

5.0 AGENDA

Board Meeting

Date: Thursday, 25 May 2017

Venue: Garrison Theatre, St Andrew's Road, Tidworth, SP9 7PD

Membership:	Amanda Burnside (AB) / Col James Coote DSO OBE (JC) / George Gill (GG) / Shahina Johnson (SJ) / John Mortimer (JM) / Vic O'Brien (VO) / Simon Patten (SP) / David Renard (DR) / Adam Schallamach (AS) / Baroness Scott of Bybrook OBE (JS) / Peter Wragg (PW)
Advisors:	Dr Carlton Brand (CB) / John Gilbert (JG)
Observers:	Cllr Chuck Berry / Cllr Garry Perkins (GP) / Cllr Oliver Donachie
In Attendance:	Sally Burnett (SB) / Andy Evans (AE) / Paddy Bradley (PB) / Alistair Cunningham (AC) / Parvis Khansari (PK) / Leanne Sykes (LS)
Apologies:	John Gilbert / David Renard / Adam Schallamach / Peter Wragg
Guests:	Alex Crook, BEIS (ACr) / Kingsley Hampton (KH) and Rob Murphy (RM), Wiltshire Council / Martin Revill (MR), ITA
Chairman:	John Mortimer
Minutes:	Deborah House (DKH)

Item	Timing	Topic	Paper No.	Lead	Type of Report
1.0	9.30am	Welcome / Apologies / Conflicts of Interest		JM	
2.0	9.35am	Draft Board Minutes of 22 March 2017 Action Log Chairman Up-date Matters Arising <ul style="list-style-type: none"> • Growth Hub update • Update on recruitment of Board Members • University of Bath (ISTI) • Governance Framework amends • Investment Manager 	5.1 5.2 Verbal Verbal	JM JM JM JM	
3.0	9.45am	Submitted Questions	5.3	JM	
4.0	9.55am	Military Update	Presentation	JC	For information
5.0	10.10am	Strategic Developments			
5.1		<ul style="list-style-type: none"> • Higher Futures 	5.4	SP	For approval
5.2		<ul style="list-style-type: none"> • Direction of Travel for Higher Education Strategy 	5.5	AB	For approval
5.3		<ul style="list-style-type: none"> • Institute of Technology (IoT) 	5.6	AB	For approval
5.4		<ul style="list-style-type: none"> • GPIF Open call 	5.7	PB	For approval
	11.05am	Comfort Break			

Item	Timing	Topic	Paper No.	Lead	Type of Report
6.0	11.15am	Local Growth Deal			
6.1		<ul style="list-style-type: none"> M4 Junction 17 Improvements Full Business Case 	5.8 Presentation	PK	For approval
6.2		<ul style="list-style-type: none"> A350 Chippenham Bypass Dualling Full Business Case 	5.9 Presentation	PK	For approval
6.3		<ul style="list-style-type: none"> Finance Report – LGD Budget 	5.10	ID	For information
7.0	11.45am	Other SWLEP Programmes			
7.1		<ul style="list-style-type: none"> Update on European Structural and Investment Fund 2016-2020 	5.11	JM	For information
7.2		<ul style="list-style-type: none"> Finance Report – other SWLEP Programme Budgets and General Account 	5.12	LS	For information
7.3		<ul style="list-style-type: none"> Commissioning Group Project Highlight Reports 	5.13	ID	For discussion
8.0	12.05pm	SWLEP Core Activity			
8.1		<ul style="list-style-type: none"> Annual Report 	5.14	PB	For information
8.2		<ul style="list-style-type: none"> Marketing and Communications update 	5.15	VJ	For information
9.0	12.25pm	<p>AOB</p> <p>Date of next Board meeting: Wednesday, 19 July 2017</p> <p>Venue: Alamein Suite, City Hall, Malthouse Lane, Salisbury, SP2 7TU</p>		JM	
	12.30pm	Close of Meeting and lunch			



Minutes of the Board Meeting Wednesday, 22 March 2017

Attendees	<p>Board: Amanda Burnside (AB) / Col James Coote DSO OBE (JC) / George Gill (GG) / Shahina Johnson (SJ) / John Mortimer (JM) / Vic O'Brien (VO) / David Renard (DR) / Adam Schallamach (AS) / Baroness Scott of Bybrook OBE (JS) / Peter Wragg (PW)</p> <p>Advisors: Dr Carlton Brand (CB) / John Gilbert (JG)</p> <p>Observers: Fleur de Rhé-Philippe (FdRP) / Garry Perkins (GP)</p> <p>Secretariat: Paddy Bradley (PB) / Sally Burnett (SB) / Alistair Cunningham (AC) / Andy Evans (AE)</p> <p>Others: Trudie Clarkson (TC) / Ian Durston (ID) / Vanessa Joseph (VJ) / Colette Mallon (CM) / Debby Skellern (DS) / Leanne Sykes (LS)</p> <p>Guests: James Beeson and Kristina Angelova of RIKADigital</p>
Apologies	Alex Crook, BEIS (ACr) / Parvis Khansari (PK) / Simon Patten (SP)
Chair	John Mortimer (JM)
Minutes	Deborah House (DKH)
Venue	Wiltshire College, Cocklebury Road, Chippenham, SN15 3QD
Start time	9.40am
Finish time	12.30pm

Item	Summary of Issues Discussed and Decisions – Part I	Deadline
1	Welcome and Introductions, Conflicts of Interest	
	<p>The Chairman welcomed all those present to the meeting. Apologies were noted.</p> <p>Conflicts of Interest – PW declared a conflict of interest with regard to Item 3.8 and AB declared that she was a Board Member of Inspire.</p> <p>The Chairman advised of Marc Richard's resignation from the Board and thanked him for his contribution over the past year.</p>	
2	Board Minutes, Action Log, Chairman update, Vice-Chair recruitment update	
	<p>The minutes of the meeting held on 25 January 2017 were presented for consideration. It was,</p> <p>Resolved: To APPROVE and sign the minutes as a true and correct record once the amendment had been made.</p> <p>Matters Arising</p> <ul style="list-style-type: none"> • Industrial Strategy – the item was in hand and was on the agenda for discussion; • Swindon Museum & Art Gallery – a formal note had been issued and acknowledged; • Marketing & Comms – VJ and GG were still to meet; 	

- **Digital Capability Subgroup** – PB advised that two LA Officers had been identified to join the Subgroup;
- **ESIF update** – tabled in the pack;
- **Military update** – Col Coote will give a formal presentation at the Board in May 2017. In the meantime, JC advised that 2020 Basing is pushing ahead, with the numbers in the county broadly as previously, with an increase in Warminster. Meetings with Wiltshire College and employers have gone well and the Covenant signing in Lyneham was successful. 5 Rifles had been sent to Estonia for six months; and
- **Board Member recruitment** – PB updated the meeting on the plan for recruitment. JM will send letter to the largest employers in the SWLEP area seeking their support. The Board was seeking support from Members to use their networks to advise of the vacancies. A pack of information was being prepared to speak with one voice and Institute of Directors, Chambers of Commerce etc would also be contacted. The Assurance Framework allows for Board membership to be between 14 and 20 seats. The criteria for selection would firstly be strategic leadership, then sector specific experience and thereafter geographical location. It was hoped that appointments could be confirmed at the July Board Meeting.


Action : PB to circulate the plan and timeline to Members.

19/04/2017

The Board considered the Action Log of Board activities up to 15 March 2017 and the items were noted. The May Board Meeting will have a full agenda and Members were advised that all items were on schedule to be brought forward for that meeting.

The Chairman updated the Board on his activities undertaken since the last meeting.

- 27 Jan – attended the South West Tourism Conference, Tiverton;
- 8 Feb – chaired the launch of EAFRD Growth Programme in Devizes and attended the Enterprise Wiltshire Board in Chippenham;
- 14 Feb – attended the Joint Strategic Economic Committee and a meeting of project managers and RIKADigital regarding the Digital Platform, Chippenham;
- 16 Feb – chaired inception meeting for the Rural Economic Plan, Biddestone;
- 21 Feb – attended the opening of a new exhibition at Swindon Museum & Art Gallery;
- 22 Feb – attended Industrial Strategy Workshop, Corsham;
- 23 Feb – attended the visit by Secretary of State, Rt Hon Sajid Javid MP, to Chippenham College where LGF3 award of £28.1m to SWLEP was announced;

	Minutes of the Board Meeting Wednesday, 22 March 2017
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	<ul style="list-style-type: none"> • 1 Mar – attended the Swindon I75 Reception; • 2 Mar – attended Community Rail Designation of TransWilts line with Minister for Rail, Paul Maynard MP; • 8 Mar – chaired SWLEP Commissioning Group; • 13 Mar – Met with elected officers and Executive of Corsham Town Council; • 21 Mar – chaired Rural Economy Sector Group, Biddestone; and • various meetings with SWLEP Executive Team. 	
3	Submitted questions	
	<p>Questions were received from Mrs Charmian Spickernell, Campaign for the Protection of Rural England North Wilts and Swindon Group Committee Member. A copy of the questions and responses given is attached to these minutes. In response to Mrs Spickernell's supplementary question, DR did not accept the assumptions made by the questions regarding the planning process, but agreed that the response reflected the position of Swindon Borough Council. Commercial applications are planned for the south west corner of Wichelstowe so this access was considered vital to the overall area. CS reiterated that the routes into town needed to be properly assessed for connection to the town centre and stated that CPRE's position therefore had not changed.</p>	
4	Papers for approval	
	<p>Institute of Sustainable Technology Innovation (ISTI) AC advised the Board that SWLEP had started working on this project with the University of Bath approximately 18 months ago and that it is aligned with the SWLEP's High Value Manufacturing strategy. The Business Plan had already been prepared, but the project had not gone through the University's governance process. The Board was being asked whether it wished to show its support for the project and whether it should be progressed further. It would be an intellectual hub and something unique within the area. Several Members of the Board were excited by the project and wanted it to be driven forward as quickly as possible. Having a university partner within the area would be a big bonus and would strengthen the SWLEP's position. Funding for this project would be sought by going directly to government but there are time constraints. The University was unable to expand within Bath itself owing to land constraints and there were potential premises available in Swindon. However, SBC would not be able to hold on to these for too long as there were other potential clients interested.</p> <p>Action : JM to issue letter to Vice Chancellor of the University of Bath summarising the views of the Board emphasising the support of the SWLEP.</p>	24/04/2017

The Board resolved

To accept the recommendation to support the project of the University of Bath.

Growth Hub Overview

ID spoke to the paper outlining the reasons for the change and to improve the access for businesses to support via the single gateway of the Growth Hub portal. Some businesses would not require the 12 hours of face-to-face mentoring, or indeed, may not want it. The new approach would be a way to plug the gap. On the back of ESIF funding, the Growth Hub is able to recruit two advisors, one to manage the Growth Hub and one to act as business advisor. As the Enterprise Network (TEN) had taken on the role as the triage centre for incoming calls, there was also a plan to incorporate the offices into the Growth Hub model and present a more joined up approach to businesses. There was debate about the model which concluded with the Board supporting the proposed way forward.

Growth Hub Portal – presentation by RIKADigital

A presentation by James Beeson and Kristina Angelova of RIKADigital can be found on the SWLEP website at <http://www.swlep.co.uk/board/document636275293110936000.pdf>. The presentation outlined the review of the various system approaches and the concluding recommendation. The meeting was mindful of Data Protection and the need to be compliant. The complication with the project was the desire to obtain the software speedily in order to use this year's funding and methods were being sought to ensure this happened. There was debate on the technical provision for the project and it was agreed that GG should meet with the project team following the meeting. The consensus of the Board was that the project be approved.

The Board resolved:

To support the project and to APPROVE the overall approach and expenditure described in papers 3.5a and 3.5b. GG to provide an additional overview of the technical aspects of the programme.

Governance Framework

The Framework was discussed with only two questions regarding :

1. the wording relating to the number of Board members and whether it allowed for the number of Board members to fall below 14 following resignations ; and
2. the Conflicts of Interest Policy, section C para 6 where “A Board member shall not vote or participate in discussions...”

Point 1. The Board would be deemed quorate with eight members being present, but the wording of the Framework needed to be reviewed so

that it covered the eventuality of Board numbers falling below 14 in the event of resignations; and
Point 2. It was agreed that a Board member declaring a conflict of interest should not vote, but that they would be able to take part in discussions.

Action : DS to make amendments as discussed and send via email to Board members to seek agreement of acceptance.

31/03/2017

Finance Reports

Local Growth Fund 1 (LGF1) and Local Growth Fund 2 (LGF2)

This paper was provided as an update to that already seen by the Board at the Meetings in November 2016 and January 2017 showing the current status. A “green” column had now been added to show actual spend. The cash-flow gap requiring to be managed was larger than previously thought but was considered manageable.

Action : ID and LS to work together to manage the profile.

ongoing

For retained schemes, the underspend can be managed directly with DfT.

The SWLEP Board APPROVED the ongoing approach outlined to managing LGF profiling.

SWLEP General Account 2017/2018

PB referred to the paper circulated prior to the meeting. This referred to the funding request from VisitWiltshire for the Great West Way which had been submitted via the Place Shaping Subgroup. PW spoke to members and explained the premise of the project, which had the support of six LEPs:

- Swindon and Wiltshire LEP;
- West of England LEP;
- Buckinghamshire Thames Valley LEP;
- Oxfordshire LEP;
- Berkshire Thames Valley LEP; and
- the Gloucestershire LEP, GFirst.

VisitWiltshire was seeking £20,000 to develop the Business Plan in order to bid for the next tranche of funding.

The Board resolved:

To APPROVE the grant of £20,000 for the development of the Business Plan.

Reference was made to Section 6.1.3 of the paper regarding the recruitment of an Investment Manager from the GPIF revenue stream. There was debate around the fact that both UAs are undergoing redundancies at present. It was suggested that there might be a suitable

	<p>candidate in the pool and they would like to be given the opportunity to check the teams. It was agreed that the matter should be discussed between PB and the UAs.</p> <p>Action : to bring back to Board Meeting in May 2017.</p> <p>The Board resolved: To APPROVE the budget for the General Account and the additional use of the programme budget funds shown in section 6 and Appendix 2 subject to the discussion in the point above.</p> <p>Local Growth Deal 3 Award ID spoke to the paper. Projects 1- 3 of the Category 1 projects had been allocated funding – being the total amounts for Projects 1 and 2, Wiltshire College Salisbury campus and Wiltshire College Lackham Campus (£13.83m and £8.2m respectively) and the remaining £6.06m to the Maltings project. There was a funding gap of £1.44m for this project, and Wiltshire Council was working towards closing this gap. Responding to concerns raised by DR regarding the prioritisation of future project, JM emphasised that the spirit of the Prioritisation List drawn up for the LGF application should be respected if further funding streams become available, subject to additional local projects and spending plans coming into the pipeline and the criteria set for future funding streams.</p> <p>The Board resolved: To note</p> <ul style="list-style-type: none"> • the award of £28.09m in local growth deal round 3, which is in addition to £140.8m previously awarded in the first two rounds in 2014 and 2015; • the payment schedule received from BEIS for LGF 3 projects and the associated cash flow management process across the portfolio of LGF1,2 and 3 projects; and • the letter sent by the Chairman and the Director to all project leads of the 11 projects which formed the SWLEP's bid to Government in July 2016. 	25/05/2017
5	Papers for information	
	<p>Marketing and Communications update VJ spoke to the paper. PB advised that the change to the paper issued was that SWLEP Sponsor, Lord Prior, was not meeting his sponsored LEPs in Swindon during April, but that this meeting was now being held immediately after the LEP Conference in London on 27 March 2017.</p> <p>Update on European Structural and Investment Fund 2014-2020 programme FdRP spoke to the paper and offered thanks to Julian Head for his ongoing</p>	

	management of the programme. The ESIF Advisory Committee scheduled for 5 April 2017 would assess the applications resulting from the low carbon call. A number of applications were also expected to the European Agricultural Fund for Rural Development (EAFRD) following the fund launch event held on 8 February 2017 in Devizes.	
6	Papers for discussion	
	<p>Commissioning Group – Project Highlight Reports</p> <p>The Board noted the receipt of the papers from the Commissioning Group and comments were made on particular projects where there were concerns as follows:</p> <ul style="list-style-type: none"> • Porton Science Park was rated AmberGreen owing to some short delays on build; • Corsham Mansion House was rated AmberGreen owing to an objection received from the Georgian Group; • Swindon Bus Exchange was still rated Red. The design review had led to a revised programme and profiling schedule with a Change Notification due to come to Commissioning Group in May 2017; and • A350 Yarnbrook / West Ashton Relief Road was previously rated Red and had moved to Green. A revised profiling had now been agreed. • LGFI monies <ul style="list-style-type: none"> - Salisbury Plain Heritage Centre and Swindon Museum & Art Gallery – linked to successful bids via the Heritage Lottery Fund (HLF) - Ultrafast Broadband – had been allocated £1m from reallocated LGFI monies and was currently at RAG rating GREEN. • New LGF3 projects had now been added to the Highlight Reports and would be reported through the planning process • LGFI DfT – New Eastern Villages schemes – Greenbridge roundabout was complete. Issues with modelling on A420 Gablecross had been flagged as a risk, but the Dft and the Team were working in parallel towards a solution. • Higher Futures – paper on the way forward will be brought to the Commissioning Group and Board in May 2017. • GPIF – there was debate on the length of time taken to get money out to business from this revolving loan fund and the need for the process to be improved. 	
8	Any Other Business and date of next Board Meeting	
	The next Board Meeting was scheduled for 25 May 2017 commencing at 9.30am at Tidworth Garrison Theatre, St Andrew's Road, Tidworth, SP9 7EP	



