.

In 2013, the Zone generated 21% of GVA per job filled in the Swindon and Wiltshire area, worth £3.3bn. Between 2012 and 2014, the number of employees in the area grew by 12.4% to 79,400 compared to 7.4% growth for Swindon and Wiltshire as a whole and 5.2% across Great Britain. This growth in employees was driven by increases in the financial and insurance (2,100), business administration and support services (1,800) and wholesale sectors (1,300).

The key sources of employment in the Zone are in Manufacturing, Health, Retail and Business Administration and Support Services, accounting for 41% of all employees in the Zone. Employment in the Manufacturing Sector actually increased between 2012 and 2014 (figure 3), accounting for 11.1% of total employment in the Zone, appreciably higher than the average nationally and for Swindon and Wiltshire. The A350 has strengths in a number of Swindon and Wiltshire LEP's priority sectors particularly Food and Drink; ICT and Telecommunications; Defence; Advanced Manufacturing and Tourism/Visitor Economy (Figure 4).

Across the Zone, 18.6%<sup>7</sup> of employees were working in Knowledge-Based Industries in 2014 which is below average compared to Great Britain (20.7%) and Swindon and Wiltshire (22.8%). Despite this below average performance, the proportion of employees in the Financial Services Sector stands out<sup>8</sup> as does the Telecommunications Sector as being significantly above the national or Swindon and Wiltshire average (Figure 4) which stands at 6.8% compared to 3.4% for Great Britain and 3.8% across Swindon and Wiltshire.

In terms of the number of businesses, the A350 Zone is home to 8,200 businesses which represents 25% of the total business stock in the SWLEP area. A net growth of 745 businesses was experienced between 2010 and 2015, which is an increase of 10%. Growth has been experienced across all employment size bands except for those companies employing over 250 people.

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<sup>7</sup> 14,800 employees across the zone

<sup>8</sup> Data on employees in the financial services sector has been suppressed by NOMIS



The nine strategic sites designated in the area combined with the strategic development of settlements and infrastructure improvements through the A350 Zone will stimulate existing agglomeration effects (increased investment, enhanced labour market, improved and more cost effective access to jobs and services), whilst minimising the resulting diseconomies of scale (congestion, pollution, house price affordability, larger institutional support structures).

The Wiltshire College campus at Trowbridge is the largest in Wiltshire and has seen some investment, and the campus at Chippenham has recently been redeveloped. In terms of Further Education provision, the A350 Zone has the widest range of provision as well as enrolments. Lackham College, which has links with The Royal Agricultural University at Cirencester, is in need of investment to renew skills provision in land based industries, broaden the curriculum and make the site more attractive to potential students.

## Analysis of needs

The A350 is a key link between the towns of western Wiltshire and on to the strategic route network through the M4 to the north and the A303 to the south and is of vital importance to the businesses that are located within the Zone. Improving the reliability and functionality of the A350 throughout western Wiltshire is therefore critical to unlocking and enabling continued growth within the Zone. Without continued investment in the A350, in time it will become an inhibitor to growth as it reaches capacity and acts to deter future private sector investment in the area.

Sections of the A350 carry the highest volume of traffic and HGV movements on the county's non-trunk road primary routes<sup>9</sup> and plans for additional housing development in the Zone by 2026 will put additional pressure on the A350. A number of pinch-points already exist where the road passes through urban centres, such as Westbury and Melksham, and these will need to be addressed if the Zone is to reach its full potential. In addition, the strategic role of the A350 is also being undermined by its susceptibility to incidents and events such as accidents and flooding.

More widely, the adequacy of connections through Wiltshire between the south coast (the port of Poole in particular) and M4 and onwards to Bristol and the Midlands has been increasingly compromised. In simple terms, there is a lack of suitable north-south links in the strategic network covering large parts of the south of England formed by a 'box' bounded by M5 to the west, A34 to the east, M4 to the North, and the A31, A35 and Dorset coast to the south. Within this area, north-south connections are made either by the A36/46(T), or the primary routes A350 and A338. However, these routes experience considerable congestion and road safety problems, and their increasing unreliability is significantly constraining development and business growth across the region, including plans to grow the port of Poole.

Over time the focus for business and housing development in the area has shifted towards the western Wiltshire towns and away from the more sensitive environments of Bath and the Cotswolds and Mendips Areas of Outstanding Natural Beauty. The 'growth corridor' in this area is therefore along the A350, rather than the A36.

Investment also needs to be focussed on the transport networks in the urban centres of Chippenham and Trowbridge, western Wiltshire's principal settlements. A targeted package of highway improvement schemes and sustainable transport measures to both accommodate existing growth and enable future growth will help make these key settlements functional and attractive places to live and work as well as to visit. With regard

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<sup>9</sup> Traffic flows on the A350 primary route range from around 15,000 south of Trowbridge up to 27,000 between Chippenham and the M4).

to rail connections, these are being compromised by a lack of key infrastructure and potential service enhancements are hampered by the single track line through Melksham. Capacity improvements at Chippenham and Westbury stations would also be beneficial and support the important sub-regional hub role of Westbury Station. All of these improvements would also have wider rail network benefits. In addition, Corsham has been identified as a key growth location but this ambition may be somewhat compromised by the lack of a rail station which enables easier and faster medium and long distance connections to be made.

Directly linked to the business growth of this zone is the increasing stress upon an already constrained energy infrastructure. Investment is needed to identify, reinforce, upgrade and capitalise on innovative solutions to increase capacity as well as deploy a smart approach energy demand, supply and management.

The service infrastructure at Lackham campus is at capacity and the Skills Funding Agency deems the campus condition to be 'unsatisfactory'. This is impacting upon the number of students attracted to the college and will need to be addressed if aspirations to extend provision on site are to be realised.

### Contribution to the UK economy

- Help to drive digital society, having a positive impact for Government and citizens;
- Genuine spin-out of military technology leading to commercial development in areas which are important for UK Plc's growth;
- Growth of key sectors and businesses that are net contributors to balance of trade;
- Transport infrastructure improvements benefiting connectivity from south coast ports to the Midlands;
- Increasing capacity and growth of Bristol city region; and
- Specialist education provision in land based industry.

### A350 Key Strengths and Opportunities for the Future

Key strengths in this Growth Zone include:

- The strong Further Education sector throughout the Zone and a Higher Education presence offering postgraduate placements;
- The support to create the conditions for economic growth through the master planning work undertaken in Chippenham and Trowbridge;
- Good value housing making the area attractive as a place to both work and live;
- The cluster of high-tech businesses centred around the significant digital infrastructure investment related to the Global Communications Centre at MOD Corsham;
- The significant MOD presence at Corsham and Warminster with approximately 2,500 Military personnel stationed in the area, 17% of the total across Swindon and Wiltshire; and
- The presence of the life science sector;

Opportunities for the future are based on:

- The development of extended provision in Land-Based Industries at Lackham College;
- Improving the A350 to make it a key north-south route in the area replacing the A36 and A46 and in doing so helping to attract greater investment;
- The electrification of the railway line making Chippenham far more attractive as a residential and business location;

- Building on the success of the enhanced TransWilts train service;
- Over 24,000 new homes are planned to be built in this Zone by 2026;
- 91 hectares of new employment land is planned to come forward by 2026; and
- The development of the Melksham Link with the potential to create an additional 600 jobs by 2025 further strengthening the Visitor Economy.



## SALISBURY-A303 ZONE

The A303 is a key strategic transport corridor and is the gateway to the southwest, providing the shortest route connecting with the south east of England and London. Major investment, particularly in the area around the World Heritage Site at Stonehenge, has been committed to the dualling of this arterial route to Exeter which is of national significance. Salisbury also looks to the south and southeast, with connections to Southampton, Bournemouth, and London.

The Salisbury-A303 Zone covers an area which includes the City of Salisbury, the military garrison towns of Bulford, Amesbury, Tidworth and Ludgershall, as well as Porton and Boscombe Down. This area includes the Salisbury Research Triangle, incorporating the important cluster of life sciences businesses around Porton; the UK's largest military presence on Salisbury Plain and leading edge work undertaken by Dstl in cyber-security.

Salisbury forms the regional economic centre for the Zone and the primary urban settlement in South Wiltshire. The Zone connects Wiltshire along the A303 through to London to the east and across the South West. It also connects to the south coast along the A36. Approximately 86,500 people live in the Zone which represents 13% of the total population of Swindon and Wiltshire.

Salisbury is well served by rail transport. The Wessex Main Line provides two trains per hour towards London and generally one train per hour towards Exeter. The station is also situated on the Severn-Solent route, with hourly services towards Bristol, Cardiff, and Portsmouth. There are two trains per hour towards Southampton, one of which also serves Southampton Airport directly.

In terms of commuting flow, the Salisbury-A303 Zone is relatively balanced in terms of in- and out-commuting with 8,150 residents travelling to work to neighbouring LEPs whilst gaining 8,330 commuting in. A large proportion of these in-commuters travelling to the Zone are from the Enterprise M3 LEP area.

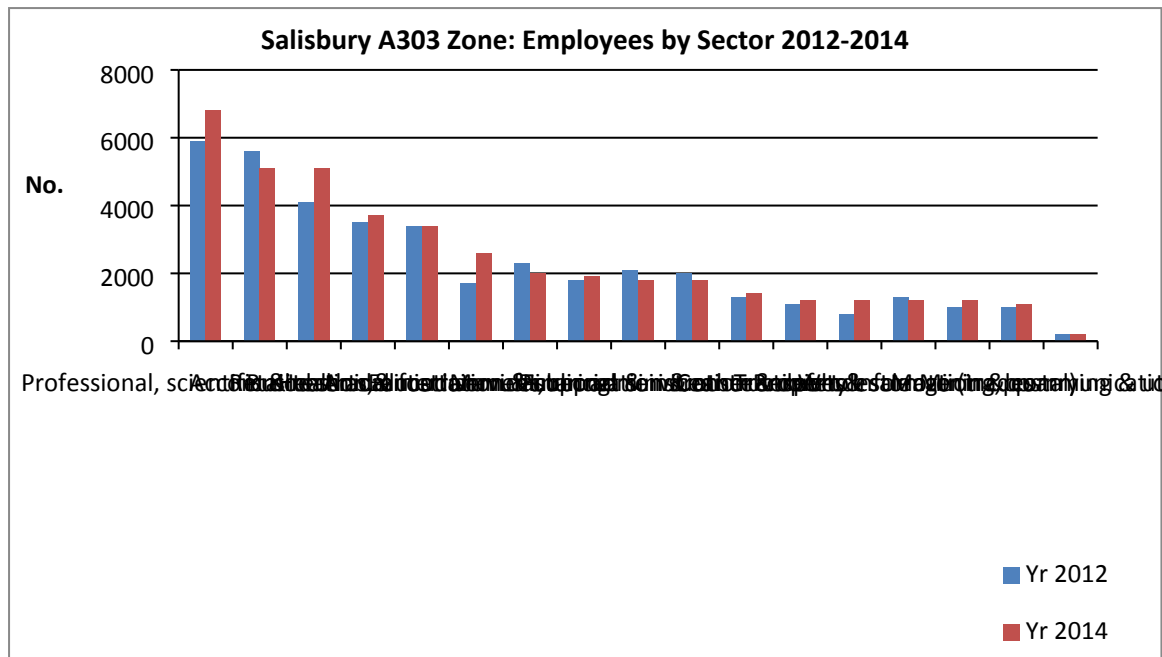
In 2013, the Zone generated 11% of total GVA per job filled generated in the Swindon and Wiltshire area worth £1.8bn. There are eight strategic sites located across this Growth Zone strengthening its future growth potential.

Between 2012 and 2014, the number of employees in the area grew by 6.3% to 41,800 compared to 7.4% growth for Swindon and Wiltshire as a whole and 5.2% across Great Britain. The key sources of employment are in Health, Professional, Scientific and Technical Services, Retail and Accommodation and Food Services, accounting for 54% of all employees in the Zone. The growth in the number of employees between 2010 and 2012 has been minimal owing to a significant reduction in the number of people employed in the public sector. Growth has picked up since 2012 led by employees in the health, professional, scientific and technical services and business administration and support services (Figure 5).

Overall, 26.2% of all employees in this Zone were employed in Knowledge Based Industries, the highest level across the three Growth Zones. This is accounted for largely by the proportion of employees in the Scientific, Research and Technical activities sector which stood at 38.8% of all Knowledge Based employment in the Zone in 2014. This reflects the specialist activities which are undertaken at Porton where Public Health England, Dstl and Quinetiq are based alongside health related research activities in Salisbury. This compares

to just 2.1% of employees in Knowledge Based Industries nationally whilst the average for Swindon and Wiltshire is lifted by activity in this Zone and averages at 9.3%.

**Figure 5: Salisbury-A303 Zone, Number of Employees by Sector 2012-2014**



Source: BRES 2012-2014, NOMIS

Activity in auxiliary financial support services is also significantly higher than the average for Great Britain. This industry offers support to the financial services sector which is important in both the Swindon-M4 and A350 Zones as well as the pension fund sector. The proportion of employees in the insurance sector in the Salisbury A350 Zone is also much higher than average in this Zone compared to national and Swindon and Wiltshire average (Figure 6).

In terms of business stock, the Salisbury-A303 corridor is home to 4,910 businesses which represents 15% of the total business stock in the SWLEP area. Between 2010 and 2015 the area experienced a net growth of 505 businesses which has mainly been due to increases in professional, scientific and technical (170), business administration and support services (80), information and communication (60) sectors. There have been losses in several sectors including construction (-25), wholesale (-15), manufacturing (-5).

There are two Further Education establishments in the area: Salisbury College and the recently established University Technical College also based in the City.

### Analysis of needs

Salisbury and South Wiltshire face significant challenges in the SEP plan period. Recent announcements concerning the restructuring of Aviva (450 jobs) and Public Health England mean that Salisbury will have a much diminished financial sector, and the loss of some public health related Lifescience research activity at Porton. This could lead to a further demographic shift towards an ageing population locally.

In addition, there will be significant further demographic growth as a result of Army Basing which will see 4,000 personnel and their dependants move into the county. This is likely to cause a one-time surge in workplace demand as Army dependants seek employment in the county, and will leave a long term residual impact on the employment market due to Service



attractive place for residents, workers and visitors. While Salisbury is well served by rail, this has resulted in demand pressures at Salisbury Station where there are also interchange issues.

The energy infrastructure in the area is known to be close to or at full capacity constraining business investment and expansion within the Zone. Investment is needed to identify, reinforce, upgrade and capitalise on innovative solutions to increase capacity as well as deploy a smart approach energy demand, supply and management.

### **Contribution to the UK**

- It is at the heart of the fourth life science cluster in England, alongside Oxford, Cambridge and London, with an overall investment potential of £200 million;
- Salisbury Plain Training Area home of the military in England, with accompanying benefits of clustering of Defence Technologies, military supply chains and opportunities to link military and heritage tourist attractions;
- Relief for M4 and M5 route to the peninsula enabling more resilient connectivity across the south coast and improved journey times to the southwest; and
- A World Heritage Site and cultural destination for visitors from within the country and abroad.

