

 Swindon & Wiltshire LOCAL ENTERPRISE PARTNERSHIP	Board Meeting 19th September 2018 Paper Number X.X
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Security Level:	Confidential <input type="checkbox"/>	Restricted <input type="checkbox"/>	Unclassified <input type="checkbox"/>	Commercially Sensitive <input type="checkbox"/>
Meeting & Date:	SWLEP Board Meeting – Wednesday, 19th September 2018			
Subject:	HE Strategy: Multi Campus University Proposal Update			
Attachments:	HE Options Paper			
Author:	Katie Cross on behalf of Sally Burnett	Total no of sheets:	5	

Papers are provided for:	Approval <input type="checkbox"/>	Discussion <input type="checkbox"/> x	Information <input type="checkbox"/> x
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1. Purpose

- 1.1. To update the board on progress towards developing a proposal for a 'multi campus university'. This includes scoping the various options available to achieve this.
- 1.2. To update the board on the work of the HE Task Group to develop a 'Prospectus' which outlines the vision, business case and approach to move this forward.

2. Context

- 2.1. The draft Higher Education strategy was presented to the LEP Board at its meeting in May 2018 and the Board agreed to the vision and overall aims of the emerging strategy. Further work was requested to be undertaken by officers on the concept of, a 'multi campus university' as part of the action to

 <p>Swindon & Wiltshire LOCAL ENTERPRISE PARTNERSHIP</p>	<p>Board Meeting 19th September 2018 Paper Number X.X</p>
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grow and promote HE provision. The Board were clear that the following points should be considered when doing this:

- Options for introducing increased university level provision to the SWLEP area e.g. the multi campus university concept
- The need for private sector and university interest in supporting the concept
- The level of investment and how this could be sought
- Current and emerging government policy around the higher education system and new universities
- Links to employment possibilities and urban centres
- Innovative design and delivery and reflects the flexibility required by present day employers and learners
- The plans for an Institute of Technology underway
- Research as an important factor in any new provision

2.2. The Institute of Technology is a key element of this strategy, the application for which has progressed to phase 2. The deadline for phase 2 submissions is November 2018, with notification of outcomes expected in March 2019.

3. Recommendations

The Swindon and Wiltshire Local Enterprise Partnership Board is recommended to:

3.1. Note the progress to date

3.2. Agree the approach to providing a draft prospectus for the November Board meeting.

4. Summary of Progress



Board Meeting
19th September 2018
Paper Number X.X

- 4.1. In July 2018, Nick Isles, an independent consultant was commissioned to support the development of this proposal through providing an options analysis and drafting the outline 'prospectus'.
- 4.2. A HE task group was established, chaired by John Mortimer, and two meetings have been held. In addition to the chair of the LEP, task group membership includes the LEP Director of Skills, the LEP Skills Lead, local authority officers, Chair of the Skills and Talent Subgroup, local authority Employment and Skills Board Chairs and employers. At its most recent meeting, Hartham Park provided a presentation and overview of the opportunities and potential for developments within the digital sector, particularly in relation to higher education and both national and international research.
- 4.3. Initial engagement several businesses has taken place and business representation at the most recent task group meeting was very valuable. Further work to ensure a range of businesses are engaged in the development of the prospectus is planned.
- 4.4. The task group has reviewed the options analysis, identifying an appropriate model best suited to the area, and defined the purpose and scope of the prospectus which will be required to invite universities and the private sector to join the initiative.

5. Options appraisal

- 5.1. The options appraisal written for the HE task group highlighted the significant economic, social, community and cultural benefits that a multi campus university would bring to the SWLEP beyond satisfying skills shortages. It emphasised that government policy, whilst not cash rich, is receptive to new innovative, employer led, disruptive university models. It



Board Meeting
19th September 2018
Paper Number X.X

identified that success is dependent on gaining sufficient stakeholder engagement in the chosen proposed model and securing the financial investment to take the model forward. Interviews with key personnel across the HE sector informed this work.

5.2. Three approaches were presented to the HE task group alongside case studies illustrating how these may operate and any caveats that accompany them. The options presented are summarised below:

- A) **START UP:** This presumes a focus on building new campus or campuses across the area from scratch, possibly incorporating some existing or proposed facilities (i.e. IoT). The Milton Keynes example demonstrates the economic overspill from this model but the caveats are predominantly around financing as in the region of £300m would be required.
- B) **INCUBATOR:** Where an existing university works with the local authority or other agency to establish a new presence or expand. There are many examples of where this has happened both nationally and internationally. The incubator develops to the point where provision expands across specified sites and over time HE delivery is subsumed into a single new delivery entity. Caveats include the difficulty in selling this concept to an existing university unless there are sufficient incentives.
- C) **FEDERATION:** The third approach would involve establishing a SWLEP wide Joint Venture among all the current HE delivery partners. This would become the university project which would need to build the number of students before applying for degree awarding powers. It would need university partners to agree and engage with this. It is an inclusive approach working towards a university being established. This model requires collaborative agreement of all key partners and would require ambitious outcomes over an agreed period to address the skills needs

 <p>Swindon & Wiltshire LOCAL ENTERPRISE PARTNERSHIP</p>	<p>Board Meeting 19th September 2018 Paper Number X.X</p>
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and other predetermined outcomes. However, it would build on current provision and be less expensive than other models.