**Minutes of the Board Meeting
Wednesday, 22 March 2017**

	<p>Future Meetings :</p> <p>Wednesday, 19 July 2016 Salisbury City Hall, Malthouse Lane, Salisbury, Wiltshire, SP2 7TU</p> <p>Wednesday, 20 September 2016 Committee Room 6, Civic Offices, Euclid Street, Swindon, SN1 2JH</p> <p>Wednesday, 29 November 2016 County Hall, Bythesea Road Trowbridge, BA14 8JN</p>	
	<p>Close of Board Meeting at 12.40pm and start of Board Member workshop</p>	

draft



Public Participation

From Mrs Charmian Spickernell, CPRE North Wilts & Swindon Group Committee Member

To SWLEP Board

Re : the retained Wichelstowe Western Access

A Swindon Cabinet Member with his Advisory Group is asking consultants to look at a tunnel under the motorway or a bridge across it. Can SWLEP please ask Swindon to ensure a rail crossing is looked at as well, bearing in mind SWLEP's strategic objectives 2 and 4, and because:

- Swindon's economy collapsed when peripheral development left a dead centre;
- The centre is still not fully re-generated and if there is peripheral development without proper connection to the centre there is a risk the centre could go dead again and with it the economy.
- Swindon is cut in half by the railway and another crossing is needed.
- While the bus rapid transit system is welcomed, without a road connection for other traffic (Red Posts Drive will be bus only at peak time) local traffic between West Swindon and Wichelstowe would have long journeys and would have to go through M4 Junction 16. Moreover, a tunnel under the motorway could encourage east-west journeys from Highworth to J16.
- The work that is being done on a proposed Oxford to Bristol railway with stops east of Swindon and at Royal Wotton Bassett and Corsham is strongly supported. There might be the possibility of a stop at Blagrove which would be beneficial for the employment land allocated there.
- Originally the Western Access route was proposed to cross the railway. This was changed by developers with their planning application in 2002 when it was seen as advantageous to commute along the motorway. Now the aim is to live near to where you work.
- When the Local Plan was changed to fit the tunnel under the M4 route, the Inspector said there had not been a "comprehensive comparison of alternatives". This is necessary for a Plan to be sustainable.
- Swindon owns the land and the planning permission has already been varied to take the road north so that it will serve West Wichel Village.
- There has been widespread and consistent public opposition to the tunnel under the M4 route. There is already a bridge over the motorway.
- There are flooding problems at the tunnel site and expensive pumping would be required.



Response

The current work being commissioned by Swindon Borough Council builds upon the previous study undertaken in 2013 for the Council. That study took a long-list of fifteen scheme options for the Western Access to Wichelstowe, and narrowed this down to six options which were assessed in greater detail. The options for a route crossing the M4 motorway to access Junction 16 from the South were identified to have greater transport benefits than the options crossing the railway line to access Junction 16 via the A3102. The options that cross the motorway would result in a more even spread of traffic movements at Junction 16, which will make the new layout being built at that junction perform more effectively, whereas the options that cross the railway line would place greater pressure upon the A3102 approach to the junction from Swindon.

The key decision to be made now is whether a bridge across the motorway or a tunnel under the motorway will provide the most cost effective and beneficial option. This review will take account of factors such as drainage and flooding, as well as numerous other design factors including environmental and transportation impacts. The options being assessed include the consented scheme, for a tunnel under the motorway, a variant on the tunnel option, and a bridge option. The last of these is a new bridge rather than re-using the existing Mill Lane Bridge, as the latter would require significant improvement to accommodate the Western Access, and is not well located to serve satisfactorily the western part of the development site.

The access strategy for Wichelstowe encourages local journeys to and from other destinations in Swindon to be made by bus or by bike, hence the ongoing investment, using Local Growth Funding, in Rapid Transit measures to support the provision of reliable bus services from the site. There has also been significant investment in improvements to cycle routes connecting the site to the town centre, with the Southern Flyer route having opened last year, gain supported by the use of Local Growth Funding.

The support of the CPRE for a new station at Royal Wootton Bassett is noted, and the SWLEP is fully aware of the work undertaken for the Royal Wootton Bassett Town Council on developing a business case for the station. A number of potential opportunities exist for delivering the station, although it is noted that the Town Council's preferred site, at the eastern edge of Royal Wootton Bassett, would effectively preclude the construction of a station at Blagrove, as the two would be too close to meet operational parameters of the rail industry. A station at Royal Wootton Bassett could provide an option for West Swindon residents, depending upon the nature of the rail service calling at the station. The SWLEP will monitor the ongoing work commissioned by the Town Council with interest, and is already working with neighbouring authorities on the potential for East – West Rail services to be extended westwards.

The Western Access study for Wichelstowe is the next step in developing the transport infrastructure that will manage travel demand to and from the development, and the SWLEP supports the progression of this work.



RAG
rating

Red - overdue
WIP/Not due
Completed
Closed

Ref	Meeting date	Paper No.	Subject	Action	Board Lead	Action by	Due Date	Update	Status
1	13.07.16	7.4	Finance Report	Reallocation of Junction 15 funds of £3.7m to Ultrafast Broadband and Salisbury Plain Heritage Centre and Swindon Museum and Art Gallery	VO	PB	May or July 2017	Announcement delayed owing to the General Election. Likely update to July Board Meeting.	
2	25.01.17	1.4	Governance Framework		PB	DS	Jul-17	Report to July Board Meeting	
3	24.11.16	11.6	M4 Junction 17 Full Business Case	Paper to be brought to Board for approval outlining the Full Business Case for M4 Junction 17 improvements	AS	PK	May-17	On agenda	
4	25.01.17	1.9	Higher Futures Revised Proposal			SP	May-17	On agenda	
5	25.01.17	1.7	Chippenham Station Hub	Outline Business Case to be brought to Board for approval seeking early release of LGF funds for improvements to Chippenham Station	AS	PK	May-17	Delayed until July to enable further consultation.	
6	25.01.17	1.7	A350 Chippenham Bypass Dualling	Paper to be brought to Board for approval outlining the Full Business Case for A350 Chippenham Bypass Dualling	AS	PK	May-17	On agenda	
7	25.01.17	AOB	Update of the status of the military in SWLEP area	Presentation by Col James Coote	JC	SH	May-17	On agenda	

Intentionally left blank – questions received from members of the public will be circulated at the meeting

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Meeting & Date:	SWLEP Board Meeting – Thursday, 25 May 2017		
Subject:	Higher Futures proposal		
Attachments:			
Author:	Simon Patten / Amanda Burnside	Total no of sheets:	14

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

- 1.1. To set out the delivery model for Higher Futures and the associated revised outputs. Once agreed with the LEP Board, these will be taken to the funder the Department for Education (DFE) for approval.

2. Summary

- 2.1. Higher Futures was set up following a £1.4m grant from government in 2014 to help SWLEP address its higher level skills gap. The approach is ground-breaking in providing completely impartial advice and brokerage to employers, together with organisational development support and expert sector knowledge of skills requirements. The service has been well received by employers.
- 2.2. The proposed outputs and operating model have been reviewed in light of numerous changes since the grant was received. This paper proposes incorporating Higher Futures into the new Growth Hub and extending the service to a broader skills advisory service, working in partnership with local colleges and training providers to address lower level skills. Revised outputs are also proposed.

3. Recommendations

- 3.1 The Swindon and Wiltshire Local Enterprise Board is recommended to agree:
 - 3.1.1 That Higher Futures provides employers with access to a range of impartial skills advice, support and brokerage, the priority being higher level skills following the model set out at section 4 below.
 - 3.1.2 That Higher Futures is to become part of the Growth Hub so that it is integrated into the wider framework of support for business.
 - 3.1.3 That the Board seeks approval from Government for a new delivery model and revised outputs, namely 2000 learners embarking on level 4+

programmes through Higher Futures by 2020, including doubling the number of learners embarking on higher or degree apprenticeships across the LEP area between 2015/16 and 2019/20 academic years.

3.2 Reasons for recommendations

- 3.2.1 As set out in this paper, many employers have not taken stock of their skills needs and what level those needs are at. A comprehensive skills advice service would therefore better meet the needs of employers and make it easier for them to access existing and new provision. By incorporating the service into the new Growth Hub, this further integrates Higher Futures into the business support landscape for Swindon and Wiltshire.
- 3.2.2 The original proposed outputs have been shown to be unrealistic, and original unit costs completely out of line with similar programmes, such as the Supporting Skills for the Workforce programme currently delivered by Serco. The proposed revised outputs are aligned to benchmarks and should be achievable over the next four years.
- 3.2.3 This proposal sits within the context of the emerging Higher Education strategy for Swindon and Wiltshire which is the subject of a separate Direction of Travel paper.

3.3 Implications of not agreeing the recommendations

- 3.3.1 If the recommendations above are not approved and a new delivery model not agreed with Government, Higher Futures would need to continue in its original form as per the original City Deal bid from 2014. However this would not deliver what employers require for the SWLEP area and not make best use of the remaining City Deal funding. Furthermore, the original outputs have been shown to be unachievable and these therefore need to be revised with agreement by the SWLEP Board and Government.

4. Detail

4.1. Background

- 4.1.1 In 2014 £1.4m was received by SWLEP to deliver the City Deal (Higher Futures) programme. The programme aimed to address the higher level skills gaps experienced by local employers, to reverse the decline in part-time participation in Higher Education and to provide Service Leavers and civilian employees with the opportunity to extend their skills towards gaining full higher level qualifications. The original programme outputs anticipated 18,000 learners to be starting on level 4+ programmes by 2020. The model was to deliver impartial advice and brokerage for higher level training as well as upskilling service leavers to meet employer demand.
- 4.1.2 The Higher Futures programme was officially launched during 2016 through a variety of activities. Early findings indicated that the military part of the programme was proving difficult to achieve due to the re-contracting of Career Transition Partnership as the MOD sole supplier of resettlement services,

which includes upskilling and employment support. This support now extends to spouses and veterans.

4.1.3 With the Armed Forces being one of the largest employers in Wiltshire, it is widely acknowledged that there is scope to offer a service to the military community. Higher Futures continues to actively promote the benefits of employing service leavers to the business community and works in partnership with CTP to advertise vacancies.

4.1.4 Implementation of the project has shown that the original outputs were over ambitious. The needs of businesses are now better understood. A paper was developed for the Department of Business, Energy and Industrial Strategy (BEIS) in June 2016, highlighting the findings and recommending a review of the original outputs. BEIS has made it clear that they want to see an increase in higher level skills in Swindon and Wiltshire, however they are open to our recommendation about the best way to achieve this and revised outputs for the programme. This paper sets out revised outputs and a different delivery model for approval by the SWLEP Board.

4.2. Strategic fit

4.2.1 Higher Futures will support the Strategic Economic Plan (SEP) objective to increase the proportion of the workforce with a level 4 qualification from 39.5% to 52% by 2026. Higher Futures cannot affect this level of change alone, therefore SWLEP has committed to developing a Higher Education strategy to tackle this issue on several fronts. A Direction of Travel document for HE is due to be considered by the SWLEP Board at the same time as this proposal. Higher Futures will provide a clear interface with employers, ensuring that an offer is developed which reflects emerging needs. Additionally Higher Futures will begin to make a positive impact on the numbers by providing an additional progression route for level 3 qualified learners and enhancing the current offer of degree and higher apprenticeships available to employed residents, meeting demand through a range of providers.

4.2.2 The SWLEP Strategic Economic Plan (SEP) highlights key high value sectors that need support in meeting skill gaps. Higher Futures is engaged with each of these sectors and is beginning to provide the support required.

4.2.3 There is no university within the SWLEP area, with very limited opportunities to do an honours degree in a Science, Technology, Engineering or Maths (STEM) subject at a university locally.

4.2.4 Higher Futures is working closely with a network of universities to ensure that employers have influence over the training that they invest in. These universities can all deliver courses in Wiltshire and Swindon. The introduction of degree apprenticeships and the apprenticeship levy offer an opportunity for provision to be delivered flexibly and meet business needs.

4.2.5 The Government's Industrial Strategy which was released in January 2017 highlights skills as a key pillar of the country's prosperity. In particular, it

stresses that addressing sector-specific skills gaps is a key issue to be tackled, which is something Higher Futures can help with.

4.3. Findings and performance in the first year of operation

- 4.3.1 The table below sets out a summary of performance since the SWLEP Commissioning Group deep dive took place in November 2016.
- 4.3.2 The figure for number of contacts represents businesses contacted by phone, email or face to face and includes presentations delivered by the Higher Futures team.
- 4.3.3 The stages of engagement are: 1. Initial meeting, 2. Consultation with a Higher futures Broker, 3. Tendering, 4. Selection of provider, and 5. Delivery.
- 4.3.4 During the consultation stage, businesses identify a potential number of learners who will be supported by the consultancy. This figure is reflected in the predicted pipeline column and is a very rough estimate. In order to produce a tender document, the business estimates a number of learners for the course. This is a more accurate figure but does not always translate to actual learner starts.

	No. of business contacts	Businesses actively engaged	Stage of engagement					Learners linked to tender	Actual learner starts	Predicted pipeline learners
			1	2	3	4	5			
Cumulative to Nov 2016	893	35	26	5	2	1	1	45	11	154
Cumulative to April 2017	4178	74	46	14	4	5	5	65	26	260

- 4.3.5 Swindon and Wiltshire employers report feeling confused about what skills support is available and often struggle to know which option is the best for their business. Organisations such as the Federation of Small Businesses (FSB), Chambers of Commerce and The Enterprise Network (TEN) offer signposting to programmes and providers but they do not have the time to fully explore needs and recommend the best solution. There are many providers and intermediaries working with the same businesses, and the market is saturated with providers offering apprenticeship levy support. Businesses indicate that providers are only promoting their own offer.
- 4.3.6 The MOD has not been in a position to engage with the programme as originally envisaged, therefore it has been agreed that Higher Futures will now support the MOD as it would any other employer.
- 4.3.7 It is apparent that businesses need a variety of support to enable growth and that there are a number of barriers preventing them upskilling their workforce. The key barriers and potential solutions to overcome them are set out in

Appendix I.

4.4. What are other LEPs doing?

4.4.1 A number of LEPs have specialist skills support including brokerage as part of the Growth Hub offer. Some have used ESIF funding to provide skills support including brokerage for businesses. This is either delivered by the LEP/LAs or commissioned. The commissioned organisations are in most cases providers.

4.4.2 Further work is taking place to gain a clear understanding of models and approaches in other LEPs, but it would appear that Higher Futures is unique in currently focusing solely on higher level skills and in its ambition to be fully self-financing.