### **Salisbury-A303 Key Strengths and Opportunities for the Future**

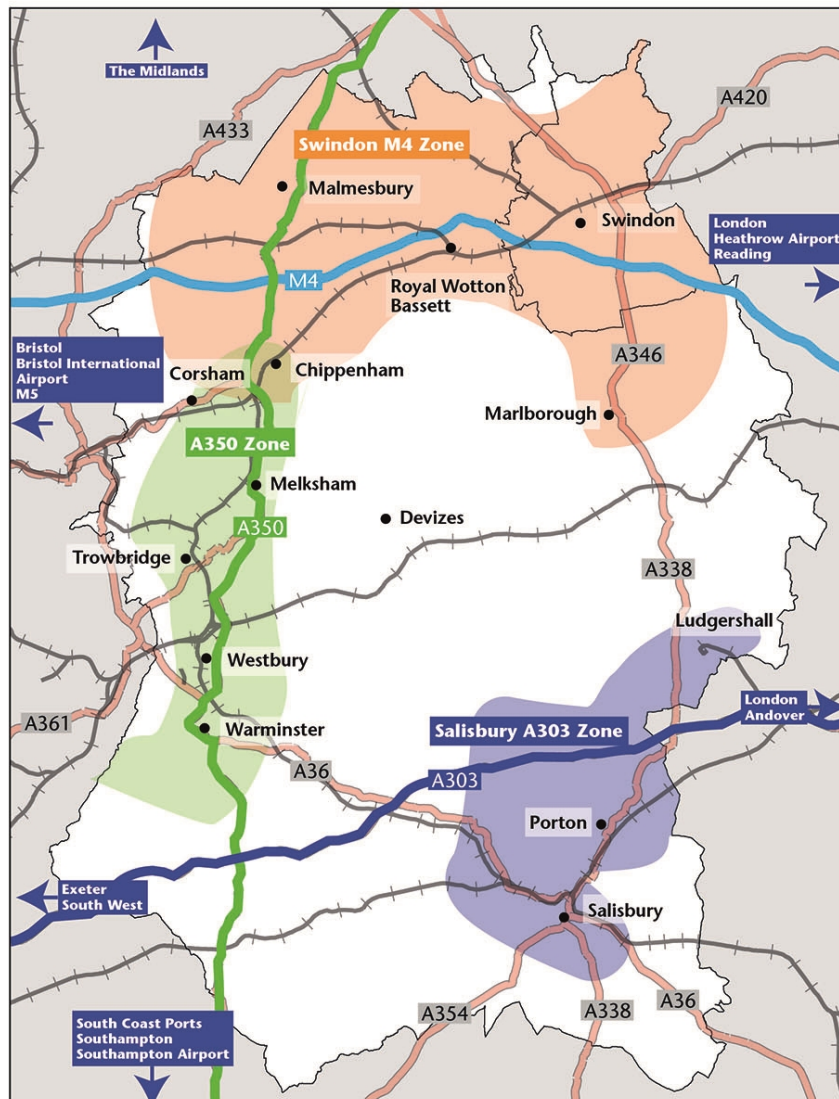
Key strengths in the Growth Zone are:

- The University Technical College based in Salisbury;
- The Life Sciences and Defence Technologies sectors including cyber security;
- The military presence which adds economic power; and
- Its internationally renowned tourist attractions and reputation for arts and culture.

Key opportunities for the future are based on:

- Army Basing and infrastructure investment will result in 4,000 additional personnel and dependants in the area bringing new skills and a highly motivated resource to the labour pool;
- Working with Highways England to deliver an improved A36 through Salisbury;
- Wilton Parkway station proposals;
- Major regeneration at the Maltings, Salisbury;
- Delivery of Porton Science Park, to grow the life sciences cluster;
- Additional activity at Dstl through the relocation of 650 jobs to Porton;
- SME supply chain opportunities from the defence technologies sector and employment growth at Castledown Business Park in Ludgershall; and
- Greater military cultural and historical tourist attractions including the development of the Salisbury Plain Heritage Centre.

Figure 7: Summary of Growth Zones in Swindon and Wiltshire<sup>10</sup>



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

<sup>10</sup> Data for Chippenham and Corsham are included in the data for both the Swindon-M4 and the A350 Growth Zones. Data are also separated out in the table above to show their respective contribution to both Zones.

## Key to sectors referenced in the graphs.

### 1. Employees by Broad Industrial Group by SIC

- 1 : Agriculture, forestry & fishing (A)<sup>11</sup>
- 2 : Mining, quarrying & utilities (B,D and E)
- 3 : Manufacturing (C)
- 4 : Construction (F)
- 5 : Motor trades (Part G)
- 6 : Wholesale (Part G)
- 7 : Retail (Part G)
- 8 : Transport & storage (inc postal) (H)
- 9 : Accommodation & food services (I)
- 10 : Information & communication (J)
- 11 : Financial & insurance (K)
- 12 : Property (L)
- 13 : Professional, scientific & technical (M)
- 14 : Business administration & support services (N)
- 15 : Public administration & defence (O)
- 16 : Education (P)
- 17 : Health (Q)
- 18 : Arts, entertainment, recreation & other services (R,S,T and U)

### 2: Employment in Knowledge Based Industries by 2 digit SIC

- 09 : Mining support service activities
- 19 : Manufacture of coke and refined petroleum products
- 21 : Manufacture of basic pharmaceutical products and pharmaceutical preparations
- 26 : Manufacture of computer, electronic and optical products
- 51 : Air transport
- 58 : Publishing activities
- 59 : Motion picture, video and television programme production, sound recording and music publishing activities
- 60 : Programming and broadcasting activities
- 61 : Telecommunications
- 62 : Computer programming, consultancy and related activities
- 63 : Information service activities
- 64 : Financial service activities, except insurance and pension funding
- 65 : Insurance, reinsurance and pension funding, except compulsory social security
- 66 : Activities auxiliary to financial services and insurance activities
- 69 : Legal and accounting activities
- 70 : Activities of head offices; management consultancy activities
- 71 : Architectural and engineering activities; technical testing and analysis
- 72 : Scientific research and development
- 73 : Advertising and market research
- 74 : Other professional, scientific and technical activities

<sup>11</sup> N.B. Agriculture, forestry & fishing data have not been included as NOMIS does not have full data for this sector which is collected through the Agricultural Census

75 : Veterinary activities

78 : Employment activities

79 : Travel agency, tour operator and other reservation service and related activities

90 : Creative, arts and entertainment activities

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**Joint Strategic Economic Committee  
(JSEC)**

**11 February 2016**



## **Key Performance Indicators**

### **1. Purpose and Reasons**

- 1.1 At the JSEC meeting of 1 December, the committee Committee (JSEC) took note of the format and content of the proposed programme key performance and economic indicator dashboards, approve their continued production, and provide officers with feedback and commentary on the indicators selected and their presentation.
- 1.2 Officers have continued to produce the indicator dashboards and these are circulated to SWLEP board members. Following minor corrections the SWLEP Vice Chair has proposed that the indicator dashboards be published on the SWLEP website. This report provides an update on progress and recommends to JSEC that publishing of the indicator dashboards on a regular basis alongside the SWLEP Economic Bulletin be approved, and that JSEC consider the options set out regarding reporting period.

### **2. Progress Update**

- 2.1 Both the indicator dashboards for programme monitoring and key economic indicators in the SWLEP area have been updated for January 2016 and these are provided as appendices 1 and 2.
- 2.2 The Programme Key Performance Indicators table has been updated to reflect the actual anticipated monitoring periods following project completion. Different types of project have different monitoring periods. For example, Porton Science Park will have a monitoring period of ten years following the delivery of phase 1 to measure the project's success, both in terms of the immediate measurable impact on employment, and the longer term success of the science park as a whole. Conversely, while major transport infrastructure projects have a measurable beneficial effect on journey times, traffic congestion, and carbon emissions, the effects of transport schemes become apparent over a period of time rather than having an instantaneous effect. For Local Growth Fund schemes it has been proposed to monitor at years 1, 2 and 3 following delivery.
- 2.3 JSEC is invited to note that the A429 Malmesbury road improvements projects is being delivered slightly ahead of schedule, while both Corsham Digital Campus and West Ashton / Yarnbrook improvements have moved from Amber Green to Green status as issues are resolved.
- 2.4 The City Deal (now 'Higher Futures') project line has been updated to reflect the progress in establishing Higher Futures as a programme of the SWLEP. The title on this line will be updated from 'City Deal' to 'Higher Futures' with the next update.
- 2.5 Overall, there has been a positive trend in terms of overall economic indicators in the SWLEP area since the last report, with the claimant rate falling from 3,304 to 2,954.

2.6 Officers note that many of the economic indicators are monitored on a quarterly or annual basis. JSEC is asked to consider the options for reporting periods set out below.

### 3. Financial Implications

3.1 For European funded projects in particular, it is important that robust monitoring arrangements be implemented in order to report accurately to the Management Authority on project outputs and outcomes, to satisfy conditions that may be placed on the funding. This is important both in terms of realistic and evidence based forecasting of anticipated benefits of a scheme, and ensuring that monitoring arrangements are in place and resourced over the lifetime of the project.

3.2 There is also a cost associated with the monitoring of highways projects which is dissimilar from that of monitoring, for example, employment growth at a regeneration or business site. While it is relatively inexpensive to monitor employment and business growth, because the required evidence is straightforward to obtain (e.g. company letterheaded confirmations of employment and investment activity), gathering evidence on traffic counts, journey times and carbon emissions requires both specialist technical resources over a period of time, as well as equipment.

3.3 The costs of pre and post monitoring are included in the overall budget for project delivery and therefore do not impact on service areas' revenue budgets.

### 4. Options Relating to Reporting Period

4.1 As set out above:

- a) It has been proposed that the Key Performance Indicator dashboards be published on the SWLEP website
- b) Many economic indicators are not monitored by the Office for National Statistics (ONS) and other monitoring bodies (e.g. Highways England) with a frequency of more than quarterly, and others are only monitored annually.

4.2 JSEC is also asked to consider that the SWLEP Economic Bulletin (please see JSEC report on KPI's dated 1 December 2015 for description and comparison between the KPI dashboards and the Economic Bulletin) is published on a quarterly basis.

4.3 With these factors in mind, officers propose the following options for publication frequency of the economic indicator and programme performance indicator dashboards:

#### a) Monthly publication

Under this option, officers could in most months publish a brief set of economic indicators comprising only those indicators which are monitored on a monthly basis by the ONS and other monitoring bodies included in each report, with quarterly reports including a fuller set of updated statistics. Similarly, officers could include only those projects whose RAG rating has changed / where there has been a significant change in the forecast delivery schedule or outputs, rather than the full suite of projects every month. This would be more intensive in terms of resource requirement than the other options.

#### b) Quarterly publication

Under this option, officers could continue to publish both indicator dashboards as appended to this report. A minority of the indicators included are currently reported on an annual basis

(e.g. housing delivery), however officers could explore options to report, where possible, on a quarterly basis on each indicator included in the dashboard.

Publication could be aligned to that of the SWLEP Economic Bulletin, and it is proposed that this be in the second month of each quarter to allow time for the statistics to be collated and the report to be delivered. This is the preferred option because of its alignment with other reporting mechanisms that are in place and the monitoring frequency of the majority of the indicators.

c) Annual publication

This is the do least option in terms of resource commitment, but is not the preferred option since the reporting frequency would not be sufficient to properly inform the SWLEP and broader public, nor would the publication frequency be in line with that of the SWLEP Economic Bulletin.

## 5. Recommendations

- 5.1 That JSEC note the progress made on the publication of the indicator dashboards for both the SWLEP programme of projects and key economic indicators for the area
- 5.2 That JSEC confirm its preferred option for frequency and format of publication on the SWLEP website to the SWLEP board.
- 5.3 That, once publication is formally underway, the Dashboards need not be further formally considered at JSEC unless the format, measures and period of the report are proposed to be substantially changed. As reported previously, as further funding programmes and funded projects become live, e.g. European Structural and Investment Funding, the relevant indicators will be added to the dashboards for monitoring.

**Alistair Cunningham, Associate Director, Economic Development and Planning, Wiltshire Council and Director of the SWLEP Secretariat**

**Paddy Bradley, Head of Economy, Skills and Property Development, Swindon Borough Council and Director of the SWLEP Secretariat**

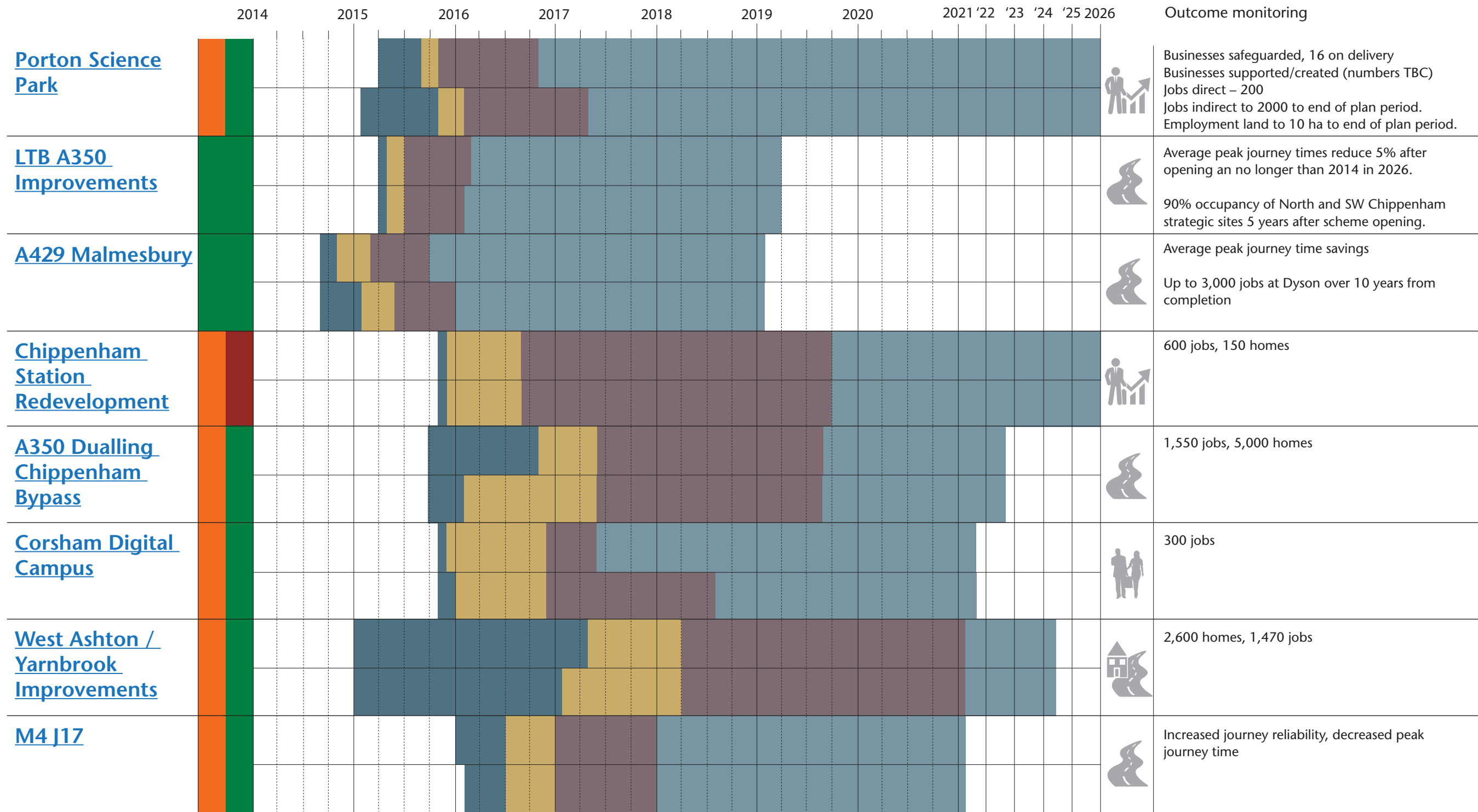
### Appendices

Appendix 1 SWLEP Programme Performance Indicators February 2016

Appendix 2 SWLEP Area Economic Indicators February 2016

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# LEP Programme Key Performance Indicators