- 5.3. The options paper outlined the different combinations of funding that a range of different universities have used to raise funds. It should also be noted that government grant funding often requires matched funding from either the institution applying, employers or other stakeholders or both.
- 5.4. At the initial HE task group meeting in August, it was agreed that to address the issues outlined in the strategy, any plans for a new multi campus university in Swindon and Wiltshire would need to be ambitious, that the focus including STEM provision should be clearly defined and a compelling vision outlined. The importance of the IoT application as a stepping stone to achieving a coherent HE offer was emphasised and the group agreed that the bid would be strengthened by being planned in the context of the ambition to create a multi campus university. It is clear a new university model would need to be employer led with investment from the business community.
- 5.5. Of the three approaches presented, it was agreed that FEDERATION, through some form of Joint Venture vehicle, was the first option to consider and could involve the three FE colleges and universities currently delivering in the area, with additional university partners and private sector employers invited to join. The Joint Venture would deliver all HE with the individual institutions acting as the campuses for delivery. The Joint Venture would expand HE and could use elements of the INCUBATION and START UP scenarios to add relevant employer demanded curricula as well as the research-intensive elements that would create the ambitious university imagined by the current stakeholders. The university partner or partners would be invited to work on this project and would have strong brands capable of attracting businesses to



Board Meeting
19th September 2018
Paper Number X.X

engage and students to apply. A prospectus outlining the clear business case for the multi-campus university would be required as a next step.

6. Prospectus

- 6.1. The purpose and scope of the prospectus has been agreed by the HE task group in that it will be a high quality 'brochure' outlining the SWLEP shared vision and ambition for a Multi Campus University (MCU), the key reasons why it is needed (business case) and the detail of what it will deliver.
- 6.2. It will outline the approach to its development, how it will operate, the financial model/options and sustainability, and the high level plan and timeline.
- 6.3. Its purpose is to engage current and new partners and build momentum for an ambitious yet achievable project. It will be used to communicate the shared vision and plan, to gain commitment from partners moving forward and to attract new partners as the work develops.
- 6.4. The vision will clearly outline what the MCU is, why it is needed, what it will address and what it will deliver (referring to the strategy). It will set out in a tangible way what the university seeks to achieve and the benefits it will bring, demonstrating how the area and its employers will move forward. It will highlight the role employers, FE and HE and how the proposed model links to current and planned provision and the ultimate ambition.
- 6.5. It will outline its USP and why it is different, i.e. the employment outcomes, the global research functions, the wider societal benefits, the clustering and innovation catalyst brought about by co-location of business, research and education at significant sites. Potential sites may include; Salisbury (Boscombe/Porton), Corsham (Hartham Park), Swindon.
- 6.6. It will define the key feature of the concept as well as firmly setting out the business cases; both strategic and economic.

	<p>Board Meeting 19th September 2018 Paper Number X.X</p>
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6.7. The operating model and governance will be clearly set out showing how the process will move from federation to new university and the financial model and sustainability will be articulated.

7. Next Steps

7.1. The prospectus will be further developed and a draft presented at the next Board meeting in November.

7.2. Engagement with potential university partners, FE and other providers will take place on an individual basis and at the SWLEP Provision and Pathways meeting in October (a meeting of key FE and HE stakeholders).

7.3. The engagement with employers will increase and further business representation will be sought for the next HE task group in October.

7.4. Funding will be required to set this initiative up as a fully resourced, work stream project to enable it to move forward. The SWLEP is applying for additional BEIS funding made available following the Ministerial Review of LEPs. One of the purposes of this additional funding is to support the development of local industrial strategies and the multi-campus university will be a key feature of the SWLEP local industrial strategy. The application is required by the end of October.

8. Timeline

HE Strategy

DATE	ACTIVITY
November 2018	<ul style="list-style-type: none"> Final strategy and draft prospectus
December 2018	<ul style="list-style-type: none"> The HE strategy draft delivery plan will be presented to the Skills and Talent Subgroup

	<p>Board Meeting 19th September 2018 Paper Number X.X</p>
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Institute of Technology Timetable

DATE	ACTIVITY
September 2018	<ul style="list-style-type: none"> • Publication of final Stage Two guidance (including Financial Model)
November 2018	<ul style="list-style-type: none"> • Deadline for submission of Stage Two proposals
February 2019	<ul style="list-style-type: none"> • Interviews
March 2019	<ul style="list-style-type: none"> • Notification of Stage Two outcome

Post Competition Timetable

DATE	ACTIVITY
March 2019	Notification of Stage Two outcome
June 2019	Award of Licence and Capital Funding Agreement
From June 2019	Set up IoT and start capital project(s)
From 2019/20 academic year	Commence delivery
March 2021	Deadline for DfE capital grant spend