4.5. Providing a skills service

4.5.1 Once the Growth Hub is established it is proposed that Higher Futures would be incorporated into the offer to create an impartial skills service for the SWLEP. Greater collaboration with partners will ensure that the skills landscape is less confusing and easier to navigate for businesses. Strategically placing Higher Futures within the Growth Hub will provide increased referrals and a clear point of entry to the programme. The one-stop-shop would provide:

- Organisational development, including sector intelligence, workforce and succession planning and sourcing training provision at all levels;
- Information, advice and guidance on all aspects of apprenticeships and higher level learning;
- A triage service for all businesses on anything skills related, passing referrals to the best fit provider;
- Brokering university level courses to meet bespoke needs of businesses; and
- Other skills support such as applying for grant funding to invest in skills development; provision of excellence academies; support with accessing graduates and university placement students; developing cohorts of learners to make course provision viable locally.

4.6. The Growth Hub

4.6.1 The SWLEP Board noted at its meeting in March 2017 that the local and national policy framework since the City Deal was set up has moved on.

4.6.2 The framework for business support in most LEPs including SWLEP is now through the Growth Hub and it is proposed that Higher Futures is delivered under this umbrella. This has the following benefits:

- a. It is part of one clear offer of business support under the Growth hub banner providing a clear point of entry
- b. It is easier to navigate the range of support

- 4.6.3 The wider Growth Hub services will add value to Higher Futures providing the website and face to face business support elements will act as a point of referral.
- 4.6.4 The recently agreed proposal for the new Growth Hub involves a highly interactive web platform which will enable business customers to access a range of advice and support 24/7. The website will include a customer data platform which will enable the system to understand the needs of the customer better and outline recommendations which will be tailored to individual users.
- 4.6.5 The Growth Hub website will have information on the range of skills programmes available to businesses. There is an opportunity to promote the educational offer of our local colleges and providers and to promote apprenticeships.
- 4.6.6 The Growth Hub face to face skills service will be a triage, identifying initial needs and signposting without brokerage to the relevant provision (mostly funded and local). The brokerage will come into play for level 4+ only where needed and this may be through a referral from a partner organisation, initial discussion with the business indicating this is the preference or as a progression. The delivery model would include a higher level skills brokerage service, offering local businesses the opportunity to collaborate with colleges and universities to develop bespoke higher level upskilling opportunities. These courses would be funded by the employers, with commission received from the universities for each programme.
- 4.6.7 Apprenticeship support is expected to be the area with the most demand for the first few years. With the introduction of the apprenticeship levy, we are already starting to see a huge increase in the number of businesses requiring support. An increase in demand for higher and degree apprenticeships is anticipated which will provide long term support for businesses experiencing potential skills shortages. Information, advice and guidance on all aspects of apprenticeships is provided by all apprenticeship providers, however the Higher Futures team can support by increasing awareness of local opportunities for apprenticeships and can facilitate the development of minimum cohorts required by some of the training providers. Higher Futures can also offer support to coordinate trailblazer groups where there is a need for a standard which has not yet been developed.
- 4.6.7 Micro and small to medium sized businesses are frequently requesting support with workforce planning and organisational design which will be provided by the skills hub.

4.7. Partnership with local colleges

- 4.7.1 It is important that we avoid duplication in approaching the same pool of businesses. Higher Futures adds value by offering choice of provision to businesses. The new model would see the Higher Futures team responding to referrals from provider partners, intermediaries and Growth Hub. FE colleges and training providers have substantial employer engagement teams who

provide initial training needs analysis and information on apprenticeships. These employer engagement teams will be expected to refer businesses to Higher Futures for specialist support at levels 4+.

- 4.7.2 We propose a model of “local first” when it comes to meeting the lower level skills needs of our businesses. When approached by employers with needs that can be met locally, Higher Futures will first check whether the local college is able and willing to respond to the request before putting the work out to tender with our university and national providers. This will support local colleges to increase their learner numbers, collaborate with university partners and develop an employer responsive curriculum.
- 4.7.3 There is currently no clear higher education offer for Swindon and Wiltshire. Each of the FE colleges and training providers have their own offer but these are not widely communicated, resulting in employers and potential learners not realising what is available locally. It is recommended that the FE colleges, universities and Higher Futures develop a Higher Education offer for the SWLEP area. The offer would be promoted through the Higher Futures (then Growth Hub) website and a prospectus developed. Further discussions need to be had with HE providers in the area to map the current provision and consolidate the offer.
- 4.7.4 Higher Futures will provide intelligence to the FE sector on emerging trends and business needs, ensuring that the offer remains fit for purpose. A collaborative approach with FE partners would ensure that future HE curriculum development reflects the needs of local industry.
- 4.7.5 Key points from a workshop with the FE colleges and training providers held on 7 April 2017 are included at Appendix 2.

4.8. Financial position

- 4.8.1 The remaining City Deal grant for Higher Futures on 31 March 2017 is £660,000. Measures to ensure cost effective delivery are on-going and it is anticipated that working within the Growth Hub will result in more cost effective approaches. Income will be built annually through a range of sources leading to the programme becoming self-sustaining. A range of options are currently being explored through income modelling.
- 4.8.2 The annual operating costs for the current Higher Futures service totalled £310,000 in 2016-17. It is anticipated that by excluding one-off costs from the first year of operation (for example, developing the website), as well as taking into account income and efficiencies, the annual operating budget can be reduced to £220,000 per annum from now on.
- 4.8.3 With £660,000 remaining of the original £1.4m, the programme can therefore continue for 36 months, even without drawing down further funding or generating income.
- 4.8.9 Efficiencies by working with the Growth Hub include:
- Sharing the marketing executive who could utilise her skills and expertise in developing the brand for the growth hub and managing website content;

- A shared website; and
- Shared customer relationship management software.

4.8.10 To-date there have been three bespoke projects where commission is payable, earning £2,845 in total. Another £2,500 commission is likely to be earned through current tenders, with more in the pipeline. Commission cannot be met from the apprenticeship levy therefore will not be achieved for apprenticeship brokerage. Given that apprenticeship advice, guidance and levy support (for higher and degree apprenticeships) is the most popular request currently for the Higher Futures team, this will limit further income from commission.

4.8.11 Expansion to a Skills Hub will require additional funds. Potential sources of funding include ESIF and Growth Hub funding. The Higher Futures brand is now better established and there is an opportunity to charge for some aspects of the service. Other sources of funding could include match funding from SWLEP and match funding from the Local Authorities and FE sector (each local authority provides £100k pa in kind match).

4.9. Revised outputs

4.9.1 Benchmarking against other LEP skills support services shows that there are few with tangible learner outputs. A new University centre set up in Shropshire has a target of only 2,000 learners over four years and has managed to recruit 40 in year 1 and only 80 in year 2. The current SWLEP Supporting Skills for the Workforce programme delivered by Serco is aiming to support 2,000 learners at level 3, with access to funding for training. Level 3 learners are much easier to attract. These benchmarks show that the original output of 18,000 learners over five years was over ambitious.

4.9.2 The awarding of Local Growth Fund capital at Wiltshire College in Salisbury and Lackham will result in the following outputs:

LGF Outputs: Growth as a result of new facilities			
Starts by 2021/22	Higher Apprenticeships	Degree Apprenticeships	HE (Level 4 Plus) non apprenticeships
Salisbury	10	10	196
Lackham	15	0	166
Total	25	10	362

4.9.3 Our aspiration for the skills hub is to support the SEP target to increase the number of people with higher level skills in the Swindon and Wiltshire workforce. This will be achieved through the collaboration with providers in developing a fit for purpose HE offer for the future.

4.9.4 Revised outputs would be:

- 2,000 learners embarking on level 4+ programmes through Higher Futures by 2020, including:
 - Doubling the number of learners embarking on higher or degree apprenticeships across the SWLEP area between 2015/16 and 2019/20 academic years.

4.9.5 It is proposed that the measures for the success of the Higher Futures programme focus on the following KPIs:

- Learners embarking on level 4+ programmes through Higher Futures;
- Number of employers offering higher and degree apprenticeships following contact with Higher Futures;
- Growth in learners embarking on higher or degree apprenticeships;
- Number of new recruits with level 4+ skills entering the workforce of Swindon and Wiltshire through Higher Futures;
- Number of businesses supported with a skills related issue; and
- Number of university level courses brokered through Higher Futures.

4.9.6 These KPIs can also be measured for the SWLEP area as a whole, to include the contribution of partners including local colleges.

4.10 Conclusion

4.10.1 Higher Futures has had meaningful engagement with 74 businesses since February 2016 resulting in positive feedback. It is apparent that businesses need a variety of support to enable growth, and not just access to a level 4+ brokerage service which is all the original HF offer could provide. Early findings have indicated that skills support available locally for businesses is currently uncoordinated, which results in a confusing landscape. A single point of contact is required where skills needs can be initially assessed and then referred to the relevant support route.

4.10.2 As a SWLEP programme, Higher Futures is valued by businesses as a truly impartial service, tailored to meet their individual needs. Higher Futures will work in partnership with the local colleges and the new skills hub will be seen as a gateway to new learners and businesses rather than a competitor.

4.10.3 There remains a need to improve the number of residents with level 4+ qualifications and Higher Futures is well placed to work with partners across the SWLEP to achieve this ambition.

5. Appendices

5.1 Appendix 1- Key Barriers and solutions for businesses accessing the skills offer

5.2 Appendix 2 – Key points from Higher Futures workshop with colleges on 7 April 2017

6. Other relevant documents

6.1. Strategic Economic plan

<http://www.swlep.co.uk/resources/document635997701081146000.pdf>

6.2. Industrial strategy

https://www.gov.uk/government/uploads/system/uploads/attachment_data/file/586626/building-our-industrial-strategy-green-paper.pdf

Appendix 1 - Key Barriers and solutions for businesses accessing the skills offer

Barrier	Potential solution
<ol style="list-style-type: none"> 1. Knowledge of the future skills needs for the sector. 2. The internal resource or skills to undertake workforce planning, that is getting the right number of people with the right skills employed in the right place at the right time to deliver business objectives 3. Navigating the complex skills provider arrangements and securing the most appropriate provider. 	<p>Impartial advice and brokerage addresses the first three barriers, by injecting some workforce planning capacity into businesses to help them clarify their future skills needs and acting as an impartial broker to obtain the best training solution for them. Higher Futures also brings expert sector knowledge to the table, helping businesses understand their skills challenges and how to address them.</p> <p>Businesses would benefit even more from this impartial advice if it was provided holistically for all skills needs and not just for higher level skills. This would address barrier number 4.</p>
<ol style="list-style-type: none"> 4. Readiness / current skill levels – many employees are not yet ready for level 4 training, requiring intervention at level 3 in the first instance 	<p>This could be resolved by signposting them to the right level of training in the first instance and having training providers referring level 3 completed learners back through to Higher Futures so that courses could be brokered to meet their progression needs.</p>
<ol style="list-style-type: none"> 5. Capacity to release staff for training. (This is a particular issue for smaller businesses and management training in all businesses.) 6. Cost – funding to do the training can also be an issue for businesses. Large employers will have access to their apprenticeship levy pot from 1 May 	<p>Capacity and costs are barriers which are difficult to address. Several large organisations have stated they would be willing to pay for bespoke short leadership and management courses as an alternative to the Chartered Managers Degree Apprenticeship, citing the requirement for 20% off job training as a key barrier. In response to this and as a progression from the SSW (Serco) programme, Higher Futures has put</p>

Barrier	Potential solution
<p>2017 and this is a significant opportunity for funding higher level apprenticeships.</p>	<p>out a tender for a leadership programme and has two university partners interested in delivery. Higher Futures can therefore continue to offer the option to create bespoke packages which are employer led.</p> <p>The £660,000 remaining in the Higher Futures budget would have minimal impact if it was used to fund training for individuals. As a benchmark, Serco is currently delivering an ESF funded programme to upskill the workforce (mainly level 3) at a cost of £4m for 2,222 learners, equating to £1,800 per head to cover both training and administration. Assuming a similar cost per head for level 4+ courses (which usually cost more), the remaining Higher Futures budget would stretch to funding 366 learners at most. This does not seem to be the best use of this one-off funding, which can more effectively be used as a lever to release employer funds for higher level training. Therefore Higher Futures can maximise its impact by targeting businesses which have funds available for upskilling their staff and are able to release their staff for this purpose.</p>
<p>7. Uncertainty has been cited by many businesses which are not sure about the future direction of their business in light of Brexit and other uncertainties.</p>	<p>The uncertainty faced by businesses is not something that can be addressed, but it will mean that Higher Futures needs to work in the short term with those businesses that are confident about their future direction.</p>
<p>8. With 98% of businesses employing less than 49 people, it is difficult to develop the cohorts required by FE colleges and Universities to make</p>	<p>Higher Futures is well placed to develop the minimum cohort numbers required by the providers. For example, there is currently a project underway to develop a cohort for degree apprenticeships in the cyber</p>

Barrier	Potential solution
<p>delivery possible. Cohorts depend on a minimum number of people with the same requirement at the same time in the same area.</p> <p>9. Due to the first two points above, businesses with skills shortages have an immediate need for skilled employees and therefore do not wish to wait for existing staff to be upskilled, preferring to recruit graduates instead.</p>	<p>security sector, which will see collaboration between a local FE college and a partner university. Higher Futures will further support by engaging with businesses and intermediaries to secure sufficient learner numbers.</p> <p>Addressing the immediate need for skilled employees is something the Higher Futures Team has been assisting with. Having links to a network of universities enables businesses to access graduates. Higher Futures can also advertise vacancies on the website and support businesses with accessing the military leaver's talent pool. This has been very successful with 26 businesses accessing recruitment support to date and a further 24 businesses accessing the military talent pool. The skills and expertise of the team in providing tailored information, advice and guidance to service leavers has been of benefit to the charity sector in their work with veterans and one of the businesses utilised this support to reach out to recruit their target group of digitally skilled ex-military personnel with great success.</p>

Appendix 2 – Key points from Higher Futures workshop with colleges on 7 April 2017

Key points agreed with FE Colleges about Higher Futures operating model

A workshop with the FE colleges (Swindon College, New College and Wiltshire College) and training providers held on 7 April 2017 identified the following key points:

- When an employer coming through the Skills Hub requires lower level skills provision/Apprenticeships, referrals/signposting will be made direct to the colleges/training providers;
- We will agree with local providers and colleges the criteria for which referrals are made to existing courses;
- The priority for HF is higher level skills;
- That there is a local first approach where provision is already available and of an agreed quality standard;
- That Higher Futures adds value to employers through its expertise in areas such as workforce planning and organisational development and is well placed to provide intelligence on trends, to articulate the higher level skills needs and where there are the gaps in provision;
- In line with the emerging SWLEP HE strategy, Higher Futures should have a key role in developing pathways and creating the local higher level provision offer including Higher and Degree Apprenticeships and enabling sufficient numbers to create viable cohorts.
- That a cluster/sector approach is advantageous, for example supporting skills shortages in health and social care sector.

That we should set partnership targets for learner numbers which all providers and Higher Futures will contribute to achieving. We will identify the direct contribution of HF as part of this.

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Meeting & Date:	SWLEP Board Meeting – Thursday, 25 May 2017		
Subject:	Higher Education Strategy – Direction of Travel		
Attachments:	Appendices to Higher Education Strategy paper (18 Pages)		
Author:	Amanda Burnside / Sally Burnett / Ariane Crampton	Total no of sheets:	Total = 42

Papers are provided for:	Approval <input checked="" type="checkbox"/>	Discussion <input checked="" type="checkbox"/>	Information <input type="checkbox"/>
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Summary & Recommendation:

1. Purpose

- 1.1 This report is the first stage in response to the Board's request for the development of a Higher Education Strategy for the SWLEP.
- 1.2 These papers were discussed at the Skills & Talent Subgroup on 5 May 2017 and Commissioning Group on 10 May 2017. Feedback from both meetings has been included in the paper put forward for the Board Meeting.

2. Recommendations

2.1 The SWLEP Board is recommended to:

- 2.1.1 Note the content of the report outlining the context and current outcomes for employers and learners in terms of Higher Education.
- 2.1.2 Approve the approach to the development of a SWLEP-wide HE Strategy outlined in section 8 of the report.