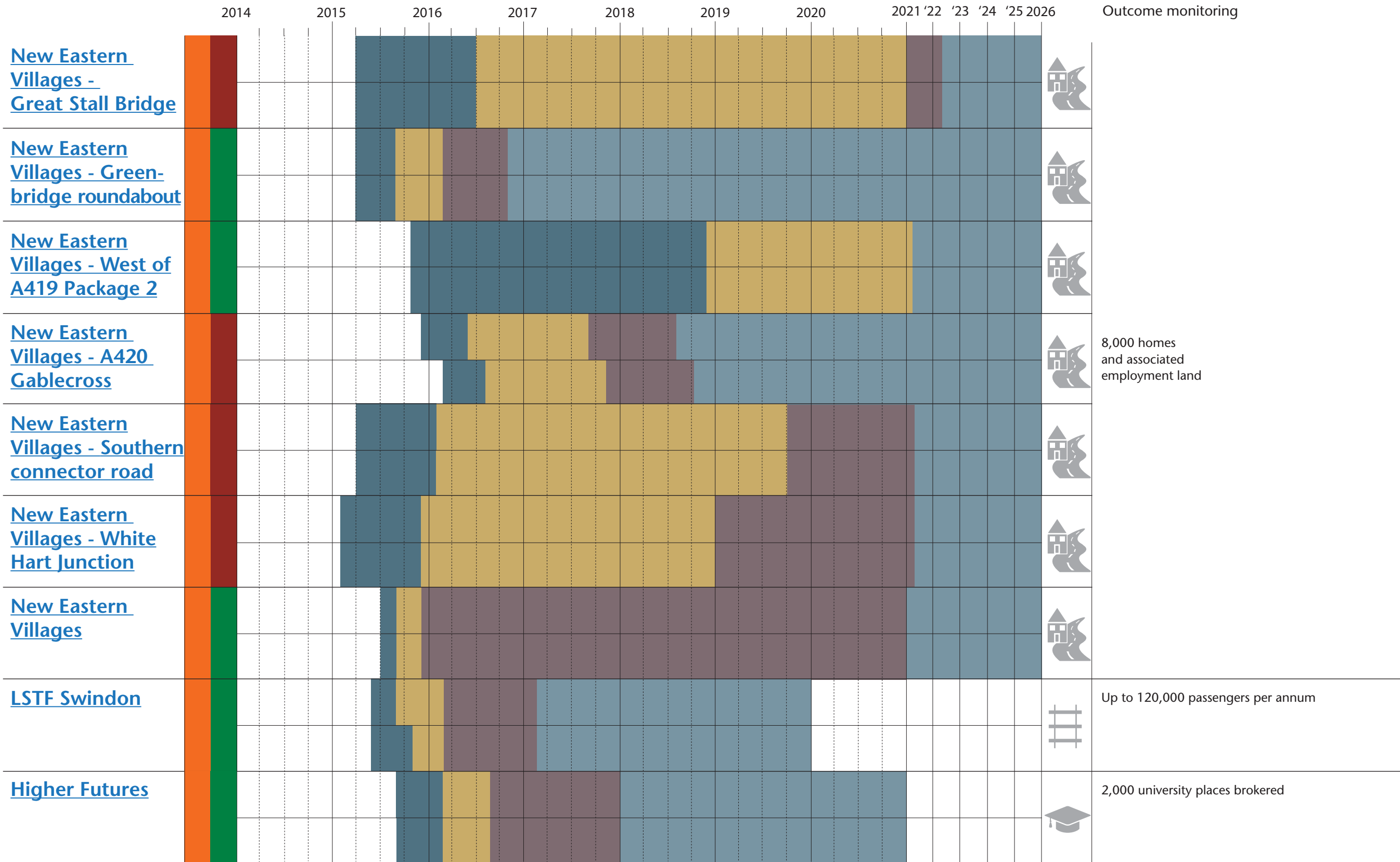


Development			Growth		Employment
Planning/Design/Commissioning			New road		Skills
Delivery			New road/housing		Rail
Project conclusion/monitoring					

RAG Status		Planned Delivery
		Actual Progress and Projection Against Plan

# LEP Programme Key Performance Indicators



Development			Growth		Employment
Planning/Design/Commissioning			New road		Skills
Delivery			New road/housing		Rail
Project conclusion/monitoring					

RAG Status				Planned Delivery
				Actual Progress and Projection Against Plan

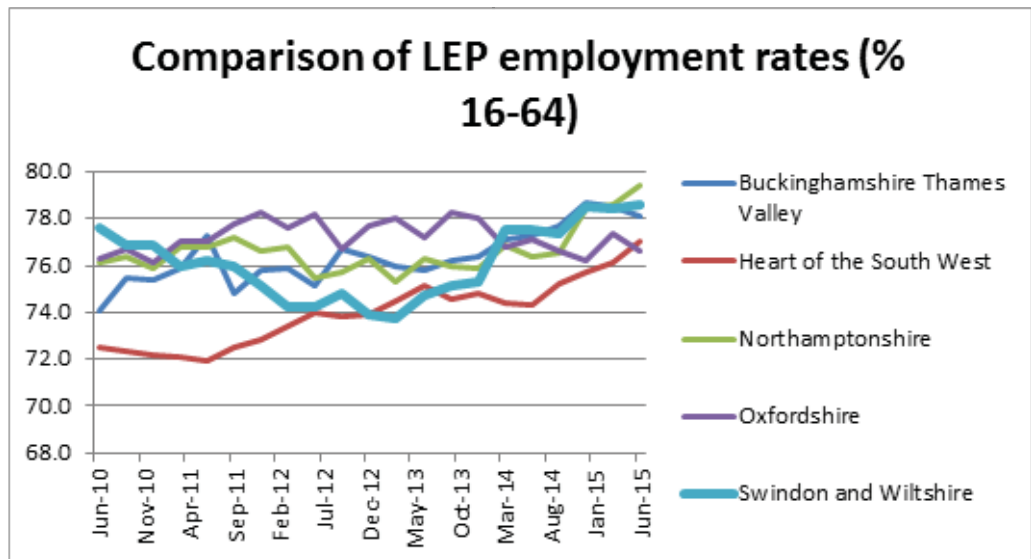
<b>Claimant Count (16-64)</b> [ONS October 2015]	Swindon	Wiltshire	SWLEP
Number	1,414	1,719	3,133
%	1.0	0.6	0.7
<b>LGF Funding secured</b>	Swindon	Wiltshire	Total
	£98.83m	£41.97m	£140.8m
<b>Proportion of workforce with higher level skills</b>	Swindon	Wiltshire	SWLEP
Number	43,500	113,500	157,000
%	30.8%	39.7%	36.8%
<b>Net dwelling completions 2014-15</b>	Swindon	Wiltshire	SWLEP
Number	641	2,118	2,759
<b>Transport indicators</b>	Swindon	Wiltshire	SWLEP
Average peak journey time <sup>1</sup>	1.96	2.48	2.22
Average peak vehicle speeds <sup>2</sup>	30.6	24.2	27.4

1. 'Minutes per mile during the weekday morning peak on locally managed 'A' roads'
2. 'Miles per hour during the weekday morning peak on locally managed 'A' roads'.

### Key activity in the last quarter

<b>City Deal</b>
<b>New implementation plan</b>
<b>Independent Technical Assessments</b>
<b>Commenced 26 October</b>

Total Employment (16-64)	Swindon	Wiltshire	Total
Number	112,000	239,500	351,500
%	76.4	82.9	78.6
Claimant Count (16-64) [ONS October 2015]	Swindon	Wiltshire	Total
Number	1,414	1,719	3,133
%	1.0	0.6	0.7
Claimant Count (18-24) [ONS October 2015]	Swindon	Wiltshire	Total
Number	265	290	550
%	1.6	0.8	1.1



## Activity in the last quarter

### Job creation

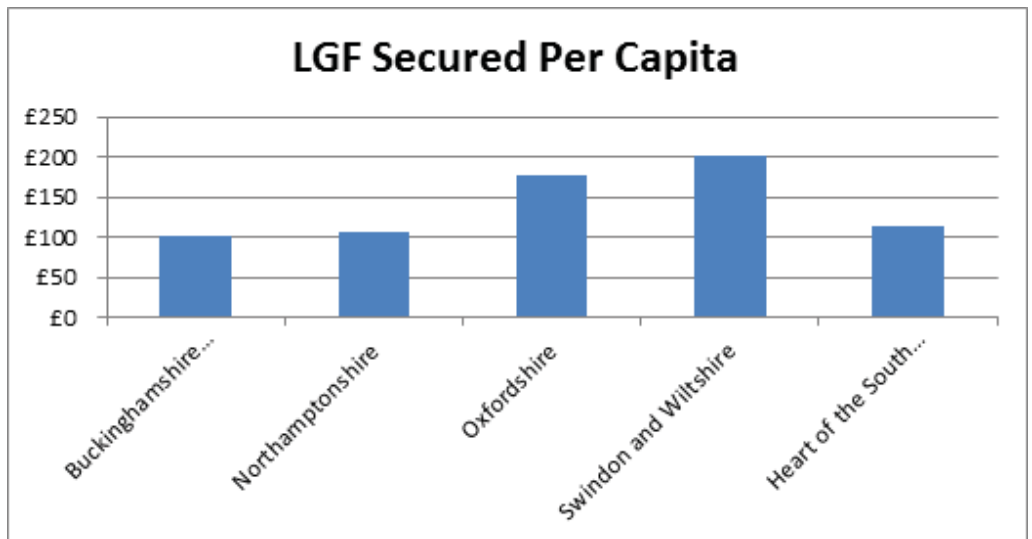
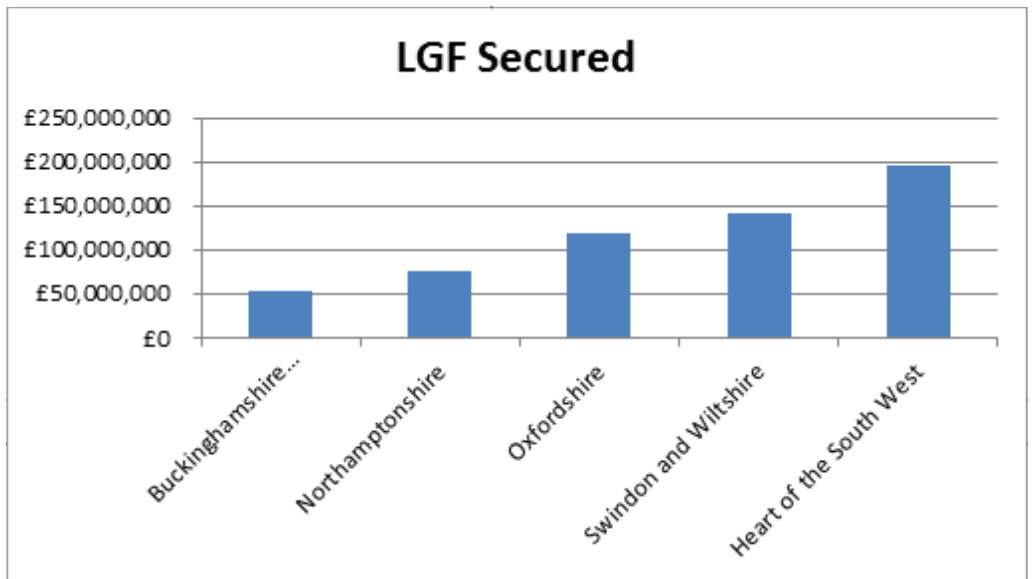
Transport Infrastructure Commences at the A429 Malmesbury, supporting job creation at Dyson  
 New Herman Miller facility opened in Melksham  
 Honda to create 500 jobs at its production plant in Swindon

### Job loss (where we need to react)

Relocation of PHE Porton to Harlow



Local growth fund	Swindon	Wiltshire	Total
Number	£98.83m	£41.97m	£140.8m

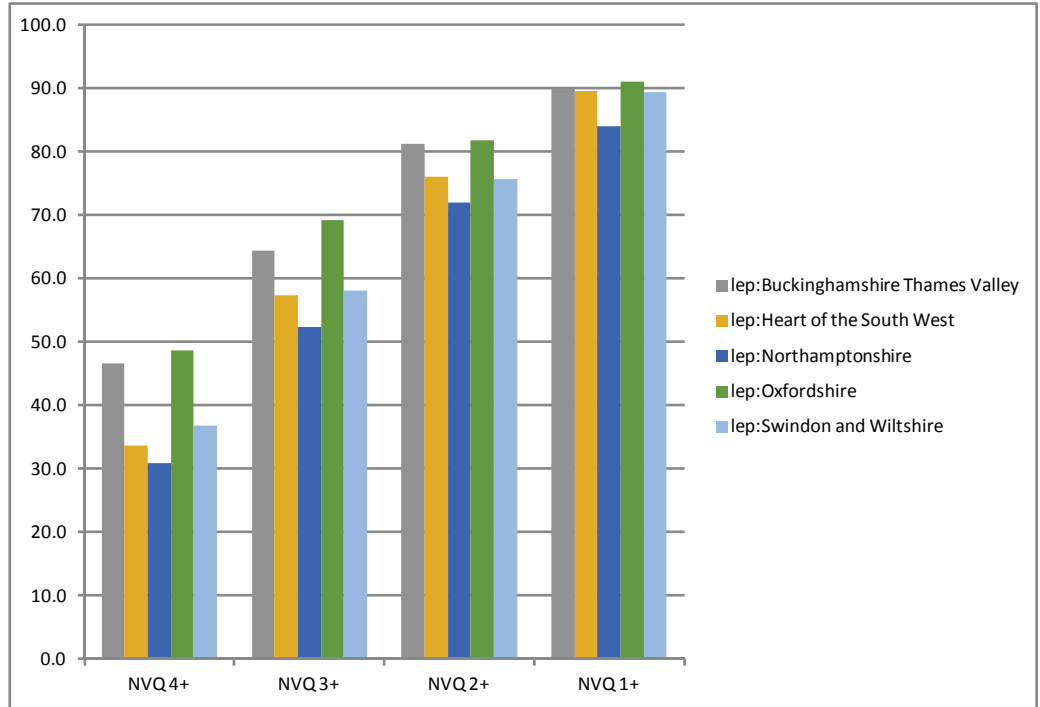


## Futher to be delivered

ESIF funding to be added when first bids are approved for funding Defrayal (i.e., public and private funding invested in projects) to be added as projects are delivered

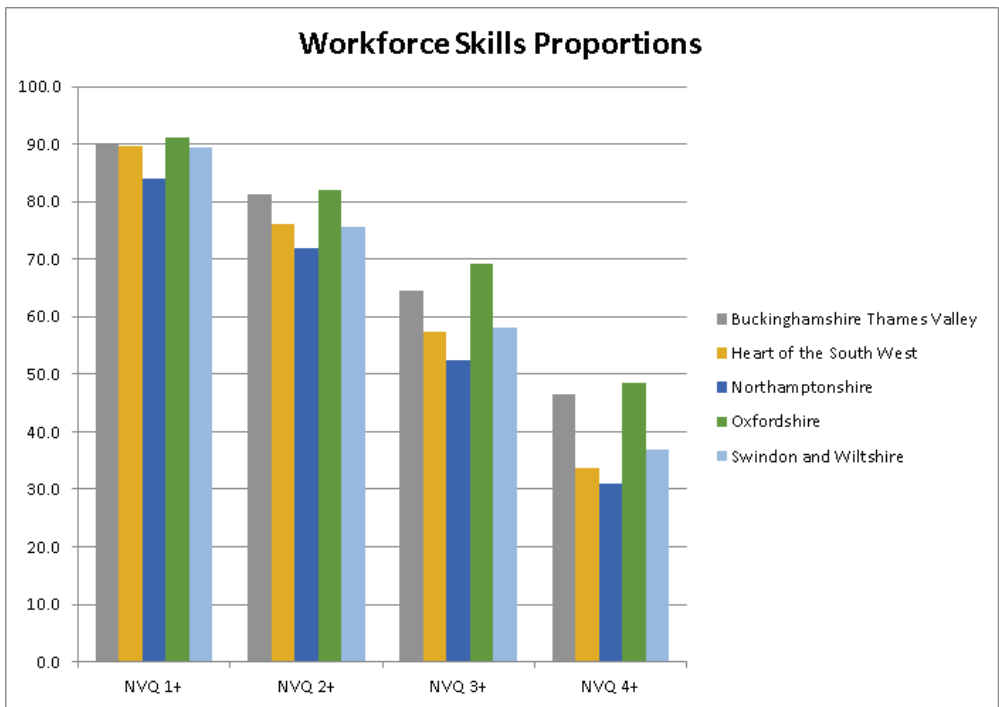
Total No. individuals supported with training and skills development	772
--	-----

Proportion of workforce with higher level skills	Swindon	Wiltshire	LEP
NVQ 4+	30.8%	39.7%	36.8%



## Activity in the last quarter


Total No. individuals supported with training and skills development	To be developed on implementation of City Deal		
<b>Proportion of workforce with higher level skills</b>	Swindon	Wiltshire	Total
NVQ 4+	30.8%	39.7%	36.8%



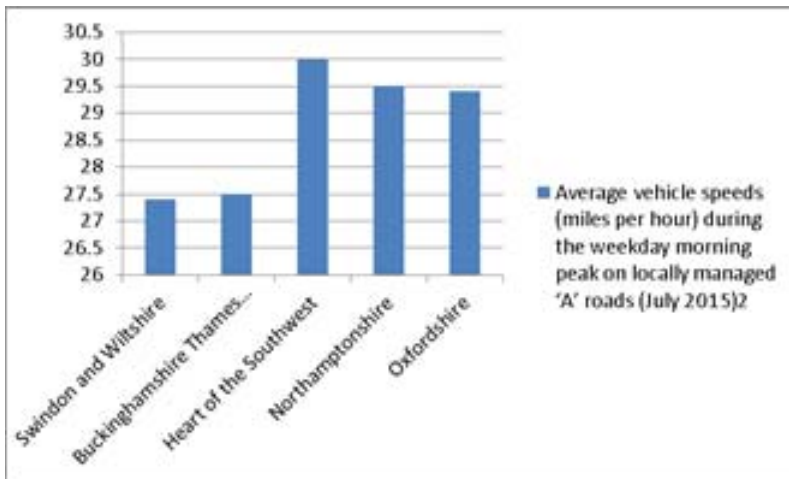
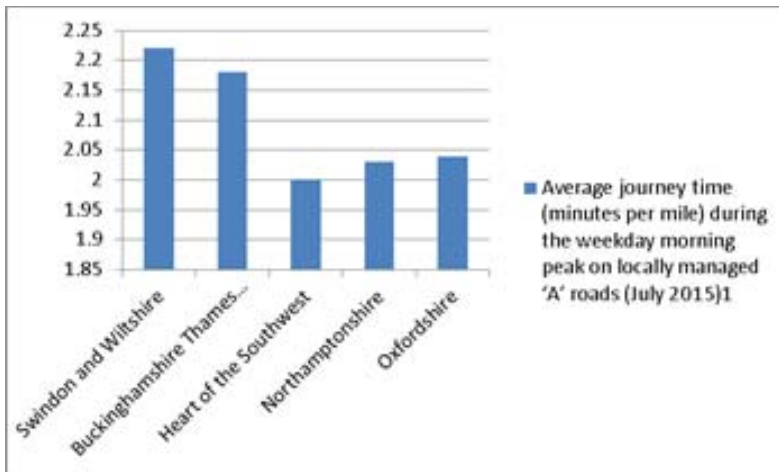
## Futher to be delivered

City Deal Implementation: Recruitment commenced, website development commnced

Swindon & Wiltshire Enterprise Adviser Pilot and Employability Charter Launch on Wednesday 25th November

Transport indicators	Swindon	Wiltshire	SWLEP
Average peak journey time <sup>1</sup>	1.96	2.48	2.22
Average peak vehicle speeds <sup>2</sup>	30.6	24.2	27.4

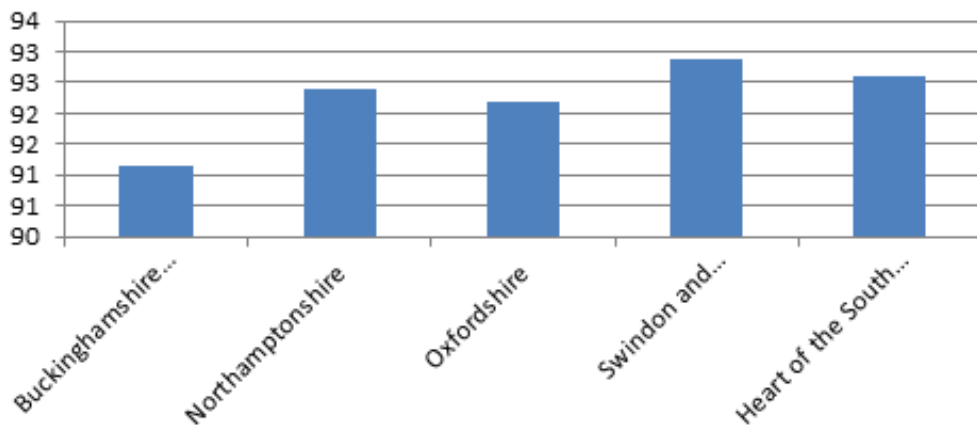
1. 'Minutes per mile during the weekday morning peak on locally managed 'A' roads'
2. 'Miles per hour during the weekday morning peak on locally managed 'A' roads'.



**Growth Hub Progress Against Core Programme Outputs** (to end of March 2015)

Key outputs/results/impacts Core targets	2013 /14		2015 /16	2016 /17
	Cumulative target	Actual		
Jobs created	90	120	50	100
No. businesses engaging with the project	350	309	400	500
Grant awarded	£800,000	c.£781,000	-	-
Private sector investment levered	£1.6m	£1.84m <sup>12</sup>	-	-
<b>Supplementary target</b>				
No. individuals receiving recognised qualification	100	23	-	-

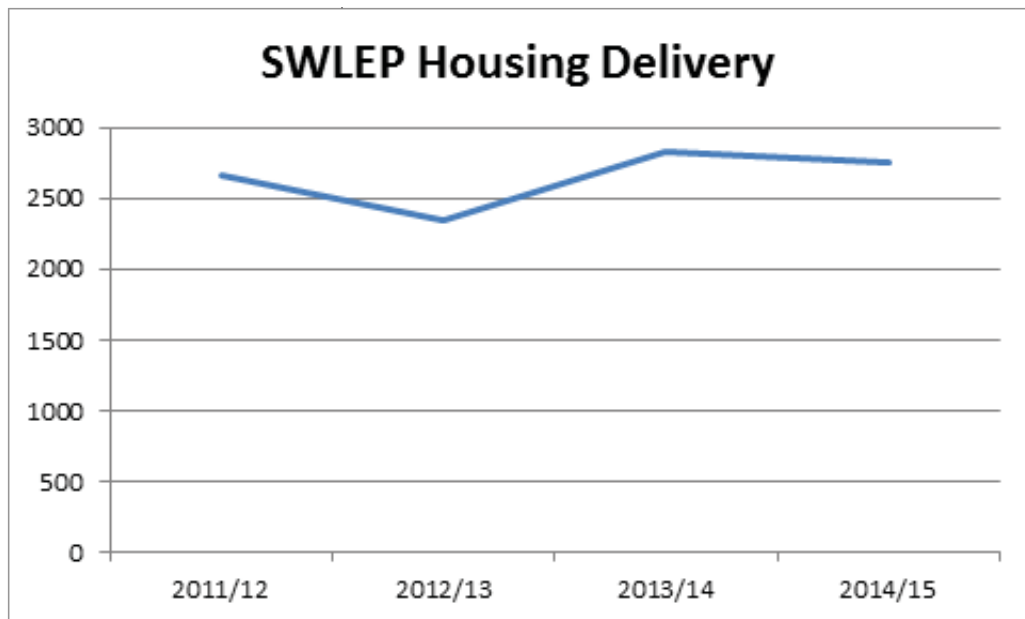
**Business Survival Rate (< 2 years)**



Number of businesses supported:	467
Number of start-up businesses supported:	119

# SWLEP Housing Dashboard

Housing requirement	Wiltshire (2006-26)	Swindon (2011-26)	SWLEP
Number	42,000	22,000	64,000 (to 2026)



**Joint Strategic Economic Committee  
(JSEC)**

**11 February 2016**



## **Commissioning Group Update - Local Growth Fund Project Delivery**

### **1. Introduction**

The Commissioning Group met on 13 January 2016 and considered the following items:

- In Depth Project Review – M4 Junction 16
- SWLEP KPIs
- Local Growth Fund projects delivery update
- Interim Management Arrangements during new Director recruitment
- SWAP Audit recommendations

JSEC is asked to provide comment on the information outlined below.

### **2. Detailed Project Review – M4 Junction 16**

- There is a need to purchase land to build the embankment
- A tunnel is planned under M4 from Wichelstow to Wharf Road, and is part of the planning requirement
- A filter road to the South of the junction will allow traffic from Royal Wootton Bassett to access Wroughton negating the need to circumnavigate the whole of J16 roundabout
- Looking to purchase farm land to South West of the Junction; in negotiation with the farmer
- Land to South East of the Junction is held by MotoServices; in negotiation for purchase
- The Joint Venture agreement on Wichelstow is behind by a year, but it has been signed off by Cabinet and the Barrett Homes Board meets this month.
- Full Business Case being developed. Agreement needed from Wiltshire Council, Swindon Borough Council and Highways England. Commissioning Group to sign off and make recommendation to the Board.

### **3. SWLEP KPIs**

The KPI format presented at the JSEC meeting on 1 December 2015 were deemed a clear visual representation of the situation and have been agreed to be used going forward. This will be updated quarterly and extended to include all projects. This will be given to the Board together with the Highlight Reports.

### **4. Local Growth Fund Projects**

Highlight reports were presented by both Unitary Authorities on projects due to commence in 2015/16 and 2016/17 and beyond. The Commissioning Group noted the schemes' progress and the summary reports are attached as Appendix 1.

### **5. Interim Management Arrangements**

An Interim Management sheet has been produced which groups and refocuses the activity, as requested at Commissioning Group Meeting on 15 December 2015. This updated version was also submitted to the Resourcing Meeting on 12 January 2016, but suggested changes still to be incorporated. Key points were:

- Higher Futures – Sally Burnett has been extended to March 2016, and thereafter 50% until July 2016
- Parvis Khansari to be invited to join Secretariat
- Board sponsor required for Transport Subgroup
- Digital group to be widened
- Joint Council digital strategy to be developed
- JSEC to take on some Place Shaping – eg Housing / Joint Planning
- Some groups to be amalgamated to make Business Development Subgroup
- Comms Subgroup – Comms has taken the strategy up to this point, but implementation going forward to be determined

## **6. SWAP Audit Recommendations**

SWAP has been advised that all actions within the report have been accepted and implemented. Report to be highlighted to the new SWLEP Director and included as part of the induction process.

## **7. Summary / Recommendation**

JSEC Members are invited to comment on Commissioning Group report areas:

- In Depth Project Review – M4 Junction 16
- SWLEP KPIs
- Local Growth Fund projects delivery update
- Interim Management Arrangements during new Director recruitment
- SWAP Audit recommendations

**Barry Dennington, Chair SWLEP and Commissioning Group**  
**Nicky Alberry, Vice Chair SWLEP**  
**Paddy Bradley, Swindon Borough Council, SWLEP Secretariat**  
**Alistair Cunningham, Wiltshire Council, SWLEP Secretariat**

**Appendix 1 - Highlight Report to SWLEP Commissioning Group (13 January 2016)**



## 2015/16 Programme Summary

Project Ref	Project Name	Lead Delivery Partner	Previous	Current	Notes	Action	Resp.	Date
LGF/1516/001/LTB350	LTB A350 Improvements	WC	G	G	Construction ahead of programme. Completion March 2016.			
LGF/1516/002/A429	A429 Malmesbury	WC	G	G	Construction work in progress and to schedule. Completion January 2016.			
LGF/1516/003/EV (i)	New Eastern Villages - Great Stall Bridge	SBC	AR	AR	Concerns over cost envelope and concept design deliverability.	Carry out early feasibility work	Project Team	Preliminary Design Complete July 2016
LGF/1516/003/EV (iia)	New Eastern Villages -Greenbridge Roundabout (Package 1)	SBC	AG	AG	Tender issued. Potential unchartered services and soil contamination issues.	Carry out site investigations	Project Team	February 2016
LGF/1516/003/EV (iib)	New Eastern Villages -West of A419 (Package 2)	SBC	AG	G	Preliminary design due Dec 2018.			
LGF/1516/003/EV (iii)	New Eastern Villages A420 Gablecross	SBC	AR	AR	Uncertainty over design solution at this stage.	Carry out A420 corridor study modelling.	Project Team	March 2016
LGF/1516/003/EV (iv)	New Eastern Villages Southern Connector Road	SBC	AG	AG	Latest cost estimates being reviewed.	Complete preliminary design	Project Team	February 2016
LGF/1516/003/EV (v)	New Eastern Villages White Hart Junction	SBC	AR	AR	Latest cost estimates being reviewed.	Confirm preferred option.	Project Team	February 2016
LGF/1516/003/EV (vi)	New Eastern Villages Business Case	SBC	AG	AG	Options Appraisal Report (OAR) and Appraisal Specifications Report (ASR) complete – require approval	Approve Options Appraisal Report	Project Team	February 2016

**JSEC Paper - Local Growth Fund  
Highlight Report to SWLEP Commissioning Group (13 January 2016)**






LGF/1516/004/PSP	Porton Science Park	WC	<b>G</b>	<b>G</b>	Full ERDF Application approved with conditions. ITT to be issued in January.			
LGF/1516/005/LSTF	LSTF Swindon	SBC	<b>AG</b>	<b>AG</b>	Delays have occurred around procurement of schemes.	Identify mitigation to avoid delayed delivery	LSTF Project Board	Ongoing
LGF/1516/006/CD	Higher Futures	SWLEP Core Team	<b>AG</b>	<b>AG</b>	Further progress made on Team Recruitment, HEI Engagement, Business Engagement and MarComms.			