Higher Education

Direction of Travel for a SWLEP-wide Higher Education Strategy

I. Executive Summary

- I.1. The SWLEP has frequently cited the need for a higher skilled workforce, most recently, the Strategic Economic plan reported a prediction of 83,000 more people with a level 4 qualification needed by 2020. Meeting the higher level skills needs of the area is almost impossible without a clear higher education strategy.
- I.2 At present the area lacks a higher education strategy and a physical university presence with a comprehensive offer (though university provision is offered through FE colleges and university partners). Progression to HE is below national average in both Wiltshire and Swindon and participation in HE is low in both areas. There are additional similarities and differences along with complexities such as travel to learn patterns.
- I.3 This direction of travel document proposes an approach to the development of a full SWLEP Higher Education strategy and recommends a bid is submitted to the DfE for an Institute of Technology.
- I.4 It is proposed that the higher education strategy focusses on three key specific strategic aims in order to enable the outcomes highlighted in the [Strategic Economic Plan](#) to be met.
- I.5 These strategic aims include:
- I.5.1 Meeting the skills needs of employers;
 - I.5.2 Raising aspirations of learners/residents and increase progression to higher education; and
 - I.5.3 Delivering fit for purpose Higher Education provision in the area.
- I.6 It is recommended that the HE strategy:
- includes a more detailed overview of the provision being accessed by Wiltshire and Swindon residents;
 - identifies what local provision is needed now and in the future;

- completes an options appraisal of the approaches to developing provision; and
 - reaches clear conclusions on the strategy moving forward. (It may be that different approaches are required across the area.)
- 1.7 In addition to this, it will outline short-term and long-term priority actions to achieving the aims, identify targets and indicate how success will be measured.
- 1.8 The SWLEP Skills and Talent Subgroup will oversee the development of the strategy which will include commissioning and drafting the strategy. It will also oversee the development of an application for an Institute of Technology (IoT) the call for which is expected imminently.
- 1.9 IoTs are aimed at establishing employer-led institutions delivering higher level technical STEM provision in areas with evidenced skills gaps and learner demand. Proposals are expected to be based on boosting provision at levels 4 and 5 in STEM subjects, developing a pipeline of provision and upskilling and re-skilling the work force providing an ideal opportunity for SWLEP.
- 1.10 The SWLEP Board is invited to agree the direction of travel and timescale for the SWLEP-wide strategy to be completed in draft by October 2017 for consultation and finalisation by January 2018 and to agree the development of a bid to DfE for an Institute of Technology.

2. Introduction

2.1 Purpose

- 2.1.1 The purpose of this document is to set out the direction of travel, approach and timescales for the development of a SWLEP-wide strategy for Higher Education (HE).
- 2.1.2 **Our Strategic Economic Plan (SEP)** highlights that we need an appropriately skilled and competitive workforce to achieve our growth ambitions and that the impact of both growth and replacement demand on the local economy will mean a requirement for approximately 106,000 higher skilled workforce with qualifications to degree level and above by 2022. Employers are reporting skills shortages at the higher level now and our competitive edge is at risk if we are not able to provide an appropriately skilled workforce.
- 2.1.3 There is a need for a SWLEP-wide strategy to capture our current provision across the area, to clearly set out our ambitions and challenges and to provide robust solutions with an agreed road map to achieving them. In some instances, different approaches may be required but there are significant opportunities to work with key partners across the SWLEP area.

2.1.4 It is intended that this document will:

- Confirm the overall outcomes and aims of the strategy, using the SEP as the starting point;
- Summarise the national and local policy context that confirms why a SWLEP HE strategy is required;
- Outline the current outcomes and what is in place now;
- Outline the opportunities and options moving forward;
- Set out the timescales, resource and approach for the delivery of a strategy;
- Identify the scope of the strategy and the evidence needed to inform it; and
- Outline the approach to engagement with partners and stakeholders.

2.2 Context

2.2.1 The area presents a complex picture, there is a common need to address the current and future demand for higher level skills, but also some key differences in outcomes and needs across Swindon and Wiltshire. In addition, there are different travel to learn patterns in the South and the North of the county.

2.2.2 To date, Wiltshire and Swindon have developed different approaches:

2.2.2.1 **Swindon** has had a long-term ambition to have a university presence and 'secure a range of options to access higher education' is one of its pledges. An evidence base for the development of Higher Education was commissioned in 2012 and updated in 2015 and the strategic direction set by Swindon Borough Council's (SBC) cabinet in December 2012. Work on an updated strategy is now taking place led by SBC in collaboration with partners on the Higher Education sub group. A SWLEP-wide approach has been incorporated in this work, particularly for pathways and provision with involvement of Wiltshire partners in recognition of the SWLEP-wide opportunities and in preparation for the SWLEP-wide strategy. In 2016, bids were submitted for Local Growth Funding for a HE Centre in Swindon and to develop facilities in Swindon College linked to sustainable technology; and

2.2.2.2 In **Wiltshire**, developing higher education provision is a priority as evidenced in the two Wiltshire College Local Growth Fund 3 bids to develop facilities in Salisbury and Lackham to enhance HE

provision. There have also been plans in the past to develop a university in Salisbury. In 2009, a bid was made to HEFCE by the University of Bath and partners for a university hub and spoke model centred in Salisbury and providing for 5000 learners. The bid focussed on promoting higher level skills in STEM subjects.

2.2.3 A key joint piece of work between Swindon Borough Council and Wiltshire Council has been the delivery of the SWLEP programme **Higher Futures**. The programme works with employers to provide impartial advice and support to identify their current and future higher level skills needs. (Refer to 6.2.2).

2.2.3 It is important to note that higher education refers to a diverse range of courses and qualifications, such as first degrees, Higher National Diplomas (HNDs), and foundation degrees. It includes any qualification at Level 4 and above including higher and degree apprenticeships and professional qualifications.

2.2.4 Across the SWLEP area, in addition to provision delivered by the FE colleges and Oxford Brookes University at levels 4, 5 and 6, higher level qualifications including apprenticeships and professional qualifications are offered by a number of providers. These however may not be aligned to sector skills priorities.

3. Recommendations

3.1 The SWLEP Board is recommended to:

3.1.1 Note the content of the report outlining the context and current outcomes for employers and learners in terms of Higher Education.

3.1.2 Approve the approach to the development of a SWLEP-wide HE Strategy outlined in section 8 of this report.

4. What do we want to achieve?

4.1 Outcomes

4.1.1 A SWLEP-wide strategy would seek to achieve the outcomes highlighted in the SEP as follows:

- ***Ensure an appropriately skilled and competitive workforce to meet the needs of employers (in relation to higher level skills);***

- ***Increase the proportion of the workforce qualified to level 4 and above (target of 52%);***
- ***Achieve a higher proportion of individuals employed in higher skilled and higher value-added roles (Level 4 and above) in priority sectors;***
- ***Increase the participation of residents in Higher Education (particularly young people); and***
- ***Raise aspirations and attainment of young people by 19.***

4.1.2 Other additional potential emerging outcomes are to:

- Achieve the wider benefits of a University town/city such as a catalyst/contributor to Town Centre Regeneration, attract inward investment;
- Build Social/Cultural Capital; and
- Retain graduates in the area and addressing the 'brain drain.

4.2 Strategic Aims

4.2.1 The outcomes will be achieved by focusing on the following aims. Evidence suggests that there needs to be a focus on all three aims in order to achieve the outcomes. The specifics of how this will be achieved will be outlined in the strategy.

Strategic Aim	This will lead to
<p><i>1. Meet the skills needs of employers</i></p>	<ul style="list-style-type: none"> • Employers are able to identify and invest in higher level skills needs of their current workforce. • The SWLEP and employers understand their higher level skills needs. • Employers are able to access good quality and flexible provision to up-skill their current work force. • Employers can access impartial advice and support to address skills needs. • Employers can access a pipeline of talent to meet their current and future needs and there are strong partnerships with skills providers to shape and deliver this. • There is greater specialisation in provision where local people can study, up skill and develop in the workplace

Strategic Aim	This will lead to
<p>2. Raise aspirations of Learners/residents and increase progression to higher education.</p>	<ul style="list-style-type: none"> • Residents have high aspirations and have a good understanding of the employment opportunities in the area now and in the future at a higher level. • The SVLEP and local authorities understand barriers to progression to higher level skills and have strategies in place to address them. • Residents have access to high quality advice and guidance. • Young people are attaining good L2 and L3 qualifications and have the choice to progress to higher education through academic, professional and technical routes including apprenticeships. • Learners are fully aware of the pathways and provision available and these meet needs.
<p>3. Deliver fit for purpose Higher Education provision in the area</p>	<ul style="list-style-type: none"> • There are clear, high quality professional and technical routes to employment alongside robust academic routes, which allow individuals to progress to higher level skills valued by employers. • Higher Education provision includes a wide range of flexible options – full-time, part-time, distance learning, apprenticeships. • There is local, high quality, comprehensive Higher Education provision with strong partnerships between universities, further education colleges, training providers, schools and business; • The options to achieve comprehensive Higher Education provision in the area are clearly outlined and the options appraisal leads to clear plans for growth which are ambitious and achievable. (Refer Appendix for summary of options.)

Table of Strategic Priorities 4-1

5. Policy Context

5.1. National Context

- 5.1.1 The recent announcement of the general election in June will cause some uncertainty to this agenda, not least the passing of the HE bill through parliament, a possible delay to the publication of applications

for Institutes of Technology and the government's response to the Industrial Strategy consultation.

- 5.1.2 The [Industrial Strategy](#)¹ Green Paper published in January 2017 cites skills shortfalls in some parts of the country as contributing to imbalances in productivity in the UK and:
- Highlights the importance of the Higher Education sector in meeting higher level skills needs
 - Places emphasis on employers to help shape and develop provision and;
 - Places a renewed focus on digitisation and research and development.
- 5.1.3 In this strategy, the government also provides detail on the creation of new Institutes of Technology which will increase the provision of higher level technical education tailored around the needs of employers in local areas. See section 7.3 for further detail.
- 5.1.4 The Industrial Strategy embeds and consults on the proposed reforms to technical education first published in the [Post 16 Skills Plan](#) in July 2016. This plan outlines two clear pathways; academic and technical, as routes to higher education and employment with parity of esteem and less complex sector based technical pathways. The new Institute for Apprenticeships was initiated at this time and is now fully operational.
- 5.1.5 In April 2016 the Higher Education Funding Council for England (HEFCE) announced an additional £30M for a **National Collaborative Outreach Programme** aimed at raising aspirations of 14-19 year olds which was shortly followed by the publication of the HE White Paper in May 2016 entitled: **Success as a Knowledge Economy: Teaching Excellence, Social Mobility and Student Choice**. The proposals in this paper aim to: make it easier to set up "high quality" universities in order to give students more choice, drive institutions to improve the quality of teaching and ensure they are producing employable graduates and; ensure universities deliver higher education that is value for money. Currently passing through parliament, the **Higher Education and Research Bill** will bring new reforms to the sector that aim to deliver greater competition and choice that will promote social mobility and boost productivity. These reforms are considered to be the most significant to HE in decades.
- 5.1.6 The apprenticeship system is undergoing significant reform. The introduction of the **Apprenticeship Levy** in May 2017 is placing

¹ https://www.gov.uk/government/uploads/system/uploads/attachment_data/file/586626/building-our-industrial-strategy-green-paper.pdf

control of apprenticeship funding in the hand of employers through the digital apprenticeship service. For larger employers with pay bills in excess of £3m, they will pay 0.5% of this for use in training apprentices. Smaller, non-levy paying employers will contribute 10 per cent of the cost of training an apprentice, and the government will ‘co-invest’ by paying the remaining 90 per cent. Given the predominantly SME base across the SWLEP area, this will be the most common scenario. Businesses with fewer than 50 employees will not pay anything if they employ apprentices under the age of 19.

5.2. Local Context

5.2.1 **The SEP’s first Strategic Objective** is: ‘Skills and talent – we need an appropriately skilled and competitive workforce to achieve our growth ambitions’.

5.2.2 The plan outlines the need to **‘deliver options to enhance higher education participation across Swindon and Wiltshire meeting the demand for higher level and degree-level qualified employees locally’**. With the changing needs of the economy and future requirements both nationally and locally, the skills system needs to respond to the increasing demand for jobs at higher levels and ensure pathways and progression to university level provision including apprenticeships.

5.2.3 The projected areas for growth include:

Priority Sectors	Sectors to Watch
<ul style="list-style-type: none"> Advanced engineering and high value manufacturing Health and life sciences Financial and professional services Digital and information and communication technology and Land-based industries 	<ul style="list-style-type: none"> Visitor economy Adult health and social care Low carbon economy Construction

SWLEP Growth Sectors (SEP) 5-1

5.2.4 The SEP identifies that 30,000 additional jobs are forecast between 2010 and 2020 across Swindon and Wiltshire, twice the rate of growth predicted nationally. 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.

5.2.5 Both local authorities with their **(Education), Employment and Skills strategies** cite the need for increased participation in higher education and the growth of higher and degree level apprenticeships to meet the needs of local economy.

5.2.6 **The Post-16 Area Review** was completed for Swindon, Wiltshire and Gloucestershire in February 2017. The publication of the report has been delayed due to purdah and is expected later this year. The SWLEP, Wiltshire Council and Swindon Borough Council provided a comprehensive analysis of the needs of employers and learners and priorities to be addressed which included developing a strategic approach to the delivery of apprenticeships, particularly at the higher level and developing a broader higher education offer that encourages progress beyond level 3, particularly in Swindon where progression to higher education is amongst the lowest in the county. The recommendations include the development of a SWLEP-wide strategic planning group to drive the collaborative agenda forward including:

- Review the potential for the development of a proposal for an Institute of Technology (IoT) for the area. IoTs should meet local economic needs for higher technical STEM skills by strengthening and growing provision to fill gaps in the market. There is a need in the area, as prioritised by the SWLEP, for increased specialisation in STEM related areas and a focus on the higher-level skills);
- Ensure there are clear progression pathways to higher education, particularly in STEM subjects (including apprenticeships) and develop local higher education provision in close collaboration with universities; and
- Grow the breadth of apprenticeships and the higher level education through greater collaborative working across the review area, identifying and addressing gaps in provision including STEM subjects.

5.2.7 The importance of skills for economic growth has been recognised in the allocation of capital funding by the SWLEP through the **Local Growth Fund** to enhance facilities at Wiltshire College in Salisbury and Lackham in order to enhance further and higher education provision.

5.2.8 **The European Structural Investment Fund (ESIF)** is aimed at supporting social inclusion and progression through to level 3 and

despite not addressing the higher level skills needs specifically the programmes provide considerable funding to support the pipeline of residents onto higher level skills provision.

6. Current Landscape

6.1 In order to meet the strategic aims outlined in 2.2, we need a clear understanding of the current outcomes and activity taking place for:

- **The learner**; in terms of attainment, progression, participation and aspiration;
- **The employer**; readiness of the workforce to meet skills projections, and the willingness of employers to invest in the skills development of their employees; and
- **Provision**; the local offer and its fit with economic and learner need

Appendix 5 summarises the key strengths, weaknesses, opportunities and threats (SWOT).

6.2 Learners/residents

6.2.1 Current outcomes

6.2.1.1 In Swindon, there is low participation in HE, lower than average resident workforce qualified to level 4; the end result of lower than average level 3 attainment, low aspiration and progression underpinned by lack of clear pathways and inconsistent Careers Education Information and Guidance (CEIAG).

6.2.1.2 In Wiltshire, concentrated areas of low participation in HE and lower than average progression sit within a backdrop of excellent A level attainment and low technical attainment, where, like Swindon, pathways lack clarity. Further research is needed to ascertain the consistency of CEIAG. More research is also needed into the reasons why, with such high attainment, progression is so low. It may be that there is a readiness of level 3 jobs which negate the need to aspire higher.

6.2.1.3 Both the SEP and the recent post 16 area review analysis refer to educational attainment at 16 and 19 and the lack of progression to higher education as challenges in the area, inhibitors to growth and to meeting the projected skills needs of the area.

6.2.2 Data summary table

The key issues in terms of learner outcomes are summarised below.