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Key	Red	Amber Red	Amber Green	Green
	<b>R</b>	<b>AR</b>	<b>AG</b>	<b>G</b>

Direction Key

-  Project status expected to remain same going forward
-  Project status expected to improve going forward
-  Project status expected to get worse going forward

Milestone Key

**BLUE** – complete, **GREEN** - on track, **Amber** - at risk, **Red** – will be late/late.

**JSEC Paper - Local Growth Fund  
Highlight Report to SWLEP Commissioning Group (13 January 2016)**



Project Ref	Project Name	Project Manager	Lead Delivery Partner	Previous	Current	Direction
LGF/1516/001/LTB350	LTB A350	Helen Powdrill	Wiltshire Council	G	G	

**What does our path look like? (Milestones)**

Milestone	Estimated Date
Outline Business Case (OBC) complete	Completed
Start detailed design	Completed
OBC approval	Completed
Stakeholder consultation complete	Completed
Complete detailed design	Completed
Full Business Case (FBC) submission	Completed
FBC approval	Completed
Contractor appointed	Completed
Construction start	July 2015
Construction complete	February 2016
Opening date	March 2016

**Are we on track? (Issues/Risks)**

**G – Delivery mechanism:** Construction ahead of programme.

**What are we spending?**

£Ms	2015/2016				2016/2017				Total
	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	
<b>Profile (LGF)</b>	0.369	0.534	0.534	0.229	0.002	0.001	0	0	<b>1.670</b>
<b>Actual</b>	0.042	0.515							<b>0.557</b>

**What have we done this month (Progress)**

- Construction continuing, now expect work to be completed February 2016

**What do we need to do in the next 2 months (Actions)**

- Continue to monitor and record progress on delivery.

**JSEC Paper - Local Growth Fund  
Highlight Report to SWLEP Commissioning Group (13 January 2016)**



Project Ref	Project Name	Project Manager	Lead Delivery Partner	Previous	Current	Direction
LGF/1516/002/A429	A429 Improvements, Malmesbury	Martyn Fletcher (ISG)	Dyson / Wiltshire Council	G	G	

What does our path look like? (Milestones)	Are we on track? (Issues/Risks)
Report not received, but no issues known of. Completion January 2016.	

**What are we spending?**

£Ms	2015/2016				2016/2017				Total
	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	
<b>Profile (LGF)</b>	0	0.503	0.460	0.226	0.211	0	0	0	<b>1.4</b>
<b>Actual</b>	TBA								<b>TBA</b>

What have we done this month (Progress)	What do we need to do in the next 2 months (Actions)
•	•

**JSEC Paper - Local Growth Fund  
Highlight Report to SWLEP Commissioning Group (13 January 2016)**



Project Ref	Project Name	Project Manager	Lead Delivery Partner	Previous	Current	Direction
LGF/1516/003/EV(i)	New Eastern Villages Great Stall Bridge	Laura Jones	Swindon Borough Council	AR	AR	

What does our path look like? (Milestones)	Are we on track? (Issues/Risks)
--	---------------------------------

Milestone	Baseline	Forecast/Actual
Preliminary design completed	July 2016	July 2016
Planning application granted	August 2017	August 2017
(SoS call in/Public Enquiry)	August 2018	August 2018
Detailed design/ tender preparation	August 2019	August 2019
Tender issue	January 2021	January 2021
Construction commence	January 2021	January 2021
Construction complete	May 2022	May 2022

**AR – Finance** Concerns over cost envelope given exclusions in programme entry costs, feasibility work under way to confirm viability.  
**AR – Design** – reviewing concept design given site restrictions (including flood plain). Mitigating by undertaking some feasibility work early.

What are we spending?
-----------------------

£Ms	2017/18	2018/19	2019/2020	Total
Profile (LGF)	0.5	3.5	3.6	7.6
Actual				

What have we done this month?	What do we need to do in the next 2 months (Actions)
-------------------------------	--

<ul style="list-style-type: none"> <li>Started reviewing concept design from JMP Reports 2010</li> </ul>	<ul style="list-style-type: none"> <li>Continue review into practicality of original concept design and flood plain constraints.</li> </ul>
--	---

**JSEC Paper - Local Growth Fund  
Highlight Report to SWLEP Commissioning Group (13 January 2016)**



Project Ref	Project Name	Project Manager	Lead Delivery Partner	Previous	Current	Direction
LGF/1516/003/EV(ia)	New Eastern Villages Greenbridge Roundabout (Package 1)	Laura Jones	Swindon Borough Council	AG	AG	➔

**What does our path look like? (Milestones)      Are we on track? (Issues/Risks)**

Milestone	Baseline	Forecast/Actual
Design completed	25 September 2015	September 15
Tender issued	December 2015	08 December 15
Start on site	March 2016	March 2016
Complete on site	November 2016	November 2016

**AG – Risks**

- Currently undertaking site investigations including trial holes, and meeting utility companies to mitigate potential delay in delivery & unchartered services.
- Awaiting soil test results for soil contamination information.
- There are potential network clashes identified which may create significant impact; work is underway to manage this.

**What are we spending?**

£Ms	2015/2016				2016/2017				Total
	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	
<b>Profile(LGF)</b>	0.025	0.050	0.125	0.110	0.515	1.175			2.0
<b>Actual</b>	0.025	0.050							0.075

**What have we done this month?**

- Finance - Cabinet Approval
- Design – Approved
- Contract – OJEU notice has been issued. Tender documents are live and are due for return by 01/02/2016.
- Undertaken soft market testing with 7 tier 1 & 2 contractors

**What do we need to do in the next 2 months (Actions)**

- Undertake clarifications from tender process.
- Continue to liaise with utility companies.
- Procure initial works
- Undertake CCTV survey & cleaning drainage runs around the roundabout area.

**JSEC Paper - Local Growth Fund  
Highlight Report to SWLEP Commissioning Group (13 January 2016)**



Project Ref	Project Name	Project Manager	Lead Delivery Partner	Previous	Current	Direction
LGF/1516/003/EV(iib)	New Eastern Villages Mitigation West of A419 (Package 2)	Laura Jones	Swindon Borough Council	AG	G	

What does our path look like? (Milestones)	Are we on track? (Issues / Risks)
--	-----------------------------------

Milestone	Baseline	Forecast / Actual
Initial site surveys	November 2015	November 2015
Preliminary design	December 2018	December 2018
Detailed Design/tender documents	November 2019	November 2019
Complete on site	March 2021	March 2021

**G - PROGRAMME** – Work completed on programme, resources now dedicated to other NEV schemes. Preliminary; design 2018.

What are we spending?							
-----------------------	--	--	--	--	--	--	--

	2015/16	2016/17	2017/18	2018/19	2019/20	2020/2021	Total
<b>£Ms</b>							
<b>Profile(LGF)</b>					0.5	1.5	2.0
<b>Actual</b>							

What have we done this month?	What do we need to do in the next 2 months (Actions)
-------------------------------	--

- Site survey documentation received from subcontractor.
- Consultant currently preparing technical note for Client review.

- Consultant due to submit technical report for review

**JSEC Paper - Local Growth Fund  
Highlight Report to SWLEP Commissioning Group (13 January 2016)**



Project Ref	Project Name	Project Manager	Lead Delivery Partner	Previous	Current	Direction
LGF/1516/003/EV(iii)	New Eastern Villages A420 Gablecross & Police Station	Laura Jones	Swindon Borough Council	AR	AR	

What does our path look like? (Milestones)	Are we on track? (Issues/Risks)
--	---------------------------------

Milestone	Baseline	Forecast/Actual
Feasibility modelling	December 2015	March 2016
Preliminary design	June 2016	August 2016
Approvals to proceed to tender	July 2016	September 2016
Detailed design	April 2017	June 2017
Contract award	August 2017	October 2017
Construction commence	September 2017	November 2017
Construction complete	August 2018	October 2018

**GA – Programme** –Modelling for A420 is pending following further detailed assessment for primary & secondary route network, due to current planning applications. Work will be completed Spring 2016.

**AR – Design** – Corridor Study will identify options, and confirm design solutions.

**AR – Costs** – Uncertainty of cost. Feasibility modelling should provide clarity.

What are we spending?										
£Ms	2015/2016				2016/2017				2017/18	Total
	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4		
<b>Profile (LGF)</b>				0.025		0.075	0.075	0.1	2.225	2.5
<b>Actual</b>										


What have we done this month?	What do we need to do in the next 2 months (Actions)
-------------------------------	--

- |   |   |
|---|---|
| <ul style="list-style-type: none"> <li>Modelling – Corridor study progressing in partnership with Oxfordshire County Council and Vale of White Horse</li> </ul> | <ul style="list-style-type: none"> <li>Continue corridor study</li> <li>Early engagement with key stakeholders on revised NEV masterplan</li> </ul> |
|---|---|



**JSEC Paper - Local Growth Fund  
Highlight Report to SWLEP Commissioning Group (13 January 2016)**



Project Ref	Project Name	Project Manager	Lead Delivery Partner	Previous	Current	Direction
LGF/1516/003/EV(iv)	New Eastern Villages Southern Connector Road	Laura Jones	Swindon Borough Council	AG	AR	

**What does our path look like? (Milestones)**

Milestone	Baseline	Forecast/Actual
Preliminary survey work	January 2016	January 2016
Preliminary design completed	February 2016	February 2016
Public consultation	May 2016	May 2016
Protected Species surveys	August 2016	August 2016
Planning application submission	September 2016	September 2016
Planning application granted	April 2017	April 2017
Land acquisition (CPO)	August 2017	August 2017
(SoS call in/Public Enquiry)	May 2018	May 2018
Detailed design/ tender preparation	April 2019	April 2019
Tender issue	October 2019	October 2019
Construction commence	October 2019	October 2019
Construction complete	April 2021	April 2021

**Are we on track? (Issues/Risks)**

**G – Programme** – on track

**AG – Finance** - Latest cost estimates are being reviewed by client team.

**What are we spending?**

£Ms	2019/20	2020/21	Total
<b>Profile</b>	5.8	5.8	11.6
<b>Actual</b>	0	0	

**JSEC Paper - Local Growth Fund  
Highlight Report to SWLEP Commissioning Group (13 January 2016)**



What have we done this month?	What do we need to do in the next 2 months (Actions)
<ul style="list-style-type: none"> <li>• Undertake scoping and pricing with CH2M</li> </ul>	<ul style="list-style-type: none"> <li>• Complete scoping and contract</li> <li>• Undertake preliminary survey work</li> <li>• Prepare public consultation boards</li> </ul>

**JSEC Paper - Local Growth Fund  
Highlight Report to SWLEP Commissioning Group (13 January 2016)**



Project Ref	Project Name	Project Manager	Lead Delivery Partner	Previous	Current	Direction
LGF/1516/003/EV(v)	New Eastern Villages White Hart Junction	Laura Jones	Swindon Borough Council	AR	AR	

**What does our path look like? (Milestones)** **Are we on track? (Issues/Risks)**

Milestone	Baseline	Forecast/Actual
Preliminary design stage 1	February 2015	February 2015
Preliminary design stage 2	December 2015	December 2015
Planning application granted	February 2017	February 2017
Land acquisition (CPO)	June 2017	June 2017
(SoS call in/Public Enquiry)	February 2018	February 2018
Detailed design/ tender preparation	June 2018	June 2018
Tender issue	January 2019	January 2019
Construction commence	January 2019	January 2019
Construction complete	January 2021	January 2021

**AR – Finance** – cost estimates and site constraints being reviewed by client team.  
**G - Programme** – on track, further detail to be incorporated when contracts agreed with consultants

**What are we spending?**

£Ms	2015/16	2016/17	2017/18	2018/19	Total
<b>Profile (LGF)</b>	0	1	11	10.5	22.5
<b>Actual</b>					


**What have we done this month?** **What do we need to do in the next 2 months (Actions)**

- |  |   |
|--|---|
| <ul style="list-style-type: none"> <li>Design – GPR/drainage survey work has been completed</li> </ul> | <ul style="list-style-type: none"> <li>Finance – Confirm preferred option following client team review</li> <li>Design – Complete feasibility drainage design.</li> </ul> |
|--|---|

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**JSEC Paper - Local Growth Fund  
Highlight Report to SWLEP Commissioning Group (13 January 2016)**



Project Ref	Project Name	Project Manager	Lead Delivery Partner	Previous	Current	Direction
LGF/1516/003/EV(vi)	New Eastern Villages Business Case	Laura Jones	Swindon Borough Council	AG	AG	

What does our path look like? (Milestones)	Are we on track? (Issues/Risks)
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Milestone	Baseline	Forecast/Actual	Are we on track? (Issues/Risks)
Management and Commercial case workshops complete	Sept 2015	Sept 2015	<p><b>AG – Governance</b> – SBC NEV team and term consultants working fostering stronger working relationship with DfT. Cross Party Member Working Group established.</p> <p><b>G- Budget</b> – on track (pending commencement of drawdown mechanism)</p>
Options Appraisal Report (OAR) complete	December 2015	December 2015	
Appraisal Specification (ASR) report complete	December 2015	December 2015	
Submission to DfT of reports for agreement of next stage	December 2015	December 2015	
Completion of Full Business Case	April 2016	April 2016	

**What are we spending?**

£Ms	2015/2016				Total
	Q1	Q2	Q3	Q4	
<b>Profile(LGF)</b>		0.014	0.050	0.436	0.5
<b>Actual</b>		0.014	0.050		0.064

What have we done this month? (Progress)	What do we need to do in the next 2 months (Actions)
--	--

<ul style="list-style-type: none"> <li>Final draft Appraisal Specification Report &amp; Options Appraisal Report submitted for Client review</li> </ul>	<ul style="list-style-type: none"> <li>Approve ASR &amp; OAR</li> <li>Complete Management &amp; Commercial Case.</li> <li>Confirm programme of meetings with DfT, HE (4-6 weeks frequency) and CMAG.</li> </ul>
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**JSEC Paper - Local Growth Fund  
Highlight Report to SWLEP Commissioning Group (13 January 2016)**



Project Ref	Project Name	Project Manager	Lead Delivery Partner	Previous	Current	Direction
LGF/1516/004/PSP	Porton Science Park	Richard Walters	Wiltshire Council	G	G	

**What does our path look like? (Milestones)**

Milestone	Estimated Date
Submission of ESIF outline application	Completed
Publication of Prior Information Notice in OJEU	Completed
BREEAM design review - planning	Completed
Invitation from the Managing Authority to submit a full application	September 2015
Commence review of planning permissions/pre-app	Completed planning permission granted November 2015
Submission of planning application for BREEAM scheme	End September 2015 (13 weeks)
Submit ESIF full application	Completed
Confirmation of agreement to fund – In Principle	Completed – December 2015
Prequalification questionnaire (PQQ) issued to potential contractors	Completed – December 2015
Funding Agreement Signed	February 2016
Award contract through OJEU	February 2016
Start on site	February 2016
Commence full marketing (soft marketing already on-going)	April 2016
Completion of incubation and innovation centre	May 2017

**Are we on track? (Risks/Issues)**

**G – Agreements:** Head lease agreed between Wiltshire Council and Dstl.

**G – Planning:** Updated reserved matters planning application approved 17 September 2015. BREEAM very good minor material amendment application submitted 30 September 2015 approved 26 November 2015.

**G – Appointments:** Appointed consultants to prepare additional reports for BREEAM credits (ecology, air quality, acoustics and zero carbon technology)

**G – Funding:** Full application for ERDF submitted. ESIF Committee approved 4 December – conditions outlined requiring further details from Council – responses being prepared.

**What are we spending?**

£Ms	2015/2016				2016/2017				2017/18	Total
	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4		
<b>Profile (LGF)</b>					0.667	1.244	1.289	0.667	0.133	<b>4.0</b>
<b>Actual</b>	0.180	0.023								<b>0.203</b>

**What have we done this month (Progress)**

- Submitted ESIF full application and received feedback
- Submitted planning application and obtained approval for design amendments to satisfy BREEAM requirements.
- Lease agreed with Dstl ready for signing
- Carried out initial impact assessment for Monitoring and Evaluation
- Appointed architect to prepare plans for reserved matters application for the remainder of the site to be submitted to the LPA by mid - December
- Appointed consultations to prepare additional reports for BREEAM
- Issued OJEU notice for contractor – PQQ responses due by January

**What do we need to do in the next 2 months (Actions)**

- Finalise occupational terms for incubation space.
- Formally agree the grassland management of the site.
- Agree licence with Dstl for site access to commence security fence
- Appoint contractor to supply and install security fence.
- Respond to the conditions DCLG has issued in response to the ESIF application
- Review PQQ responses, Issue ITT (Jan), receive and review responses, selecting successful contractor.
- On receipt of ESIF funding agreement and as outcome of OJEU procurement process, appoint main contractor
- On receipt of ESIF funding agreement – sign lease agreement with Dstl

**JSEC Paper - Local Growth Fund  
Highlight Report to SWLEP Commissioning Group (13 January 2016)**



Project Ref	Project Name	Project Manager	Lead Delivery Partner	Previous	Current	Direction
LGF/1516/005/LSTF	LSTF	James Jackson	Swindon Borough Council	AG	AG	

What does our path look like? (Milestones)			Are we on track? (Issues)
Milestone – Schools and Colleges	Estimated Date	Forecast/Actual	<p><b>AG – Programme delivery schedule</b> – The school and colleges grant scheme applications are below the expected level. The team are considering alternatives.</p> <p><b>G – Resourcing</b> – Handover to project delivery has taken place for cycle route, County Ground scheme is being project managed by Localities.</p> <p><b>AG – Funding</b> – Funding draw down required no process currently in place.</p> <p><b>AG – Risks</b> – Risks around delays and procurement being managed by review and planning. The LSTF Project Board will consider and agree any mitigation to avoid delayed delivery.</p>
Define Grant scheme	complete	Complete	
Review feasibility of proposed schemes	June 15	Complete	
Award grant scheme funding	June 2015	June – December 2015	
Procurement for delivery of schemes	July 2015	November	
Delivery of grant and capital schemes	March 2016	March 2016	
Milestone – Wichelstowe Cycle Route			
Identification of possible route	complete	Complete	
Outline costs and agree budgets for scheme detail	complete	Complete	
Finalise scheme	complete	Complete	
Procurement for delivery of scheme elements	August 2015	August – December	
Delivery of capital schemes	March 2016	March 2016	
Milestone - Priority neighbourhoods			
Defined scheme detail	Complete	Complete	
Finalise scheme	Complete	Complete	
Procurement	July 2015	July – December 2015	
Delivery of capital scheme	March 2016	March 2016	

**What are we spending?**

£Ms	2015/2016				2016/2017				2017/18	Total
	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4		
<b>LGF Capital Profile</b>			0.08	1.17			0.52	0.73	1.25	<b>3.75</b>
<b>Actual</b>			0.08							<b>0.08</b>

**What have we done this month? (Progress)**

- Programme Southern Flyer – Detailed design complete, signing strategy complete, consultation undertaken, procurement commenced.
- Design Southern Flyer–CH2MHill finalised work on detailed design following instruction from project delivery.
- Procurement started for County Ground Scheme – resurfacing, clearing of vegetation, groundworks
- Final Schools & Colleges grant round commenced

**What do we need to do in the next 2 months (Actions)**

- Budget –Confirm claims process
- Receive tender submissions and procure various scheme elements.
- Identify additional complementary/relevant schemes where delivery delayed or underspent.



**JSEC Paper - Local Growth Fund  
Highlight Report to SWLEP Commissioning Group (13 January 2016)**



Project Ref	Project Name	Project Manager	Lead Delivery Partner	Previous	Current	Direction
LGF/1516/006/CD	Swindon & Wiltshire Higher Futures (formerly City Deal)	Haylea Asadi/Sally Burnett	LEP Partnership – SBC/WC	AG	AG	

Reference January Board Paper 1.7 in lieu of Highlight Report.

### 2016/17+ Programme

Project Ref	Project Name	Lead Delivery Partner	Previous	Current	Notes	Action	Resp.	Date
LGF/1617/001/A350	A350 Dualling Bypass	WC	AG	AG	Lower cost schemes being investigated.	Produce OBC	Project Team	January 2016
LGF/1617/002/WI	Wichelstowe Infrastructure	SBC	G	G	DfT Retained Scheme. Development of OBC commencing in 2016.			
LGF/1617/003/SRT	Swindon Rapid Transit	SBC	G	G	Confirmation of early stage strategy and route aspiration is awaiting approval. Meeting with ITA on business case scope required.			
LGF/1617/004/CSH	Chippenham Station Hub	WC	AR	AR	Working with FGW and NR on scheme details.	Develop Options Appraisal report	Project Team	April 2016
LGF/1617/005/LTB15	LTB M4 Junction 15	SBC	AG	AG	Programme has been reviewed to reflect Highways England Growth and Housing Fund announcement. If funding awarded, £8.7m estimated scheme costs will be made up of 50/50 split between central govt. and local sources, ie, s106 - this will release LGF budget back into SWLEP.	Complete G&HF Stage increased local contribution.	Project Team	March 2016
LGF/1617/006/LTB16	LTB M4 Junction 16	SBC	AR	AR	Working on production of full Business Case and tender specification.	Issue tender.	Project Team	January 2016

**JSEC Paper - Local Growth Fund  
Highlight Report to SWLEP Commissioning Group (13 January 2016)**



LGF/1617/007/DC	Digital Corsham	WC	AR	AG	Costs now back on budget after review of design approach. Project progressing.	Appoint PM for construction phase.	Project Team	February 2016
LGF/1617/008/SBX	Swindon Bus Exchange	SBC	AG	AG	CPO required to move bus exchange to new location – waiting outcome of public enquiry.	Determine CPO way forward	Public Enquiry	January 2016
LGF/1617/009/YWA	A350 Yarnbrook/ West Ashton Relief Rd	WC	AG	AG	A number of issues (e.g. site phasing) need to be considered and addressed through the planning application process which could potentially have an impact on the scheme's proposed programme.	Outline planning application determination	Project Team	January 2016
LGF/16/17/010/J17	M4 J17 Capacity Improvement	WC	AR	AR	Discussions ongoing with HE – will have an impact on programme/funding requirements. Will resubmit for approval post OBC production.	Develop OBC to address programme and funding questions.	Project Team	February 2016

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Commissioning Group Update  
JSEC 2 February 2016



## Swindon and Wiltshire Local Enterprise Partnership

### 1. Introduction

The JSEC have requested a summary of the SWLEP risk management procedure.

### 2. SWLEP

The SWLEP risk register has been supplied with this paper. This captures all risks identified by the SWLEP Delivery Performance Team (DPT) which meets every fortnight and comprises the SWLEP Programme Manager, and a Programme Manager from each UA. The risk register is reviewed at every other meeting.

Both high level risks and project specific risks are considered and analysed as per the guidance notes accompanying the risk register.

Mitigating actions are identified and monitored.

The risk register is also periodically reviewed between the SWLEP Programme Manager and the BIS Local Representative at their regular meetings.

### 3. Summary/Recommendation

JSEC Members are invited to comment on the SWLEP Risk Management process.

**Ian Durston, SWLEP Programme Manager**

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LGF Programme Level Risks									
Date Identified	Project	Risk	Impact	Risk Owner	Likelihood (L) 1-4	Impact (I) 1-4	Gross Score (L x I)	Mitigation	Mitigating Action Person
16.10.14	All	Non Delivery of robust OBC, or OBC not suitably developed.	Project is not properly scoped and costed and associated risks include slippage, scope creep and cost escalation.	CG	4	3	12	Projects <b>will be</b> developed to DfT and HM Treasury approved standards as a gateway prior to submission for funding as stipulated by Assurance Framework.	DPT
16.10.14	All	Gap or Match Funding not available or is not committed	Project is not affordable and not deliverable.	CG	3	4	12	Full Business Cases to include funding commitment, or at least intent, before legal agreement signed for project.	DPT
16.10.14	NEV	Lack of capacity within the council to deliver the programme of work	Project will be impaired in terms of time, cost and quality of delivery	PB	2	4	8	Recruitment and resourcing to consolidated by capacity funding and SBC resource allocation. Strategic Transport Commissioner in place (John Seddon)	PB/SM
16.10.14	All	External third party organisations delivering LGF capital projects.	Increased risk of reputational damage through association.	CG	3	3	9	Ensure Governance and PM process is adhered to with third party. Ensure predelivery work including PID is satisfactory. Enforce through legal agreement.	DPT
16.10.14	All	Lead organisation has insufficient resources to suitably manage projects	Project slippage, scope creep and cost escalation	CG	3	3	9	Forward planning of workload is pre-requisite of funding submission. Project management capability and capacity is recorded in OBC and PID. Enforce through legal agreement	DPT
16.10.14	All	SWLEP has insufficient staff resources to suitably manage programme	Missed opportunity to secure funding for SWLEP area and process communication not sufficiently delivered	SWLEP Board	3	3	9	SWLEP increases staff capacity and utilises LA resource and support efficiently. Communication to be improved through Programme Manager.	Chair
08.10.14	Swindon LGF schemes	Change in national economic picture delaying delivery of housing coming forward	Delay to delivery of programme	PB	2	4	8	Management of change process if significant delays caused.	GL/PV
08.10.14	NEV	Business Case not approved by DfT	Basis of whole scheme funding undermined and scheme/programme stalls	PB	2	4	8	Maintain close dialogue with DfT/BIS to ensure process and product fit requirements. Business Cases to be reviewed by ITAs.	GL/CC

16.10.14	All	Lack of skills capacity in the market place (contractor capacity capability)	increased market cost and contractor procurement difficulties	CG	2	3	6	Ensure early engagement with prospective contractors	DPT
08.10.14	Swindon LGF schemes	Procurement Strategy not being in place to achieve efficient and VFM procurement of works and services	Poor value for money and inefficient use of resources potentially having time and cost impact	LJ	2	3	6	Work with consultants, delivery and procurement teams to develop fit-for purpose strategy. Strong programme management. Soft market testing for NEV being progressed.	PV/TM
08.10.14	Swindon LGF schemes	Objections arising from any Statutory Process (Side Road Orders, PP, & CPO processes )	Delay to delivery of programme	PB	2	3	6	Management of change process if significant delays caused	GL/PV
08.10.14	All LGF schemes	Cost escalation given current level of design, despite the optimism bias allowances. This could be triggered by either unforeseen costs in the ground or utilities, or inflation in the construction sector.	Pressure upon tightly allocated resources necessitating further borrowing or alteration of schemes	PB	3	4	12	Manage by early escalation TO COMMISSIONING GROUP of any unforeseen cost variations through change management process in order to identify resource	GL/PV
08.10.14	Swindon LGF schemes	Business continuity ACCOUNTABLE BODY SYSTEMS IN PLACE (= MITIGATION)	Scheme and programme progress impaired by changes in personnel and business environment	SWLEP	3	2	6	Ensure robust governance and clearly defined business process	LEP
08.10.14	NEV	Timing of CPOs (needed to secure the third party land) also in terms of risk of failure to be confirmed by the SOS	Schemes may stall due to delays in land acquisition	IP	3	3	9	Timely identification (in OBCs and EOIs) of need and resulting deployment of CPOs	IP
08.10.14	Swindon LGF schemes	Local political change	Appetite to work with LEP, BIS and partners may vary on change of administration	PB	2	2	4	Continue to brief Cabinet on benefits of LGF and delivery of SEP. Engage Members as part of wider stakeholder information management around the LEP.	PB
28.07.15	All	Challenge by external parties.	Schemes may stall whilst challenge process takes place.	SWLEP	2	4	8	Ensure projects follow Assurance Framework Process	DPT
17.11.15	All	Projects not spending LGF monies to agreed profile - underspend.	Potential to lose LGF funding in future years	ID	3	4	12	Close review of actuals and project process. Finance personnel to attend DPT.	DPT
19.01.16	All	Grant Agreements not in place	Unable to draw down LGF funds	ID	4	4	16	Working closely with Steve Slater to get in place ASAP.	ID
19.01.16	Porton Science Park	ESIF Funding not approved.	Insufficient project funds	RW	2	4	8	Responses being prepared to ERDF conditions.	RW



19.01.16	City Deal (Higher Futures)	Profile of learners unable to be met	Outputs agreed with Central Government unachievable	SB/AC	4	3	12	Review profiling and discuss with BIS	SB/AC
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Net L	Net I	Net Score (LxI)	Notes
1	3	3	
2	4	8	No projects currently have letter of agreement from AB.
1	4	4	
1	3	3	HoT Legal Agreement complete. Grant Agreements for each project being progressed as a matter of urgency.
2	2	4	
3	2	6	Prog management processes and responsibilities being developed by new LEP Programme Manager. New LEP Director being recruited.
1	3	3	Change Form to be included in Programme Management Pack.
1	4	4	OBC mature. Costs currently being reviewed. FBC can not be done before procurement sorted.

2	2	4	Linked to increased costs as well. Currently 8% 2016 Q1, 12% on some services. Big threat of cost escalation - linked to Change Process and monitoring and tolerances.
1	2	2	
2	3	6	Also, need to articulate public acceptability and planning progress in EOI and OBC.
2	2	4	Change Management Tolerances have been reviewed. Need to ensure captured in the Legal Agreement.
1	2	2	Action ID - Shared resource space online.
1	3	3	
1	2	2	
1	4	4	
2	4	8	Need to raise at Ccommissioning Group.
3	4	12	
1	4	4	

3	2	6	
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LGF Programme Level Risks									
Date Identified	Project	Risk	Impact	Risk Owner	Likelihood (L) 1-4	Impact (I) 1-4	Gross Score (L x I)	Mitigation	Mitigating Action Person
17.11.15	All	Future years LGF funding at risk form Comprehensive Spending Review	Projects may need to stop	ID	2	4	8	Review alternative funding sources	PV/TM

<b>Net</b>	<b>Net</b>	<b>Net Score</b>	<b>Notes</b>
<b>L</b>	<b>I</b>	<b>(LxI)</b>	
1	4	4	

# RISK PROC

		Risk Profile Current Actions			
		Rare(1)	Unlikely (2)	Possible (3)	Probable (4)
Impact on Business Objectives	Significant (4)				
	Moderate (3)				
	Minor (2)				
	Insignificant (1)				
		Rare(1)	Unlikely (2)	Possible (3)	Probable (4)
<b>Likelihood of Occurrence</b>					



<b>High Risk</b>	Significant management action/control evaluation and improve
<b>Medium Risk</b>	Seek cost effective management action/control improvements and
<b>Low Risk</b>	Seek control improvements if possible and/or monitor and review





# PROFILE

		Risk Profile Mitigation Actions			
Impact on Business Objectives	Significant (4)				
	Moderate (3)				
	Minor (2)				
	Insignificant (1)				
		Rare(1)	Unlikely (2)	Possible (3)	Probable (4)
<b>Likelihood of Occurrence</b>					



ent required and/or continued proactive monitoring
d/or continued proactive monitoring
regularly













## Risk Prompts

Areas of potential risk to be considered when carrying out a risk identification

<b>Area of Risk</b>	<b>Description</b>
<b>Political</b>	Related to local or central government policy and the delivery of such
<b>Economic</b>	Relating to the external, national or local economic position
<b>Social</b>	Associated with the socio-economic and demographic nature of the area and the effects this may have
<b>Technological</b>	Associated with the capacity to deal with the pace/scale of technological change, or the ability to use technology to address changing demands
<b>Legislative</b>	Associated with current or potential changes in national or European law or related to possible breaches of legislation
<b>Environmental</b>	Relating to the fulfilment of environmental duties and policies or the impact of future environmental changes on services
<b>Stakeholders</b>	Associated with meeting the current and changing needs and expectations of key stakeholders (notably residents and local business community)
<b>Professional / Managerial</b>	Associated with the professional and managerial capacity and capability of the organisation
<b>Financial</b>	Associated with financial planning and internal controls
<b>Partnership / Contractual</b>	Associated with contractual and partnership arrangements
<b>Competitive</b>	Affecting the competitiveness of services (in terms of cost or quality) and/or their ability to demonstrate value for money
<b>Physical</b>	Related to security of, damage to or loss of physical assets or to health and safety of staff, contractors, partners, public



1 exercise.