Swindon	<ul style="list-style-type: none"> • GCSE level attainment at 16 and 19 is improving but is below the national average. • High FE progression rates do not translate in to high level 3 technical attainment rates in Swindon
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	<ul style="list-style-type: none"> • Level 3 technical attainment is the 4th quartile nationally • Swindon has one of the lowest levels of Higher Education participation in the country • The percentage of the resident population qualified to level 4 plus is below the national average. • The borough is a national cold spot when it comes to HE participation
Wiltshire	<ul style="list-style-type: none"> • GCSE level attainment at 16 and 19 is above the national average. • Wiltshire's FE progression rates are lower than national average • Wiltshire's A level performance is above the national average, yet the progression to HE is lower than national average • The high progression to school sixth form and the high average achievement at level 3 doesn't translate into high progression rates to higher education or higher level learning • Level 3 technical attainment is below the national average • Residents qualified to level 4 and above is in line with the national average • HE participation cold spots exist in concentrated areas across the county, mostly in military areas and within or close to growth zones

Strategic Priorities 6-1

6.2.3 What is currently in place for learners/residents?

6.2.3.1 There are strategies in place within both Wiltshire and Swindon to continue to improve educational attainment and reduce inequalities in educational outcomes.

6.2.3.2 Schools and colleges are currently working in partnership with a number of organisations, including universities, to raise aspirations, increase and widen participation in Higher Education. There are also targeted programmes such as Villiers Park Programme in Swindon and the National Collaborative Outreach Programmes addressing the HE participation 'cold spots' delivered by Bath Universities in Wiltshire and Oxford Brookes University in Swindon.

6.2.3.3 There is currently no strategic approach to working with residents of all ages to improve progression to Higher Education apart from the programmes targeted at improving skills for the workforce such as European Social Fund Programmes and Higher Futures.

6.3 Employers

6.3.1 Employer needs

6.3.1.1 The Strategic Economic Plan (SEP) for the SWLEP has already identified that we need an appropriately skilled and competitive workforce to achieve our growth ambitions.

6.3.1.2 The continuing shift in the occupational profile of the SWLEP over the course of the decade towards higher-order occupational groups will have a significant impact on the qualifications profile required of the workforce.

6.3.1.3 The impact of both growth and replacement demand on the local economy will mean a requirement for approximately 106,000 higher skilled workforce with qualifications to degree level and above by 2022.

6.3.1.4 Across the SWLEP, job opportunities will be dominated by the demand for skills at Level 4 and above, varying from 64% in Swindon to 67% in Wiltshire. Overall,

- 83% of professional services job forecasts will be at level 4 and above;
- Over 70% of the total job requirements in engineering and manufacturing will be at level 4; and
- 80% of the ICT sector's total requirement is forecast to be at Level 4.

6.3.1.5 According to working futures, the employment projections for Swindon and Wiltshire by sector differ at level 4+.

	Swindon	Both	Wiltshire
High Growth and High Volume	<ul style="list-style-type: none"> • Support services • Transport and storage • Finance and insurance 	<ul style="list-style-type: none"> • Professional Services • Health and social work 	<ul style="list-style-type: none"> • Construction • Wholesale and retail trade
High Growth		<ul style="list-style-type: none"> • IT 	
High Volume	<ul style="list-style-type: none"> • Wholesale and retail trade • Rest of manufacturing 	<ul style="list-style-type: none"> • Education • Rest of manufacturing 	<ul style="list-style-type: none"> • Accommodation and food • Public admin and defence
SWLEP Priority Sectors	<ul style="list-style-type: none"> • Engineering • Construction • Accommodation and food • Arts and entertainment 		

Level 4 Growth Areas 6-1

6.3.1.6 The resident workforce is not yet qualified to meet the employer demand, with Swindon’s resident workforce qualified to level 4 + well below national average and Wiltshire in line with the national average. The data also suggests that a high proportion of residents who are qualified to level 4 or above actually work outside of the SWLEP area.

6.3.1.7 The issues regarding qualification and skills outlined in 2.1 means that there is a lack of a pipeline of potential employees to progress to higher level skills. The shift in occupational demand and the growth in demand for higher level skills mean that the area is not currently well placed to meet these needs. There is a reliance on levy-paying employers to use their levy on higher and degree level apprenticeships. Lack of work-ready skills at a higher level have been identified by employers as a barrier for growth and the challenge exists to improve provision for higher skills and education in order to enable residents to compete for the high value jobs anticipated in the area.

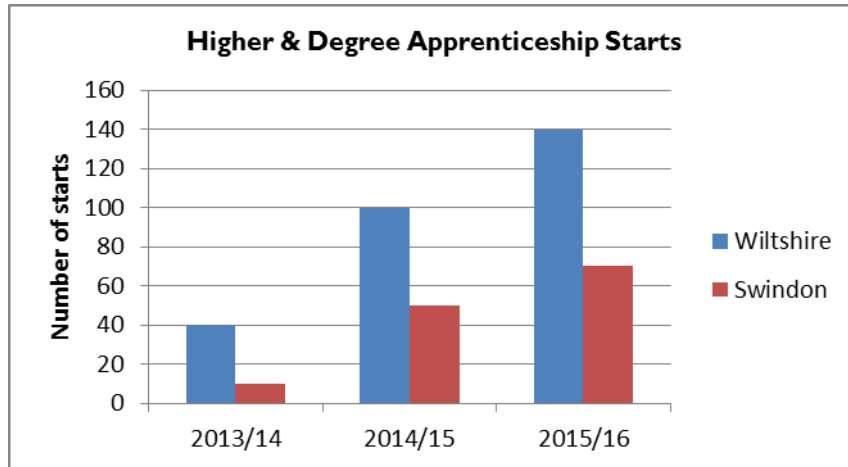
6.3.1.8 The work of Higher Futures has identified that there are a number of barriers preventing businesses from upskilling their work force. These barriers include:

- Knowledge of the future skills needs for the sector;
- Internal resources to undertake effective workforce planning;
- Readiness of employers to undertake level 4 training;
- Capacity to release staff for training (particularly small businesses); and

- Cost to fund training (though the apprenticeship levy will be accessible to large employers from 1 May 2017 providing an opportunity to fund higher level apprenticeships).

6.3.2 Employers – what is currently in place?

- 6.3.2.1 A number of employers are currently working with universities, colleges and training providers to address their higher level skills needs and access provision.
- 6.3.2.2 The SWLEP programme **Higher Futures** works with employers to provide impartial advice and support to identify their current and future higher level skills needs. Discussions are underway to incorporate this service into the new Growth Hub and broaden the offer to a generic skills service, signposting and referring to existing provision as appropriate while also brokering bespoke courses with University providers as required.
- 6.3.2.3 Reforms to the apprenticeship system place a greater emphasis on employers in terms of developing the standards and purchasing power through the levy. Considerable growth in the number of higher and degree apprenticeships is expected as the apprenticeship reforms gain momentum and the impact of the levy for employers is realised. The intention is that this will fund higher and degree apprentices, and employers expect home grown talent may replace some of their traditional graduate recruitment activity.
- 6.3.2.4 The number of apprenticeships in the SWLEP area has been growing year on year for the past five years. Particular growth has been seen at level 3. The number of higher and degree level apprenticeships is growing as outlined in Table 1 below although the numbers are still low compared to apprenticeship numbers at levels 2 and 3.



Higher and Degree Apprenticeship Growth 6-1 (Source ESFA)

6.4 Current Provision

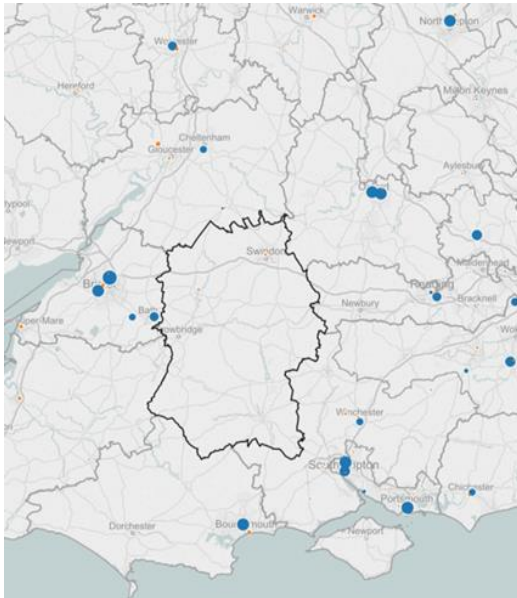
6.4.1 Currently, there is no traditional university in the area providing a range of courses, although Oxford Brookes University deliver Nursing programmes in Swindon.

6.4.2 HE provision is currently accessed:

- out of area; data shows that for the students lifecycle 2008/09 - 2013/14 88% of HE provision was accessed out of county;
- at an FE college; via distance learning such as the Open University (OU is the most popular provider for Swindon residents);
- by employers through higher and degree apprenticeships through providers or brokerage through Higher Futures; and
- at Oxford Brookes University in Swindon.

6.4.3 Swindon and rural towns and villages across east, south west and north Wiltshire do not have a university within a 30 minute drive (apart from the Oxford Brookes campus in Swindon and some of the buildings in the Shrivenham Defence Academy managed by Cranfield University).

6.4.4 Higher Education Institutions, within area and around the area



University locations 6-1

Swindon is well connected by rail and university cities can be accessed by rail in about an hour or less not accounting for transfers.

The major towns of Chippenham, Trowbridge and Salisbury in Wiltshire have rail access to universities within 30 minutes. To get to these towns from villages across the county presents a challenge.

HEFCE analysis conducted in 2010/11 concluded that entrants from disadvantaged areas were more likely to attend an institution closer to home. Swindon and rural towns and villages across east, south west and north Wiltshire do not have a university provider within a 30 minute drive (apart from the Royal Agricultural University and Oxford Brookes in Swindon for Nursing Programmes).

6.4.5 HE provision through FE colleges in Swindon and Wiltshire (in conjunction with university partners)

Provider	Level	HE partners	Volumes
Wiltshire College	Level 4- 7 including apprenticeships	University of Bath Royal Agricultural College Bournemouth University	650
Swindon College	Levels 4-7 including apprenticeships	Oxford Brookes (expanded HE offer) University of Gloucester	400
New College	Levels 4-7 including apprenticeships	Bath Spa University University of Gloucester	500
Oxford Brookes	Levels 6-7 Nursing		500

Higher Futures (Specialist impartial support and advice to identify skills gaps and to develop training solutions with Universities and Colleges)	Levels 4-7 Including apprenticeships	UWE Cardiff Metropolitan University, Glasgow Caledonian, Middlesex, Oxford Brookes, University of Portsmouth, University of South Wales.	Currently under revision
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6.4.5.1 Whilst FE currently offers some higher level provision and is set to grow, participation remains low and the majority of learners who study at level 5 and above leave the area to do so.

6.4.5.2 In addition to FE colleges, training providers in SWLEP area also offer higher level skills provision the majority of which are apprenticeships.

6.4.5.3 Some local employers have in house schemes which are able to deliver higher level professional qualifications for example: Nationwide in Swindon, Public Health England, Qinetiq and Wiltshire Police. Meanwhile other employers have links with universities around the country such as the NHS and Oxford Brookes, UWE, and Lyons Seafood and the University of Reading.

7. Provision opportunities moving forward

7.1 Ensuring a strategic approach to the development of provision

7.1.1 It is recommended that the HE Strategy outlines in more detail the current provision that Swindon and Wiltshire residents are accessing, identifies what local provision is needed now and in the future (technical and academic), completes an options appraisal of the approaches to develop provision and comes to clear conclusions on the strategy moving forward. It may be that different approaches are required across the area.

7.1.2 There are two main options to developing an increased range of Higher Education programmes:

1. establish new providers or
2. extend the current provision.

7.1.3 Some research and visits have taken place to understand how other areas of the country have increased the range of Higher Education and this is outlined in Appendix 4.

7.2 Colleges/training providers and universities.

7.2.1 The three FE Colleges either have Higher Education Strategies in place or are currently developing strategies to grow provision in collaboration with universities. Growth in higher and degree apprenticeships is dependent on employers' use of the levy, the availability and readiness of sector specific standards and the providers to deliver them. Colleges/training providers and Universities are currently developing degree apprenticeship programmes. The SWLEP has a key role to influence providers and ensure a collaborative approach to achieve the provision required across the area.

7.2.2 The awarding of Local Growth Fund capital at Wiltshire College in Salisbury and Lackham will result in the following outputs:

LGF Outputs: Growth as a result of new facilities			
Starts by 2021/22	Higher Apprenticeships	Degree Apprenticeships	HE (Level 4 Plus) non apprenticeships
Salisbury	10	10	196
Lackham	15	0	166
Total	25	10	362

LGF Outputs 1

7.3 Provision through Technical Pathways and Institutes of Technology

7.3.1 The post-16 plan sets out two choices for young people at 16: the academic or the technical option. The technical option will be fully implemented by 2022 and will consist of 15 routes covering college based and employment based education.

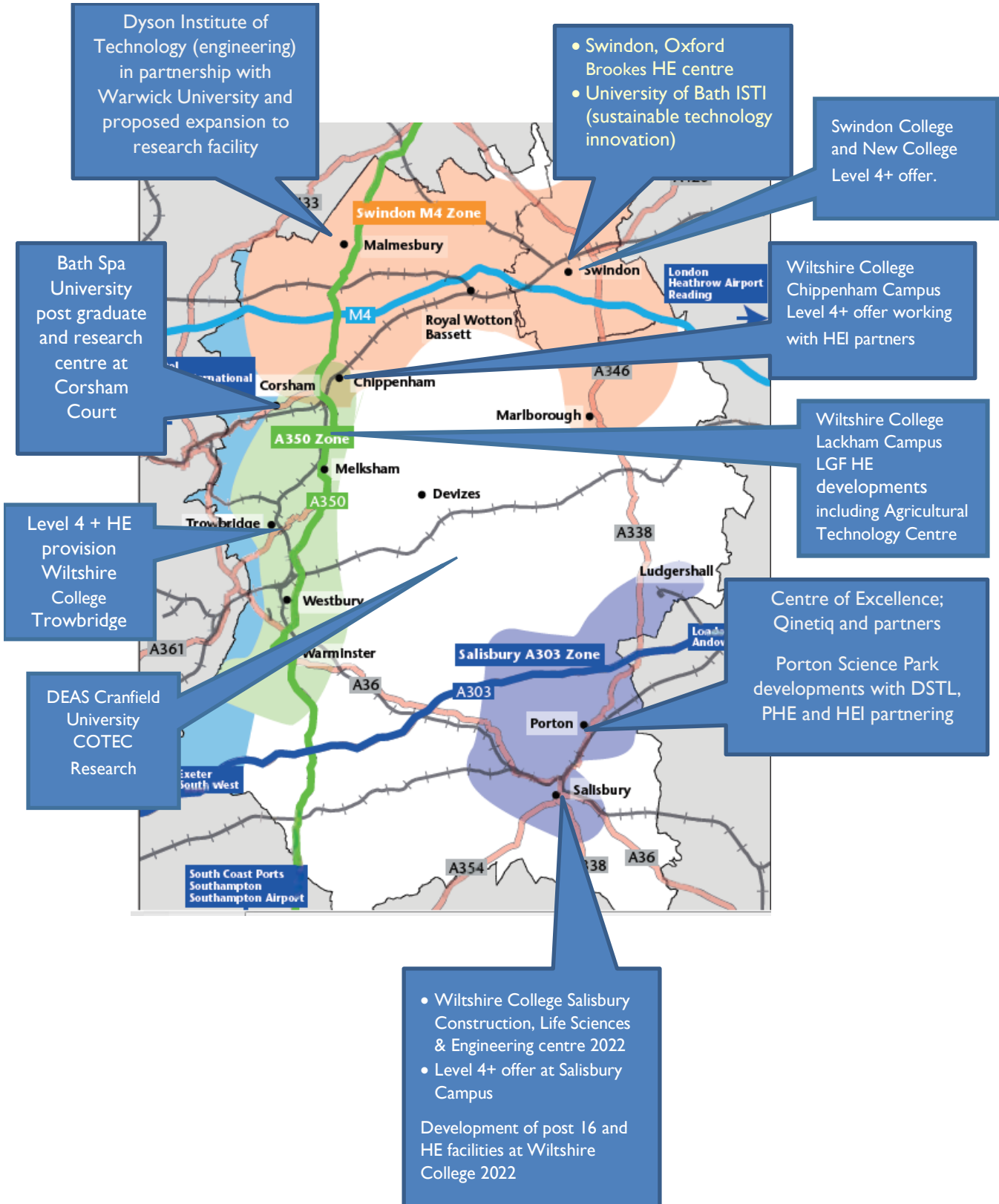
7.3.2 Institutes of Technology (IoTs) are intended to deliver higher level technical education. IoTs have been developed in recognition of the skills gap nationally at higher levels which hinders productivity. IoTs will provide technical education in STEM subjects at levels 3, 4, and 5, strengthening and growing provision to fill gaps in the market and developing a pipeline of provision at level 3 with clear pathways of progression to the IoT level 4/5 provision. Delivery is also expected to be innovative and be run in partnership with employers. STEM has already been identified within this document as a priority sector for the SWLEP, as has the requirement for 80% of jobs in engineering to

be at level 4 and above. The technical pathway in SWLEP would be strengthened by an Institute of Technology, providing an opportunity for growth in STEM and addressing the shortfall in technical provision. One of the Post-16 Review recommendations is to consider the development of an IoT.