<b>Examples</b>
Political agenda, political leadership and direction, local or central administration changes, policy changes
Cost of living, employment, inward investment, market fluctuations, high cost of capital
Deprivation and disadvantaged communities, demographic changes, life-long learning, crime and disorder
Obsolescence, information security and data protection, IT infrastructure, staff/client needs
Statutory duties, response to new legislation, intervention by regulators, legal challenge, compliance with legislation e.g. Health & Safety, Procurement, Equalities
Land use, recycling, pollution, energy use, transport policies, adaption to climate change
Managing expectations, extent an appropriateness of consultation, public relations, drivers for service improvement
Recruitment and retention, skills sets and capacity, leadership and corporate direction, culture, performance management
Budget management, external funding, fraud
Contract management skills, ambiguous contracts, failure of contractors to deliver service or objectives, business continuity arrangements
Failure to meet PI's, IIP, position in tables, benchmarking
Maintenance of property, fire, security, theft, attacks on personnel, accident prevention

## Guidance Notes for Prioritisation

People will have varying opinions on how to categorise the 'Likelihood' and 'Impact'. These tables set out the corporate guidance as to what is defined in terms of likelihood. Not all categories apply to each risk, the tables below are designed to help manage risk. They are not prescriptive and can be adapted to suit individual needs. The impact of a risk may vary. You may need to consider what is appropriate for the particular exercise you are undertaking.

### **Likelihood**

<b>Description</b>	<b>Probability</b>	<b>Indicators</b>
Probable (4)	More than 75% chance of occurrence	Regular occurrence
Possible (3)	40% - 75% chance of occurrence	Circumstances occur
Unlikely (2)	10% - 40% chance of occurrence	Not expected to happen
Rare (1)	Less than 10% chance of occurrence	May only occur in exceptional circumstances

### **Impact**

	<b>Effect on Service Delivery</b>	<b>Reputation</b>	<b>Health and Safety</b>
<b>Significant (4)</b>	<p>Significant loss of service, including several important areas of service and/or protracted period.</p> <p>Service Disruption 5+ Days</p>	<p>Adverse and persistent national media coverage</p> <p>Adverse central government response, involving (threat of) removal of delegated powers</p> <p>Officer(s) and/or Members forced to resign</p>	<p>Death of an individual or several people</p>

<p><b>Moderate (3)</b></p>	<p>Complete loss of an important service area for a short period</p> <p>Moderate effect to services in one or more areas for a period of weeks</p> <p>Service Disruption 3-5 Days</p>	<p>Adverse publicity in professional/ municipal press, affecting perception/ standing in professional/ local government community</p> <p>Adverse local publicity of a major and persistent nature</p>	<p>Major injury to an individual or several people</p>
<p><b>Minor (2)</b></p>	<p>Minor effect to an important service area for a short period</p> <p>Adverse effect to services in one or more areas for a period of weeks</p> <p>Service Disruption 2-3 Days</p>	<p>Adverse local publicity/ local public opinion aware</p> <p>Statutory prosecution of a non-serious nature</p>	<p>Severe injury to an individual or several people</p>
<p><b>Insignificant (1)</b></p>	<p>Brief disruption of important service area</p> <p>Significant effect to non-crucial service area</p> <p>Service Disruption 1Day</p>	<p>Contained within section/Unit or Directorate</p> <p>Complaint from individual/small group, of arguable merit</p>	<p>Minor injury or discomfort to an individual or several people</p>

impact' ratings of identified risks.

likelihood and impact.

managers categorise risks appropriately and from a common perspective.

Important thing is to ensure consistency across the whole of the risk register.

are carrying out.

<p>essentially, not encountered daily/weekly/          dependent on (if 2 years) only once in 3 or          exceptional circumstances          identified before</p>
--

<b>Data protection</b>	<b>Failure to provide statutory duties/ meet legal obligations</b>	<b>Financial</b>	<b>Effect on Project Objectives/ Schedule/ Deadlines</b>
All personal details compromised/ revealed	Litigation/ claims/ fines from  Departmental £250k +  Corporate £500k +	Costing over £1m  Up to 75% of Budget	Complete failure of project/ extreme delay – 3 months or more

Many individual personal details compromised/ revealed	<p>Litigation/ claims/ fines from</p> <p>Departmental £50k to £125k</p> <p>Corporate £100k to £250k</p>	<p>Costing between £250,000 and £1m</p> <p>Up to 50% of Budget</p>	<p>Significant impact on project or most of expected benefits fail/ major delay – 2-3 months</p>
Some individual personal details compromised/ revealed	<p>Litigation/ claims/ fines from</p> <p>Departmental £25k to £50k</p> <p>Corporate £50k to £100k</p>	<p>Costing between 50,000 and £250,000</p> <p>Up to 25% of Budget</p>	<p>Adverse effect on project/ significant slippage – 1-2 months</p>
Isolated individual personal detail compromised/ revealed	<p>Litigation/ claims/ fines from</p> <p>Departmental £12k to £25k</p> <p>Corporate £25k to £50k</p>	<p>Costing less than Less than £50,000</p> <p>Up to 10% of Budget</p>	<p>Minimal impact to project/ slight delay - less than 1 month</p>

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**Joint Strategic Economic Committee  
(JSEC)**

**11 February 2016**



## **Higher Futures (previously City Deal) Implementation**

### **1. Purpose and Reasons**

1.1 At the JSEC meeting of 1 December, the committee received a highlight report on Higher Futures and requested a full update for this next meeting given the significance of the project.

1.2 This report provides an update on progress.

### **2. Key Recommendations**

JSEC is recommended to:

2.1. Note and comment on the progress in establishing the Higher Futures Programme as a Programme of the SWLEP, with robust performance management reporting arrangements to the SWLEP Commissioning Group and from there to the SWLEP Board.

2.2. Note the Board's decision at its meeting on 20 January to approve the change in the profile of budget spending as outlined in paragraph 5.

2.3. Note the Board's decision at its meeting on 20 January for the Chair of the Sub-Group, the Head of Economy (Swindon Borough Council) and Associate Director of Economy and Planning (Wiltshire Council) enter in discussions with the Department for Business, Innovation and Skills (BIS) to review the outcomes in the City Deal Agreement.

2.4. Note that the Chair of the SWLEP and Board sponsor will meet with the MOD and Careers Transition Partnership at a national level to facilitate moving forward the military elements of the programme.

### **3. Implementation of the Partnership Delivery model, governance and Board Sponsor**

3.1. Critical start up activity has focused on that which is essential to ensure the success of the project and has included the following:

3.2.1 Appointment of a Board Sponsor; Simon Patten has taken on this role.

3.2.2 The Higher Futures Subgroup membership has been reviewed and a revised Terms of Reference agreed. The first meeting of the newly constituted group took place on 8th January 2016 and was chaired by the Board sponsor.

3.2.3 Recruitment of the dedicated Higher Futures Team to ensure the programme has a skilled resource in place with full time commitment for effective implementation.

3.2.4 The development of a clearly articulated proposition to support work with employers and Higher Education Institutions (HEI) which outlines the offer, the process and the 'ask' of employers. This has provided core information for the Memoranda of Understanding (MOUs).

- 3.2.5 Early engagement with key local Ministry of Defence (MoD) contacts and the Career Transition Partnership (CTP) and development of an MOU.
- 3.2.6 Development of the Higher Futures branding, marketing plan and website to ensure the programme is well promoted.
- 3.2.7 Early development of a strategy to prioritise and target employers and recruit 'Pathfinder' Employers to showcase what the Programme can deliver and the benefits to employers.
- 3.2.8 The development of strong strategic and operational partnerships to maximise existing employer engagement networks. The Wiltshire Council's Wiltshire 100 programme and Swindon Borough Council's Strategic Employer Engagement Service have both supported early engagement of employers.
- 3.2.9 Engagement of the Pathfinder Universities and Colleges to discuss the draft MOU, gain a good understanding of their skills offer and expertise in delivering employer led flexible provision and plan brokerage activity for 2016.
- 3.2.10 Working with the Skills Funding Agency, colleges and training providers to link Higher Futures to a wider SWLEP wide strategy on Higher Apprenticeships.
- 3.2.11 Implementation progress has been reported to the Commissioning Group on a monthly basis via the standard Highlight Report and to the SWLEP Board on 20 January 2016.

#### **4. Implementation Plan and Risk**

- 4.1. An Implementation Plan outlining the key activity and milestones for 2016 was agreed by the sub group on the 8<sup>th</sup> January and is available on request.
- 4.2. Key milestones are as follows:
  - 4.3. Website launch – originally by end of February 2016 but this is being reviewed to enable the logo and branding to be reviewed at the Board's request.
  - 4.4. Programme launch between March and September 2016
  - 4.5. Phase 1 brokerage between employers and HEIs January to April 2016
  - 4.6. First courses for military leavers from September 2016
- 4.7. Progress and planned next steps against key activities are described in this report. A Risk Register has also been developed for the programme. The Higher Futures Subgroup has reviewed the risks and agreed mitigating actions. Only two risks are RAG rated as red following mitigating actions. These are:
  - 4.7.1. Lack of engagement and sign up by employers in the short term. This risk is being mitigated by increasing capacity for employer engagement and having a more targeted approach with employers.
  - 4.7.2. Delay in CTP agreeing MOU. This risk is being mitigated by the key recommendation above to nominate Chair of the SWLEP and Board sponsor to



meet with the MOD and Careers Transition Partnership at a national level to facilitate moving forward the military elements of the programme

4.8. The plan outlines a phased and structured approach to the implementation of Higher Futures and the development of the brokerage model. Phase 1 activity with employers and Universities/Learning Providers will take place between January and April 2016. Phase 1 will test out the brokerage model with the 'Pathfinder' Employers, reviewing and refining for Phase 2.

## 5. Budget

5.1 The budget for 2015/16 and outline information for 2016/17 and 2017/18, provided by Wiltshire Council's Principal Accountant, are outlined at Appendix 2 on page 11.

5.2 It should be noted that the Higher Futures Sub Group approved the appointment of a second Higher Futures Learner Engagement Adviser in 2015/16 in order to ensure maximum capacity in the team and continued early progress. The appointment of a second post was originally planned for year 3.

5.3 The forecast spend for 2015/16 is:

Total Proof of concept (actual)	£ 257,490
Total Delivery	£ 114,600
<b>Total forecast spend</b>	<b>£ 372,090</b>

5.4 The budget does not include details of income. Ambitious income targets were included in the bid to BIS and these are currently being reviewed following consultation with Employers and Learning Providers. This work will confirm spend and income to 2020.

5.5 The budget shows that that by the end of 2017/2018, without taking into account planned income, there will be an anticipated surplus of £52,355 from the £1.4M grant.

5.6 The two Unitary Authorities have committed the equivalent of £100k each per year through in-kind resources as a contribution to the operation of the programme. Table 1 provides an update.

Resource	Value	Current position
Offices and associated resources	£61K	Now that locations of the team are confirmed, costs for each LA will be outlined.
Staff resources – to include strategic leadership, financial management, compliance, marketing and communications, project governance and Higher Education Policy and Programme Development	£139K	Significant staff resource from 2 interim managers allocated in 15/16 totalling £72,183. Wiltshire Council Accountancy Services Manager supporting Higher Futures financial management. Wiltshire Council as accountable body will ensure programme compliance.
<b>Total</b>	<b>£200K</b>	

Table 1, UA contributions.

5.7 A detailed plan of UA contributions moving forward will be developed by the end of February 2016.

## **6. Higher Futures Outcomes**

6.1 The SWLEP City Deal Red Book (contract signed by Deputy Prime Minister, Secretary of State, SWLEP Chair, Elected Leader Swindon Borough Council and Elected Leader Wiltshire Council) outlines a number of agreed outcomes aligned to the delivery of this Programme. The outcomes are outlined in Appendix 3 on page 9. The outcomes include the income targets (refer 5.4 above).

6.2 One of the Red Book outcomes (see Appendix 1) is to provide training to 18,000 individuals locally to Level 4 and above by 2020. This is an ambitious target and it is recommended that work commences with BIS to review this outcome.

## **7. Staffing**

7.1. Following the July 2015 Board meeting, it was decided that the Head of Employment and Skills for Wiltshire Council and Strategic Commissioner, Routes to Employment for Swindon Borough Council should spend the majority of their time on the Higher Futures Programme from 1 September 2015. This arrangement will continue until end of March 2016 and it has been agreed that they will continue to spend half of their time on Higher Futures until end of July 2016 to ensure sufficient resources for the initial stages of the programme. They will provide strategic direction for the programme, line management for the Higher Futures Manager and support for the team on an on-going basis.

7.2. The two UAs led the recruitment process to the Higher Futures team with the Board Sponsor and the SWLEP Director of Partnerships & Programmes being on interview panels for key roles. As Swindon & Wiltshire Local Enterprise Partnership's (SWLEP) Accountable Body, all members on the team have been recruited onto Wiltshire Council Terms & Conditions and Wiltshire Council is their legal employer.

7.3. The locations of team members were carefully considered to ensure effective working across the Swindon and Wiltshire area. There will be a broker and a learner engagement client adviser based in Swindon to cover Swindon and the northern part of Wiltshire, and a broker and a learner engagement client adviser based in Wiltshire to cover the rest of the county. The Manager, Marketing & Design Executive and Quality & Data Officer will be based in Wiltshire but expected to work across the whole geography.

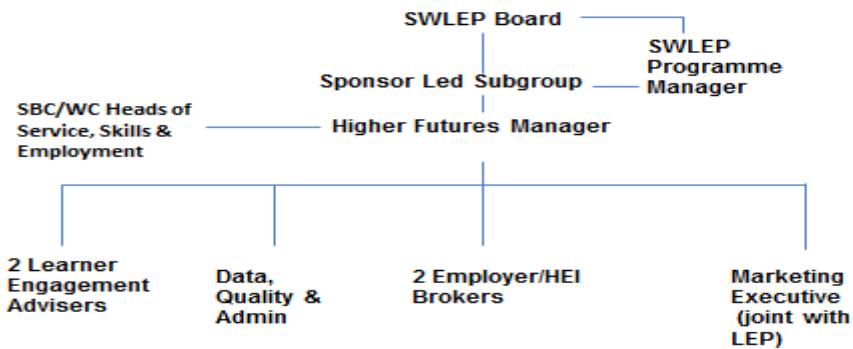
7.4. Two of the team members started in post on 4<sup>th</sup> January 2016 and five of the team (including the manager) will be in post by 8 February. Recruitment for a second Employer/HEI Broker and second learner engagement client adviser is underway bringing the team up to its full complement of seven staff.