7.4 Other developments

Development	Project information	Stage
Oxford Brookes Swindon Campus	Oxford Brookes has moved to a new, larger campus at the Delta Business Park, as part of a £10 million investment over the next decade	Completed Heath care campus. Potential for expansion of current curriculum offer.
Dyson Institute of Technology	Opening September 2017 with an intake of 25 undergraduates employed as permanent members of staff to undertake four-year engineering degree programmes through the University of Warwick	Subject to HE bill through parliament, plans in place to meet criteria for new university in 7-8 years.
University of Bath ISTI (Institute of Sustainable Technology & Innovation)	ISTI will be an applied, creative, industry-facing facility. The institute will comprise 5,000m ² of innovation space including collaboration, business engagement, offices, meeting, incubation and laboratory space. ISTI will be home to 50-60 dedicated cross-disciplinary R&D staff, innovators and entrepreneurs	At proposal stage. Currently looking at potential site locations along the M4 corridor
Centre of Excellence Boscombe. QinetiQ, Wiltshire College	Growth and developments at QinetiQ requiring specialist skills. The Council is working closely with QinetiQ and MoD at Boscombe Down on a major inward investment opportunity. Last year, Boscombe Down was shortlisted by Boeing Defence UK as its preferred location for a new UK headquarters. This	Planning and development stages and establishment of a skills group.

Development	Project information	Stage
	investment is subject to due diligence which is currently on-going. We are working closely with our partners to address the issues and secure this investment that will unlock upwards of 1,500 new high-skilled jobs to the local area.	
Local Growth Fund: Wiltshire College Salisbury and Lackham	2,200m ² Centre in Salisbury focussing on engineering and life sciences supported by 4 regional universities. The developments also include an Agricultural Technology Centre at Lackham	
Porton Science Park	First phase laboratories and business centre open New Year 2017/18 providing 3,950 sq.m to life sciences based businesses adjacent to the Defence Science Technology Laboratory (Dstl) and Public Health England (PHE) Porton. Further phases planned for development 2020 onwards.	Wiltshire Council, Dstl and PHE developing a full business plan for the management of the science park which will include HEI partnering and onsite provision of skills / training facilities.



8. Developing the full strategy

8.1 Recommended phased approach to the completion of a SWLEP-wide strategy

- 8.1.1 Phase 1: Agree the direction of travel, timescales and approach for the next stage: May 2017
- 8.1.2 Phase 2: Commission a SWLEP-wide strategy to be completed in draft by October 2017 for consultation and finalised by January 2018.

8.2 The scope of the strategy and the evidence needed to inform it

- 8.2.1 The strategy will include:
 - 8.2.1.1 Vision, outcomes and aims;
 - 8.2.1.2 Summary of evidence base - Analysis of needs of employers, learners; key barriers and approaches to address them;
 - 8.2.1.3 Outlines the local provision needed now and in the future;
 - 8.2.1.4 Completes an options appraisal of the approaches to develop provision and concludes how provision will be developed;
 - 8.2.1.5 Outlines the short term and long term priority actions to achieve the strategic aims (employers, learners, provision);
 - 8.2.1.6 Outlines how success will be measured and our targets; and
 - 8.2.1.7 Outlines roles, governance key partners and how the partners will work together.

8.3 Approach to the development of the strategy

- 8.3.1 The SWLEP Skills and Talent Subgroup will oversee the development of the strategy;
- 8.3.2 The development of the evidence base and drafting of the strategy will be commissioned using funding available through the Skills and Talent Subgroup. Resources required = £20K;
- 8.3.3 Key partners including employers, universities, colleges, training providers, schools, local authorities and learners/residents will be involved in shaping and developing the strategy. Existing groups will be used where possible; and
- 8.3.3 A small group of employer champions will be identified as a key reference group to ensure an employer led approach.

Appendices – separate document

1. Glossary – List of Acronyms used.
2. Terminology – UTC, IoT etc.
3. QCF levels explained.
4. Models of delivery
5. SWOT
6. Key Data

Higher Education: Direction of Travel for a SWLEP wide Higher Education Strategy

May 2017

Appendices

Appendices

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I. Glossary – List of Acronyms used

CEIAG	Careers Education Information Advice and Guidance
ESIF	European Structural Investment Fund
HE	Higher Education
HEFCE	Higher Education Funding Council for England
IoT	Institute of Technology
ISTI	Institute of Sustainable Technology and Innovation
LEP	Local Enterprise Partnership
SBC	Swindon Borough Council
SEP	Strategic Economic Plan
STEM	Science, Technology, Engineering and Maths
UTC	University Technical College

2. Terminology

2.1 University Technical Colleges (UTCs)

University Technical Colleges are colleges which can be joined at 14 or 16 that focus on science, technology, engineering and maths with a particular specialism in one or two areas and linked to local skills gaps. Backed by an employer and university sponsor the UTCs are designed to provide a curriculum which allows students to experience what life is like after school, including hours matching those of typical employment.

The UTC in Swindon was opened in 2014 and specialise in engineering with business entrepreneurship and sponsored by Oxford Brookes University, whilst South Wiltshire UTC opened in 2015 specialises in science and engineering and is sponsored by the University of Southampton. Both UTCs have a number of employer partners.

Qualifications studied at UTCs include GCSEs, A levels and extended project qualifications

2.2 Institutes of Technology (extracted from latest guidance published in February 2017)

The government announced the introduction of new Institutes of Technology in response to national productivity issues and skills gaps particularly with higher level technical skills in STEM subjects. They are focused on a step change in provision of technical education at levels 3, 4 and 5.

IoT's will embody local employers in leadership, governance, and design and delivery of curriculum, offering learners differentiated provision with a clear route to skilled employment or higher education. IoT's will be critical to the successful delivery of the new occupational routes and qualifications outlined in the Post-16 Skills Plan when they are introduced from 2019.

2.2.1 Key Features of an IoT

IoT's should meet local economic needs for higher technical STEM skills by strengthening and growing provision to fill gaps in the market. The detailed offer will vary from area to area but is expected to be based around the following:

- boosting provision at Levels 4 and 5 in STEM subjects;
- developing a strong pipeline of provision at Level 3 either as part of the IoT offer or with clear pathways of progression to the IoT's level 4/5 provision;
- up-skilling or re-skilling the existing workforce, to keep pace with rapid technological change; and
- using innovative modes of delivery.

This will help raise the prestige of technical education so that it is a credible high quality alternative to academic routes. By defining the features of an IoT and the outcomes we expect them to deliver we want to encourage new partnerships between key local stakeholders and building on existing technical provision where appropriate.

2.2.2 Critical Success Factors

IoT's will have a clear identity and must meet the following critical success factors:

1. Strong employer engagement in governance and leadership as well as the design and delivery of the curriculum;
2. Specialise in teaching technical Routes set out in the Post-16 Skills Plan, focussed towards STEM subjects;
3. Offer high quality provision – in teaching, facilities and equipment – at levels 3, 4 and 5;
4. Local focus to deliver qualifications and apprenticeships of value that meet the skills needs of local employers;
5. Use the IoT status to distinguish themselves and raise the prestige of technical training in the local area;
6. Work collaboratively with other providers to avoid duplication by building on high-quality provision in an area; and
7. Be financially sustainable.

IoT's can also make a significant contribution to social mobility so applications to deliver provision in areas where social mobility is low are welcomed.



2.2.3 Models of delivery

Models of delivery that have been tested include:

- extending technical education provision from within an existing high-performing college while providing for liability to be limited contractually or through funding provisions, or through a legally separate subsidiary;
- delivery through partnerships of FE and HE through a range of legal structures such as a Joint Venture or Special Purpose Vehicle using a company limited by guarantee;
- a group of employers partnering with an education provider to create an IoT; and
- establishing a wholly new institution where there is evidence that existing providers cannot meet higher level STEM skills needs.

Qualification levels explained

The table below shows the qualification levels and associated qualifications

		UNIVERSITY		
LEVEL 8	Doctorate PhD			
LEVEL 7	Master's Degree MA, MSc, MPhil			
LEVEL 6	University Degree BA, BSc			
LEVEL 5		Foundation Degree FdA, FdSc	HND	
LEVEL 4			HNC	
LEVEL 3	A-Level	A2 AS	L3 Extended Diploma (National Diploma)	L3 Diploma (National Certificate)
LEVEL 2	GCSE Grades A-C	L2 Diploma (1st Diploma)		
LEVEL 1	GCSE Grades D-G	L1 Diploma (Foundation)		
ENTRY LEVEL 3	Key Stage 3	E3 Diploma (Foundation)		
SCHOOL / 6TH FORM		F.E. COLLEGE		

<http://www.accreditedqualifications.org.uk/qualifications-and-credit-framework-qcf.html>

3. The models for securing an increased range of Higher Education provision

There are 2 options to developing an increased range of Higher Education programmes:

- Establish new providers
- Extend the current provision

The table below summarised the models, estimated timescales & costs and gives examples from other areas

New provision through a <i>new</i> provider					
Model	Timescales (estimates)	Finance needed £ - £££££	Examples	Comments	Pros and cons
University “expanding” into area (establishing a new campus & working towards a “University in Swindon/Wiltshire”)	2 – 8 years	££££	University of Hull in Scarborough Coventry University in Scarborough & London Glasgow Caledonian University in London	Need to demonstrate demand Specialist curriculum suited to area (fashion, banking)	Expensive and a long term solution Need to ensure meets the needs of the area
University/Employer collaboration	4 – 6 years	£££	New Model in	New private university- (Warwick Uni, Olin College (US), LEP, local authorities)	Untested

			Technology and Engineering - Hereford	<p>£650k seeded funding from employers + central government</p> <p>Focus on engineering Local authorities buildings invested</p> <p>46 week - Masters level, broad curriculum</p>	
University/ Public sector partnership	3 – 10 years	£££	Shrewsbury University	<p>Chester University awarding degrees to start.</p> <p>Local authority gave buildings</p> <p>Focussed on heritage & Shropshire priorities (tackling the brain drain)</p>	Long term, requires large public sector investment
(New) Private University “landing” in Swindon/Wiltshire	3 - 5 years	££		This is a possibility post the HE white paper- could be a built on international students	Unknown implications at present but could estimate that it might have a large cohort of international students.
Virtual University	11 years	££££ £33.35m in 1996	University of Highlands & Islands	<p>Originally partnered by Open University</p> <p>Has classroom provision courtesy of</p>	No impact on regeneration of town centre

				other colleges. Mostly level 6 students many of them on FE courses/part time	
Provision through building on <i>existing</i> providers					
Collaboration HE & existing FE- become degree awarding	10 years	££ ££ (dependent on the model)	University of Suffolk Combined Universities Cornwall (CUC) Peterborough NCG model	Ipswich model with University partnership “buying out” HE from an FE college, setting up University Centre then becoming a University in 9 yrs Partnership of 4 universities & FE colleges. £260m from EC & UK Gov A separate campus of Peterborough Regional College (an FE provider) with degrees validated by Cambridge's Anglia Ruskin University Newcastle College Group – the first FE provider to be given degree awarding powers	Could meet local ambitions, might be expensive if capital investment needed.
Collaboration HE & existing FE-extending the Associate College Partnerships	1 year	£		FE Colleges offer more HE provision with existing University partners or new ones.	Lower risk option

Expansion of existing HE offer (e.g. Oxford Brookes in Swindon).	1 year	£		Depends on evidence of student demand	Lower risk option but might be limited curriculum
Institute of Technology	2 years	£ bids from government		<p>Bid documentation expected soon.</p> <p>Range of potential models including development of current FE provision.</p> <p>Technical education at levels 3-5, need to build in progression opportunities to full Degree.</p>	<p>Recommended in the post 16 review.</p> <p>Technical curriculum at levels 3-5 only.</p> <p>Evidence of high demand for this provision in the area.</p>

DRAFT

4. Strengths, Weaknesses, Operations and Threats (SWOT)

Wiltshire (DRAFT)

<p>Strengths</p> <ul style="list-style-type: none"> • Above average attainment of GCSE English and maths • Above average attainment at A level • Higher apprenticeship growth had increased by 40% in 2015/16 • Resident population qualified to level 4+ is broadly in line with national average • Attractive area to live and work in • Existing specialisms county wide • Investment in infrastructure e.g. A303 and A350 	<p>Weaknesses</p> <ul style="list-style-type: none"> • Below average attainment of level 3 technical provision • Below average progression to HE from KS5 despite high A level attainment • Inconsistent careers IAG (evidence needed) • Lack of clear progression pathways through the academic and technical routes • Cold spots in participation in HE in specific areas of the county based on prior attainment and other factors • Net exporter of level 4+ qualified workforce • Insufficiently skilled workforce to meet projected needs
<p>Opportunities</p> <ul style="list-style-type: none"> • Inward investment opportunities and centre of excellence • Growth in FE and HE through LGF • Scope for greater collaboration and specialisation between HEIs and employers • Institutes of Technology and the research focus of the Industrial Strategy • Higher and degree apprenticeships • Partnership working between employers and stakeholders • Closer collaboration with partners funded for widening participation 	<p>Threats</p> <ul style="list-style-type: none"> • Small businesses fail to engage and invest in skills and training e.g. non levy payers • Rate of Growth of higher and degree apprenticeships providers is not at a fast enough rate • Employer demand is not met

Swindon

<p>Strengths</p> <ul style="list-style-type: none"> • Fast Growing Economy • High levels of employment • Good attainment @ KS2 (age 11) • High levels of private sector business and a number of HQs and large employers • Cheaper place to live compared to Reading, Bristol, Oxford • It's well connected & train journey times are improving • Attractive surrounding area • Easy to get work • A partnership sub group and task group with all key partners represented • Strong links with University partners • Swindon Challenge Board – strategic approach to raising attainment. 	<p>Weaknesses</p> <ul style="list-style-type: none"> • Below average attainment at 16 and by 19 • Swindon has long history of low take up of HE • Low numbers of learners on level 3 courses progressing to HE • Low aspirations • Low awareness of careers and employer needs – now and future • High numbers studying technical qualifications and traditionally students are less likely to go onto HE • Learning and HE often not valued as much as employment • Image of town centre • Wider benefits of a University town/city not realised. • No clear pathway for technical route to HE • Awareness of pathways and higher level skills opportunities. • No university and limited HE provision. • Employers want skilled workers immediately • Many employers SMEs so challenged to get viable course numbers
<p>Threats</p> <ul style="list-style-type: none"> • Funding Traditional Higher Education route is often a barrier • Local people often value work over education (+ low skilled jobs easy to find, which leads to students dropping out of programmes). • Impartial, good quality Information, Advice and Guidance not consistently delivered. • Following White paper “Success as a Knowledge Economy” a private university could “land” in Swindon – not meeting our wider needs 	<p>Opportunities</p> <ul style="list-style-type: none"> • Higher and Degree Apprenticeships – the work based route is often favoured by Swindon residents • Businesses say they need higher skilled staff (L4 onwards) now & in future • Swindon is in a HEFCE cold spot • Evidence that Swindon learners will be older (& more likely to want a local solution) • Presence of Innovate UK, Research Councils UK, Hospital Trust with growth aspirations • A range of current local HE options that