7.4 Induction activity has been planned and is now underway for team members who started in post on 4<sup>th</sup> January including an induction to all key SWLEP partners, Swindon Borough Council and Wiltshire Council.

7.5 The team structure and roles is outlined below in Figure 1.

Figure 1

## Higher Futures Roles



### 8. Employer Engagement

- 8.1 As part of the 'Proof of Concept' work carried out between January and May 2015, a number of employers were involved to ascertain level of interest and existing training provision and were asked to provide feedback on the Higher Futures model. These employers are named as potential early adopters in the Business Plan developed in June 2015.
- 8.2 The work from September 2015, focused on using the outcome of the proof of concept work to identify a number of 'Pathfinder' employers. Most of the eighteen employers identified were involved in the proof of concept work or the SWLEP/UAs are already working with them as part of wider Business Engagement approaches, for example Wiltshire 100. The employers identified include representation from all 4 priority sectors, large employers/Corporates and SMEs and are located across the Wiltshire and Swindon area and are outlined in Table 1 below.
- 8.3 The 'Pathfinder' employers have a key role to work with the Higher Futures team and Pathfinder Learning Providers to ensure the Phase 1 work is successful, to provide feedback on policies and processes and to act as champions for the project and promote the programme to other employers.
- 8.4 Fourteen of the eighteen employers were visited between October and December 2015 and further visits are taking place during January. The visits focused on detailed discussions on the Higher Futures Programme, what it aims to achieve, the draft MOU and the role of the Pathfinder Employers. Employers outlined their higher level skills needs and gaps, current solutions and their effectiveness. The level of interest to be involved in Phase 1 was gauged and a follow up visit offered to complete a Training Needs Analysis (TNA). The key points and outcomes from each meeting have been recorded as have the key skills needs and gaps arising from the meetings.
- 8.5 Further meetings have been scheduled to do a detailed TNA with each business, the majority of which will take place in early 2016 to fit with employer's schedules.
- 8.6 There has been a high level of interest in the Higher Futures programme, a high degree of resonance with the need for the programme and recognition that an innovative solution is needed.
- 8.7 The MOU outlines that employers would pay a membership fee to gain the benefits of the Higher Futures Programme. During visits, employers supported the principals in the MOU but generally needed to get wider feedback internally. Employers generally outlined an interest in being involved as a Pathfinder but agreement on the MOU and membership fee is priority activity for January 2016. It was felt that the membership fee should come into

play after key elements of the Pathfinder role to ensure the success of the programme has been completed.

## 8.8 Work with the Financial Sector

8.8.1 The Swindon Higher Futures Interim Manager and the SWLEP Employer Engagement Manager have been working with Swindon College, Nationwide Building Society, Intrinsic and Openwork to put in place a Level 4 Financial Services course, delivered locally and flexibly to meet employer needs. This course will be delivered by Swindon College and starts in January 2016. It will deliver a 2 year level 4 course in Financial Services. The course runs from 3-7pm every fortnight to minimise business disruption.

## 8.9 Phase 1 and Phase 2 Brokerage

8.9.1 Phase 1 brokerage will take place between January and April 2016 and will bring Pathfinder Employers and Pathfinder Universities together to develop provision which is flexible and bespoke to meet employer needs.

8.9.2 A number of potential 'Early Adopter' employers were identified during the proof of concept phase. These are our starting point for Phase 1 and Phase 2 engagement in addition to the targeted Pathfinders. Additional employers are currently being identified to ensure a balance of employers across the area, large businesses and SMEs across all 4 priority sectors. The Employer Engagement Strategy outlines a number of routes to engage employers including using existing intermediaries and networks.

## 9. Engagement with the MoD and Career Transition Partnership

9.1 Following the agreement of an MOU with the MoD, the UAs have met with the Army's S02 Transition and the South West Regional Manager for the Careers Transition Partnership (CTP). National sign-off will be required by end of March 2016 from both CTP and MoD's TESSR (Training, Education, Skills, Recruitment and Resettlement).

## 10. Pathfinder University and Learning Provider Engagement

10.1 The 'Proof of Concept' phase identified 8 Pathfinder Higher Education Institutions (HEIs) who have Degree Awarding Powers as follows:

- Cardiff Metropolitan University;
- Glasgow Caledonian University;
- Middlesex University;
- Oxford Brookes University;
- University of Portsmouth;
- University of Southampton;
- University of South Wales.
- University of the West of England

10.2 A local Training Provider, QA Ltd was also identified as a Pathfinder.

10.3 Additionally, local colleges, and the Corsham Institute were identified as partners in Higher Futures as they already offer relevant HE provision

- Corsham Institute;
- New College Swindon;
- Swindon College;

- Wiltshire College.

10.4 Learning Provider engagement September – December 2015 has focused on the following

10.4.1 Development of a Memorandum of Understanding (MOU) outlining the commitments of the Higher Futures Programme and the Pathfinder Learning Providers. Meetings with each of the Pathfinder Learning Providers and local colleges to discuss progress with Higher Futures, gain feedback on the MOU and get input on Phase 1 activity with employers. The MOU includes the proposal that Learning Providers will pay a commission fee based on the value of any learning provision that is delivered under the programme. Meetings have taken place with all the Pathfinder Learning Providers apart from Oxford Brookes University.

10.4.2 The development of a draft MOU with the Skills Funding Agency as the funder of Further Education for adults and Apprenticeships, including Higher and Degree Apprenticeships.

10.5 Key outcomes from Learning Provider Engagement.

10.5.1 All providers are able to deliver courses in 2 or more of the 4 priority sectors. Some of the providers demonstrated more experience and confidence than others in delivering innovative employer led and employer funded provision. Four of the Universities have a well-developed Work Based Learning Frameworks in place to deliver work based higher level skills provision to meet employers' needs. There are good examples of the providers currently working with the Military. There are some examples

10.5.2 Feedback on the proposal for Learning Providers to pay a commission resulted in a mix of views. The Learning Providers with the most experience in delivering employer led, work based learning programmes were most likely to consider that it is reasonable for the Higher Futures Programme to be paid a commission for its brokerage service if the approach results in additional learners starting on their courses. All providers suggested that there should not be a charge in the early stages when the model is being developed and refined. One provider felt that they would like to see the success of the programme before considering commission. One provider felt that it was inappropriate to request a commission and that the BIS funding should fully fund the programme as long as possible.

10.5.3 Outcome of meetings with the colleges and training providers. Swindon College has been working with Nationwide Building Society and Higher Futures Interim Manager and the SWLEP Employer Engagement Manager to put in place a Level 4 Financial Services course, delivered locally and flexibly to meet employer needs. This course will begin in January 2016. Swindon College is hence a Pathfinder Learning Provider. The specific roles of New College and Wiltshire College will be agreed at meetings taking place in January. Training providers outlined the wide range of higher level skills provision that they are able to offer. The colleges and Corsham Institute are potential venues for learning provision. Corsham Institute also has expertise in areas of Digital Technology but they are not a Learning Provider.

10.5.4 Work from January will focus on the set up of Phase 1 activity. This will involve setting up and facilitating sessions with employers by sector and the Learning Providers to discuss the detail of skills needs and to develop flexible, bespoke provision to meet needs.

## **11. Branding, Marketing and Website Development**

11.1 Branding

11.1.1 Following a competition to find a name, the SWLEP Commissioning Group has chosen Higher Futures as the programme name. A logo which aligns with the LEP branding guidelines is currently under development.

## 11.2 Marketing Plan

11.2.1 Tribe was commissioned early in 2015 to develop the Marketing Plan. A working group was set up, consisting of the Interim Managers, the SWLEP Programme Manager and Employer Engagement Manager, Communication Team and Employer Engagement representatives from the two UAs and Aerian, the company commissioned to develop the website. Three workshops were held between September and December.

11.2.2 The draft Marketing Plan was presented to the working group on 10<sup>th</sup> December. Feedback is currently being collated and plan will be finalised by 15<sup>th</sup> January. The plan provides a marketing 'toolkit' for the Marketing Executive to use to plan the launch and on-going marketing activity. The plan includes the following:

- The Higher Futures proposition, why it's different (the USP), information for employers, military learners and civilian learners and insights by audience.
- Programme objectives
- A SWOT analysis
- The brand and brand story
- A suggested marketing time-line
- Messaging platforms and channels to market
- Launch activity
- Measuring success/KPIs

## 11.3 Launch activity

11.3.1 Launch activity is planned to take place between March and September 2016. A launch plan will be developed by the Marketing Executive during January. As well as Higher Futures specific events, wider planned events will be used to promote the programme where appropriate.

## 11.4 Website

11.4.1 Aerian was commissioned early in 2015 to develop the Higher Futures Website and a registration site was developed. Work was put on hold in June 2015 pending confirmation of the delivery model. Aerian has committed expertise to build the website during February 2016. The original aim was for the launch site to be available by the end of February, but this timeline is being reviewed following the Board's request to change the Higher Futures logo and branding considered at its meeting of 20 January. The launch site will provide information on Higher Futures for key audiences and offer the facility for employers and learners to register their interest. Further stages of development are planned and the detailed specifications for these will be developed early in 2016.

## 12. Recommendation

12.1 As detailed in para 2.

**Alistair Cunningham, Associate Director Economic Development and Planning, Wiltshire Council and Director of the SWLEP**

**Paddy Bradley, Head of Economy, Skills and Property Development, Swindon Borough Council and Director of the SWLEP**

## Appendix 1. City Deal Red Book Outcomes

### Swindon and Wiltshire Commitments

- To establish a SWLEP Skills Brokerage model which provides a Guarantee to all Service Leavers in Swindon and Wiltshire that they will be able to increase their skills to a Higher Education qualification – ensuring that no Service Leaver is at a disadvantage when leaving the Armed Forces, and supporting commitment to the Armed Forces Covenant.
- Unitary Authorities (Swindon Borough and Wiltshire Councils) to provide SWLEP Skills Brokerage Resource Funding: £1.00m over 2014/15 to 2018/19.
- To put in place a mechanism to optimise private sector contribution (Tuition Fee Funding £5.84m, and SWLEP Skills Brokerage Membership £0.66m and Placement Fees £2.00m): c.£8.50m.
- To establish a new multi-site University Campus in Swindon and Wiltshire that is capable of delivering part-time, co-designed Higher Education provision, using partnerships between Higher Education Institutions and local employers (with University Technical Colleges, Further Education Colleges and employers providing facilities).
- Provide training to 18,000 individuals locally to Level 4 and above by 2020.
- Deliver local jobs growth of 8.9% compared to the UK average of 5.1% by 2020, and the associated productivity and economic benefits of more people working in higher level jobs.
- Stronger local relationships and understanding between employers and The Army which will support Reservist recruitment and Army 2020.

## Appendix 2

### Higher Futures Budget

	2014/2015 Proof of Concept Actual	2015/2016 Proof of Concept Actual	2015/2016 Delivery Forecast	2016/2017 Delivery Forecast	2017/2018 Delivery Forecast
Staffing	12,140.19	22,415.45	72,600.00	320,700.00	330,400.00
Programme delivery		233,755.04	38,600.00	116,400.00	126,200.00
Room Hire/Catering	92.00	1,311.50	1,400.00	1,500.00	1,600.00
Admin		8.19	2,000.00	2,100.00	2,200.00
<b>Total Forecast City Deal</b>	<b>12,232.19</b>	<b>257,490.18</b>	<b>114,600.00</b>	<b>440,700.00</b>	<b>460,400.00</b>
<b>Remainder Grant</b>	<b>1,387,767.81</b>	<b>1,130,277.63</b>	<b>1,015,677.63</b>	<b>574,977.63</b>	<b>114,577.63</b>
<b>Match funding from Swindon BC and Wiltshire Council</b>			200,000.00	200,000.00	200,000.00

\* In the July 2015 Board paper, operational costs of £120K and 130K were allocated in 2015/16 and 2016/17 respectively. This will be spent judiciously on operational costs such as marketing, website and contracted work.



## Swindon and Wiltshire Local Enterprise Partnership

### Joint Strategic Economic Committee

11 February 2016

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#### **Strategic Housing Market Assessment and Functional Economic Market Area Update**

#### **1. Purpose**

- 1.1 To provide an update on progress with the Joint Strategic Housing Market Assessment (SHMA) and Functional Economic Market Assessment (FEMA) for Wiltshire and Swindon; and on arrangements for the Joint Working Group.

#### **2. Background**

- 2.1 Progress on the Joint SHMA and FEMA was reported to Committee in December 2015. A suggested approach towards joint working relationships between Wiltshire Council and Swindon Borough Council and how Councillors will be engaged in the SHMA/FEMA process through a Joint Working Group was agreed.

#### **3. Joint Working Group**

- 3.1 The membership of the Senior Officer/Councillors Joint Working Group has now been established as follows:

##### *Wiltshire Council*

- Councillor Fleur de Rhé-Phillipe - Cabinet Member for Economic Development, Skills and Strategic Transport
- Councillor Toby Sturgis - Cabinet Member for Strategic Planning, Development Management, Strategic Housing, Property and Waste
- Councillor Jonathon Seed - Cabinet Member for Housing, Leisure, Libraries and Flooding
- Alistair Cunningham - Associate Director, Economic Development and Planning

##### *Swindon Borough Council*

- Councillor Emma Famarzi - Cabinet Member for Housing and Public Safety
- Councillor Garry Perkins - Cabinet Member for Economy, Regeneration and Skills
- Councillor Toby Elliott - Cabinet Member for Communities and Strategic Planning

- Richard Bell - Head of Planning, Regulatory Services & Heritage

3.2 On 16<sup>th</sup> February a meeting of the Joint Working Group will be convened to consider the initial consultations and information gathering exercises undertaken to date by the consultants and next steps to progress the work.

#### **4. Project Progress**

4.1 A number of initial information gathering tasks have been undertaken to help inform the SHMA and FEMA, as follows:

- (i) With 'Duty to Co-operate' stakeholders as defined in the Localism Act 2011 via e-mail, regarding the SHMA/FEMA methodology; including local authorities, Environment Agency, Historic England, English Heritage, Natural England, Highways Agency, Home and Communities Agency and Wiltshire Clinical Commissioning Group.
- (ii) Structured interviews are currently taking place to obtain the views of stakeholders on the housing market including the Swindon and Wiltshire Local Enterprise Partnership (LEP), Ministry of Defence, development industry, and registered social providers.
- (iii) Face to face 1-2-1 interviews are being undertaken to specifically inform the FEMA. Consultees include a mix of public and private sector representatives, such as Swindon and Wiltshire LEP, Business West, Forward Swindon, Enterprise Wiltshire and the Federation of Small Businesses.
- (iv) Workshop with neighbouring local authorities on 21<sup>st</sup> January consistent with the Duty to Co-operate to consider the methodology and the approach to SHMA/FEMA for Wiltshire.

#### **5. Recommendation**

**To Note the content of the report and progress being made on the Strategic Housing Market Assessment and Functional Economic Market Assessment.**

#### **Alistair Cunningham**

Associate Director for Economic Development and Planning  
Wiltshire Council

#### **Richard Bell**

Head of Planning, Regulatory Services & Heritage,  
Swindon Borough Council

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