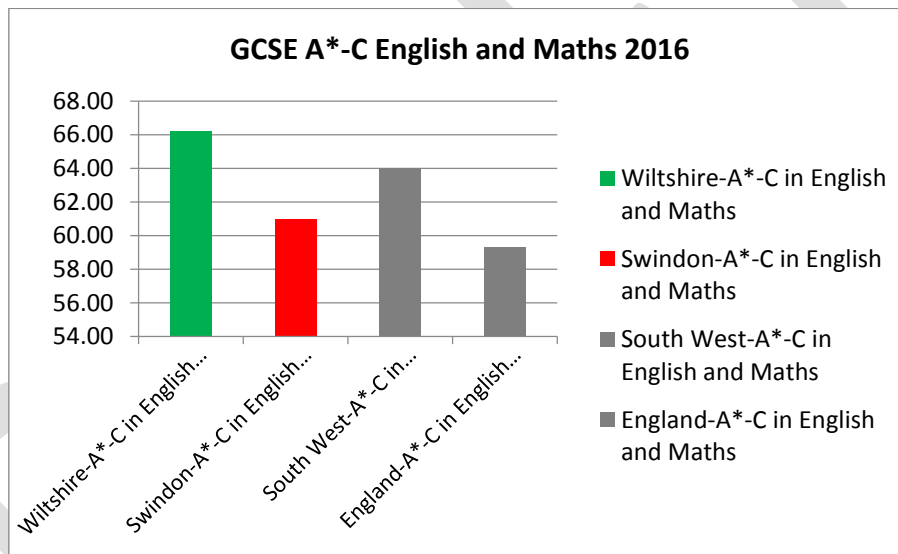
could be expanded

- Recruiting from outside is fuelling wage inflation (better to grow your own)
- Collaborative outreach project (Study Higher)
- Institute of Technology providing progression pathway for technical courses

5. Key Data

6.1 GCSE English and maths attainment

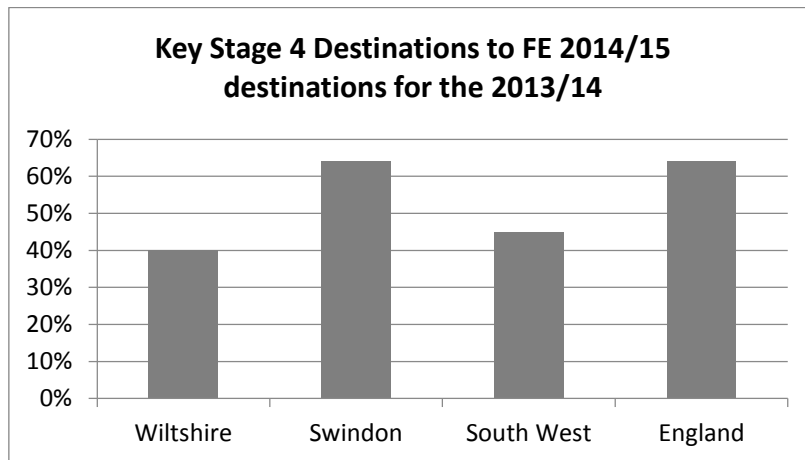
In 2015/16, the attainment of GCSE A*-C¹ in English and maths is above the national average for both local authorities. Wiltshire lies in quartile A and ranks 38th in the country, whilst Swindon falls in quartile C and ranks 100th in the country.



6.2 Progression to FE

Earlier and most recently published data for the 2013/14 cohort showed that the proportion of young people progressing to FE at age 16 is far higher in Swindon. 64% of Key Stage 4 learners progressed to further education. In Wiltshire this was 40% compared to 38% nationally.

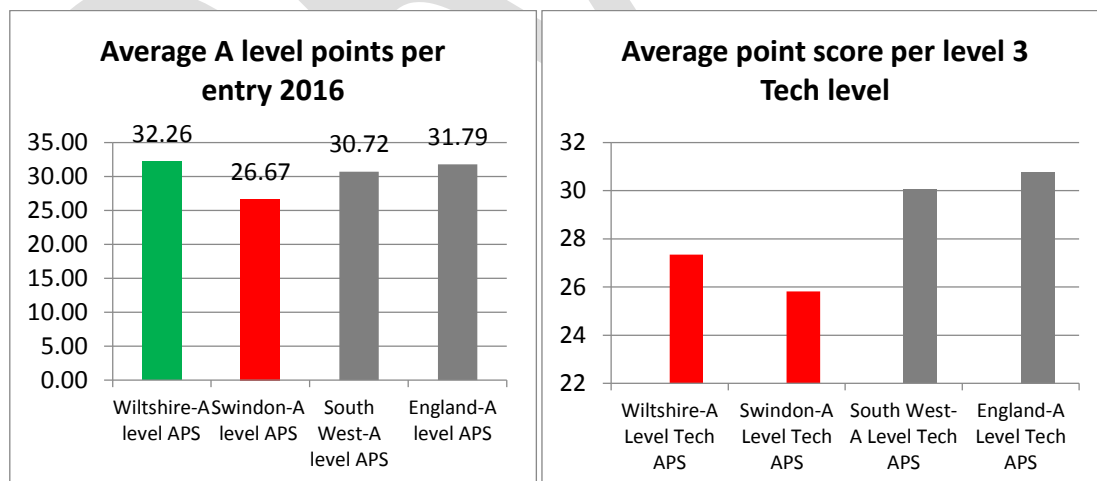
¹ <https://www.gov.uk/government/publications/local-authority-interactive-tool-lait>



Key issue: The high number of learners in Swindon studying technical education demonstrates the importance of this route and the need to ensure good quality provision, collaboration and specialisation to improve attainment and progression

6.3 Attainment at level 3

To allow for progression to higher level education and skills, there needs to be high achievement at level 3 and effective, well informed progression pathways from level 2. In Swindon, the attainment of level 3 is well below the national average and ranked in the bottom quartile of authorities. In Wiltshire this performance is above average. For the minority students progressing to study A levels in Swindon, their average points score per entry in 2016 was below national average and in quartile D. Wiltshire's average point score per entry was above average and in quartile A.



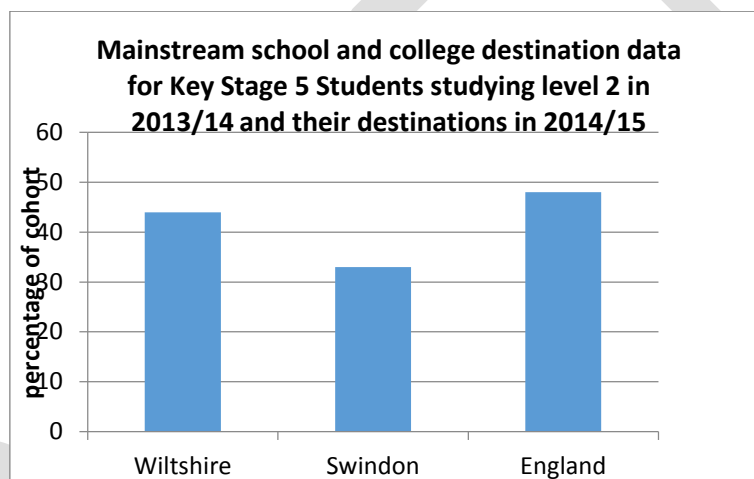
The attainment at technical level at level 3, as reported in the latest performance tables for level 3 is also below average. Both local authorities fall in quartile D and rank at 137th and 149th respectively. Learners studying level 3 in Wiltshire and Swindon colleges represent 33% and 22% of learners in the post 16 cohort.

Key issue: level 3 technical attainment in both Swindon and Wiltshire ranks amongst the lowest in the country

Key issue: Wiltshire's A level performance is above the national average, yet the progression to HE is lower than national average.

6.4 Key Stage 5 Destinations

Destinations data collated by the DfE has recently been developed to become more robust and now forms part of number of measures which are used by the department to measure the performance of the 16-19 education phase. The latest data for the 2013/14 cohort and their destinations in 2014/15 show that for both Swindon and Wiltshire, progression from Key Stage 5 to higher education is below the national average of 48%. This is the case for both Swindon (33%) and Wiltshire (44%) but particularly for Swindon.



Key issue: In Wiltshire, the progression to higher education is below average, surprising given the high attainment at level 3

Key issue: The low levels of attainment at level 3 in Swindon prevents progression to higher education

6.5 Gaps in Young People Participation (HEFCE Analysis)

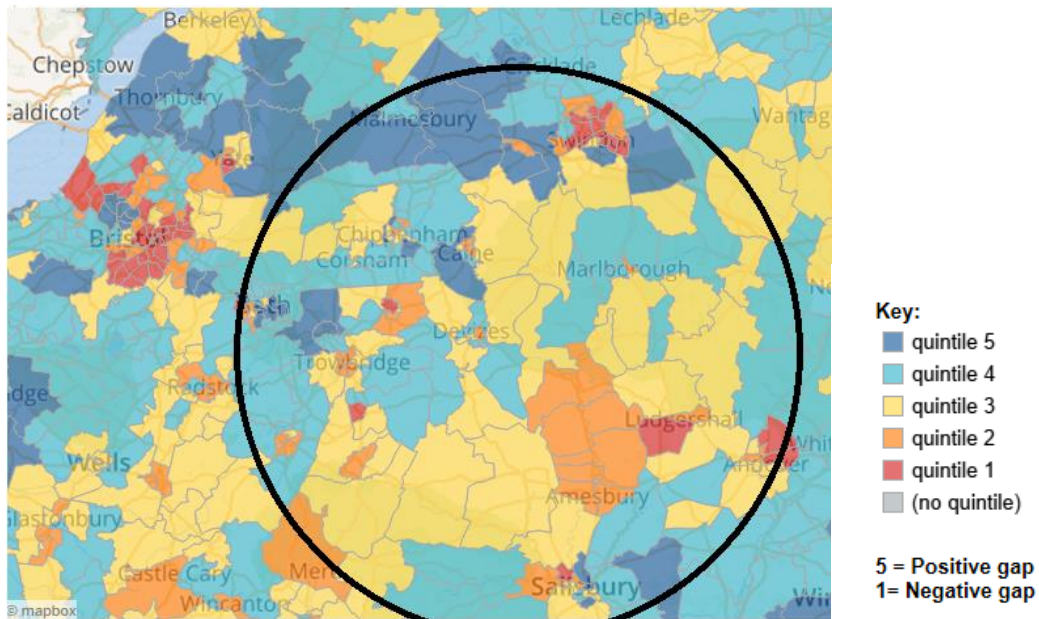
HEFCE analysis published in April 2016 shows where the level of young participation in higher education in different areas is higher or lower than expected. Or, in other words, it shows where there is an unexplained 'gap' in the level of participation. Young participation – 18 and 19 year-olds in higher education in England – has increased in the last decade. But the level of participation still varies across the country. Participation also varies between and within the counties of Wiltshire and Swindon.

<http://www.hefce.ac.uk/analysis/yp/gaps/#d.en.91628>



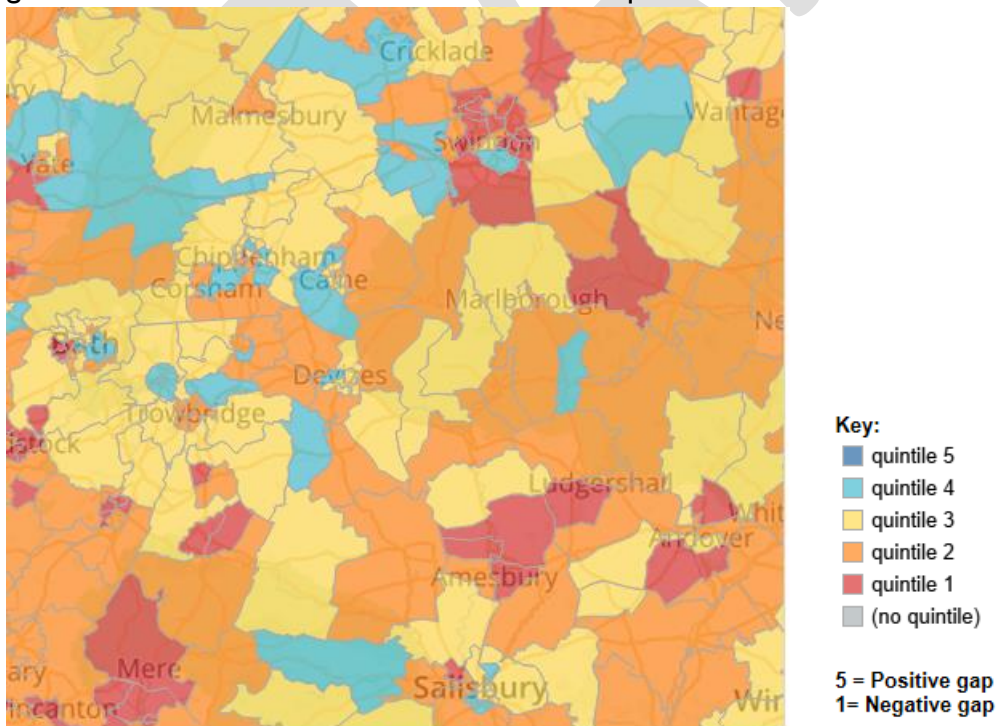
swindonwiltshire

Local Enterprise Partnership



The map above shows participation gaps using baseline data with no attributing factors. A large number of Swindon wards are shaded red meaning that they are in the top wards in the country for negative gaps in participation.

When attainment at key stage 4 is analysed the picture is quite different with a much greater number of wards in the 1st and second quintile.



6.6 Resident qualifications

Swindon and Wiltshire

Qualifications (Jan 2016-Dec 2016)

	Swindon and Wiltshire (level)	Swindon and Wiltshire (%)	South West (%)	Great Britain (%)
Individual levels				
NVQ4 and above	169,100	39.5	37.9	38.2
NVQ3 and above	255,400	59.6	59.3	56.9
NVQ2 and above	333,000	77.7	78.1	74.3
NVQ1 and above	386,300	90.2	89.8	85.3
Other qualifications	24,600	5.7	5.1	6.6
No qualifications	17,300	4.0	5.1	8.0

Source: ONS annual population survey

Notes: For an explanation of the qualification levels see the definitions section.

Numbers and % are for those of aged 16-64

% is a proportion of resident population of area aged 16-64

Swindon

Qualifications (Jan 2016-Dec 2016)

	Swindon (level)	Swindon (%)	South West (%)	Great Britain (%)
Individual levels				
NVQ4 and above	47,400	33.9	37.9	38.2
NVQ3 and above	74,900	53.5	59.3	56.9
NVQ2 and above	100,000	71.4	78.1	74.3
NVQ1 and above	123,100	87.9	89.8	85.3
Other qualifications	11,400	8.2	5.1	6.6
No qualifications	5,500	3.9	5.1	8.0

Source: ONS annual population survey

Notes: For an explanation of the qualification levels see the definitions section.

Numbers and % are for those of aged 16-64

% is a proportion of resident population of area aged 16-64

Wiltshire

Qualifications (Jan 2016-Dec 2016)

	Wiltshire (level)	Wiltshire (%)	South West (%)	Great Britain (%)
Individual levels				
NVQ4 and above	121,700	42.2	37.9	38.2
NVQ3 and above	180,500	62.6	59.3	56.9
NVQ2 and above	233,000	80.8	78.1	74.3
NVQ1 and above	263,200	91.3	89.8	85.3
Other qualifications	13,200	4.6	5.1	6.6
No qualifications	11,800	4.1	5.1	8.0

Source: ONS annual population survey

Notes: For an explanation of the qualification levels see the definitions section.

Numbers and % are for those of aged 16-64

% is a proportion of resident population of area aged 16-64

Whilst Wiltshire has a population with above average levels of level 4 qualified residents and above, many of these commute out of the county to work.

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Meeting & Date:	SWLEP Board – Thursday, 25 May 2017		
Subject:	Institutes of Technology		
Attachments:			
Author:	Sally Burnett	Total no of sheets:	5

Papers are provided for:	Approval <input checked="" type="checkbox"/>	Discussion <input type="checkbox"/>	Information <input type="checkbox"/>
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Summary & Recommendation:

1. Summary

- 1.1. Institutes of Technology (IoTs) were announced within the Industrial Strategy Green Paper published in January 2017 in response to a national shortage of high-skilled technicians below graduate level (L4/5). The UK fares poorly in comparison with international competitors: we produce annually around third of people at technician level compared to Germany and by 2020 the country will need around 300,000 trained technicians entering the labour market annually. The Skills shortages are acute in science, technology, engineering and mathematics (STEM) based occupations for example, manufacturing, engineering and construction. The industry demand for these skills is expected to grow, driven by rapid pace of technological change. This has contributed to the productivity gap with our major international competitors and an over-reliance on migrant labour.
- 1.2. The requirements for higher level skills in STEM occupations is identified in the Strategic Economic Plan (SEP) and the HE direction of travel paper. The area lacks a pipeline of progression through from level 3 to level 6 in technical education. A lower than average number of young people are participating and attaining at level 3 across the area and a forecast of 80% of engineering jobs are required to be at level 4 in the future.
- 1.3. The Post 16 Area Review for Gloucestershire, Swindon and Wiltshire was completed in February 2017 and highlights the need to improve progression to higher level skills, recommending the ‘Development of an Institute of Technology to address low levels of aspiration and progression to higher level skills training’
- 1.4. This document provides further information on IoTs, provides contextual information on the role of an IoT in SWLEP and the contribution it makes to achieving the outcomes in

the SEP as part of a comprehensive Higher Education Strategy as outlined in the HE Direction of Travel Paper. It makes the following recommendations.

2. Recommendations

2.1. The SWLEP Board is recommended to:

- 2.1.1 Note the content of the report outlining the announcement of the development of Institutes of Technology and the rationale for submitting a bid for the SWLEP.
- 2.1.2 Approve the approach to the development of a bid as outlined in section 10 of this report.

Detail:

3. What is an Institute of Technology?

- 3.1 In the Industrial Strategy, the government announced a capital fund of £170 million for the development of IoTs aimed at establishing employer led institutions delivering higher level technical STEM provision in areas with evidenced skills gaps and learner demand.
- 3.2 IoTs should meet *local* economic needs for higher technical STEM skills by strengthening and growing provision to fill gaps in the market. Area offers are expected to be based around the following:
 - boosting provision at Levels 4 and 5 in STEM subjects;
 - developing a strong pipeline of provision at Level 3 either as part of the IoT offer or with clear pathways of progression to the IoT's level 4/5 provision;
 - up-skilling or re-skilling the existing workforce, to keep pace with rapid technological change; and
 - using innovative modes of delivery.

4. Evidence of Need

- 4.1 The Strategic Economic Plan (SEP) for the LEP has already identified that we need an appropriately skilled and competitive workforce to achieve our growth ambitions. The continuing shift in the occupational profile of the LEP over the course of the decade towards higher-order occupational groups will have a significant impact on the qualifications profile required of the workforce. Across the LEP, job opportunities will be dominated by the demand for skills at Level 4 and above, varying from 64% in Swindon to 67% in Wiltshire
- 4.2 The skills issues facing the area include:
 - forecast demand for skills higher level skills at Level 4 and above, with STEM requirements forecast for 80% of engineering jobs to be at Level 4;

- the resident workforce is not yet qualified to meet the employer demand, with Swindon’s resident workforce qualified to level 4 + well below national average and Wiltshire in line with the national average; and
 - the data also suggest that a high proportion of residents who are qualified to level 4 or above actually work outside the SWLEP area.
- 4.3 The issues regarding qualification and skills outlined in the Direction of Travel document means that there is a lack of a pipeline of potential employees to progress to higher level skills. The shift in occupational demand and the growth in demand for higher level skills mean that the area is not currently well placed to meet these needs. There is a reliance on levy-paying employers to use their levy on higher and degree level apprenticeships. Lack of work-ready skills at a higher level have been identified by employers as a barrier for growth and the challenge exists to improve provision for higher skills and education in order to enable residents to compete for the high value jobs anticipated in the area.
- 4.4 The Post 16 Review evidence of need outlines the need to improve outcomes in technical education and to provide pathways to higher level skills and raise aspirations. The high number of learners in Swindon choosing the technical route is noted. Recommendations include the need to ‘Grow employer links and develop the learning offer to meet current and future workforce requirements to achieve economic growth ambitions including in: media, tourism, STEM subjects, higher level technical and professional skills as well as in sectors where the workforce is expected to expand such as health and social care’ and “Develop a broader HE offer that encourages progress beyond level 3, particularly in Swindon where progression is amongst the lowest in the country.”

5. Benefits to the SWLEP area

- 5.1 The technical pathway in the SWLEP area would be strengthened by an Institute of Technology, providing an opportunity for growth in STEM between levels 3 and 5 addressing the shortfall in technical provision and providing progression to degree level provision where appropriate.
- 5.2 In addition, an approved bid submission would:
- provide the capital to develop improved facilities in which technical qualifications can be delivered in partnership with employers;
 - ensure truly employer led approach with employers playing a key role in developing the vision and approach, the development and delivery of the curriculum and the governance;
 - provide the pipeline and progression needed to contribute to addressing the forecast higher level STEM skills shortage in the area with an appropriate balance of college based and employment based provision, including apprenticeships;
 - improve the aspirations of local residents by providing clear technical pathways and raising the profile of the link to employment opportunities; and
 - make a necessary and valuable contribution to the overall LEP wide HE strategy complimenting planned developments across the area.

5.3 It is not intended that an IoT would provide the entire solution to the higher level skills requirements. An IoT would provide higher level technical education from level 3 to 5 in agreed STEM subjects. (The Skills Plan outlines 15 technical routes.) It does not provide full first degree level qualifications (level 6). It will be necessary to work with the university partners to achieve progression to level 6. The facility will not provide academic pathways.

6. Delivery Models

6.1 Market testing by the Department for Education (DfE) in Autumn 2016 concluded that there was no one size fits all delivery model and that the right approach depends on the specific characteristics of the local area; for example local skills shortages and the provider landscape.

6.2 Examples of delivery models include:

- extend technical education provision from within an existing high-performing college;
- delivery through partnerships of FE and HE using a range of legal structures;
- a group of employers partnering with an education provider; and
- establishing a wholly new institution where there is evidence that existing providers cannot meet higher level STEM skills needs.

7. Success Factors

Critical Success Factors for IoTs

Strong employer engagement	• Both in the governance and leadership model as well as the design and delivery of curriculum.
Specialise in STEM	• Teaching the technical routes set out in the Post-16 Skills Plan, focussed towards STEM subjects
Level 3-5 provision	• Deliver provision with a high standard of teaching, equipment and facilities
Local focus	• Deliver qualifications and apprenticeships of value that meet skills needs of local employers
IoT status	• Use IoT status to distinguish provision and raise prestige of technical training in the local area
Collaborative working	• Work collaboratively with other providers to avoid duplication by building on high-quality provision in an area
Financial sustainability	• Be financially sustainable by covering cost of provision through revenue streams once fully operational

8. Process

8.1 The call for proposals to establish IoTs was expected in Spring 2017, the announcement of the general election however has delayed this call.

8.2 The process is expected to be a two stage competition with bidders submitting an outline business case which is then assessed by the DfE panel. Approved bids will then proceed to develop a full business case and application for a capital grant. Successful applicants will be awarded IoT status and funding.

9. Applications

9.1 Applications are expected to build on the Area Review process with bidders using their relationships with local employers, LEPs, Combined Authorities and providers to consider their proposition. The DfE has set a high bar for approval focussing on quality not quantity.

9.2 Bids can be made by FE Colleges, Higher Education Institutions, Private Training Providers, Employer Consortium, LEP or Combined Authority.

9.3 Proposals should be supported by:

- a FE College, unless there is robust evidence that this is not appropriate for local area;
- a lead authority LEP or (Combined Authority); and
- local employers identified as potential "anchor partners".

10. Recommended approach to the development of an IoT

10.1 It is proposed that the IoT is developed through extending technical education currently delivered through colleges.

10.2 The DfE has confirmed that collaborative bids between the FE sector, employers, LEPs and universities would be encouraged with an agreed lead partner and so we are recommending a collaborative bid which will benefit Wiltshire and Swindon.

10.3 It is proposed that a key group of employers to input to the development of the bid are identified now, building on work already in train with the key sectors.

10.4 Only one bid is expected for any LEP area. Involving Universities to ensure progression to a full degree (level 6) will provide further opportunities in the area. Given the high proportion of students studying level 3 technical education in Swindon, the very low progression rates to Higher Education, and the increasing requirement for STEM, it is proposed that the priority would be to meet the needs of employers and learners in Swindon, while also benefitting Wiltshire residents in the northern travel to learn area.

10.5 The call for bids is anticipated after the election and it is proposed that work starts now to develop the business case.

10.6 It is proposed that the SWLEP Skills and Talent sub group oversee the development of the bid.

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Meeting & Date:	SWLEP Board – Thursday, 25 May 2017		
Subject:	Growing Places Infrastructure Fund Open Call		
Attachments:			
Author:	Debby Skellern	Total no of sheets:	10

Papers are provided for:	Approval <input checked="" type="checkbox"/>	Discussion <input type="checkbox"/>	Information <input type="checkbox"/>
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Summary & Recommendation:

1. Summary

- 1.1. In 2012, the SWLEP was awarded a £8.8m capital fund to establish the Growing Places Infrastructure Fund (GPIF) to bring forward or unlock infrastructure schemes. The allocation of GPIF is under the SWLEP's control and two rounds of funding have taken place to date; as a result approximately £1m of the fund is unallocated at any one time. Further funding is expected to be returned to the SWLEP account this year and the SWLEP Board has requested that a third funding round is issued; this will be an open call for applications for loan funding.
- 1.2. In the previous two GPIF funding rounds, the SWLEP contracted Independent Technical Advisers (ITAs) to undertake the technical appraisal with final recommendations on the award of funding being presented by the GPIF Working Group for Board's approval. The second round for funding from closure of bids to award of funding was 15 weeks and the proposed process for the Board to agree this is shorter and will be completed in 13 weeks (Appendix 1).
- 1.3. The SWLEP Board is being asked to review the proposed approval process and timeline to underpin the third call to the scheme. The process presented draws on the decision making steps set out in the SWLEP's Assurance Framework.
- 1.4. In order to follow this process, the GPIF Working Group needs to be re-formed to review the ITA reports and to make recommendations for investment to the SWLEP Board. Draft Terms of Reference for this group are included in this paper for approval by the Board (Appendix 2).
- 1.5. This process was agreed at the Commissioning Group meeting on 10 May 2017 and is recommended to the SWLEP Board.

2. Recommendations

2.1. The SWLEP Board is recommended to:

- 2.1.1. Agree the application process and timeline;
- 2.1.2. Agree the re-forming of the GPIF Working Group;
- 2.1.3. Approve the draft GPIF Working Group Terms of Reference;
- 2.1.4. Appoint up to five Board Members to sit as the GPIF Working Group;
- 2.1.5. Agree to delegate the decision to issue a loan agreement at stage 2 of the application process to the GPIF Working Group; and
- 2.1.6. Note that the State Aid implications of an open call are being investigated.

3. Application process and appraisal

- 3.1. A two stage application process is proposed and flow charts setting the timeline out can be found in Appendix I. Stage 1 comprises a standard application form which will be appraised by the ITA. The ITA reports will be reviewed by the GPIF Working Group and recommendations for funding will be made to the SWLEP Board. At this point loan funding will be notionally allocated to applicants whose schemes are approved by the Board to progress to stage 2.
- 3.2. Applicants at stage 2 will be required to submit more detailed information regarding their project plan; risk assessment; governance arrangements; additional realised benefits and procurement process. ITAs will be used to appraise this information prior to its review by the GPIF Working Group. Those schemes which are recommended for a loan by the ITAs at stage 2 and their recommendations are accepted by the GPIF Working Group will proceed to a loan agreement under the delegated authority of the SWLEP Board.
- 3.3. In order to support this process, the GPIF Working Group will need to be re-formed. It is proposed that it comprises up to five Board Members and is supported by the SWLEP Executive Group acting as Advisers. The work of the GPIF Working Group falls under the Business Development Subgroup which will report on the operation of the GPIF Working Group to the Board.
- 3.4. The original GPIF Working Group was formed in the early days of the SWLEP (2011/12) and its terms of reference and formal approval for the establishment of the group are not in the SWLEP archive, hence approval is re-sought for its formation. Terms of Reference are currently in development.

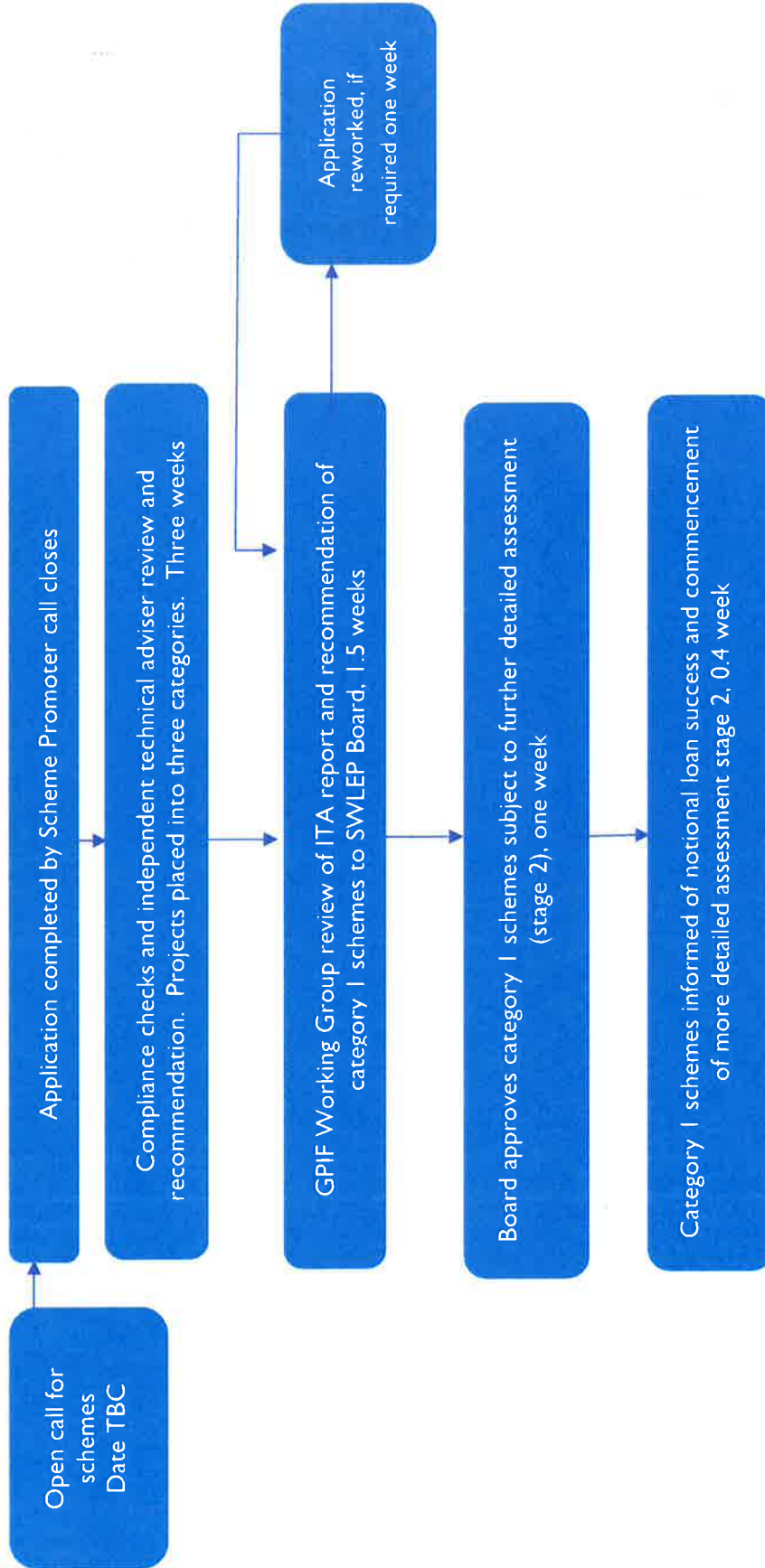
4. Timing

- 4.1. The SWLEP has been advised by BEIS that the call should not take place during the purdah period in the run-up to the General Election.

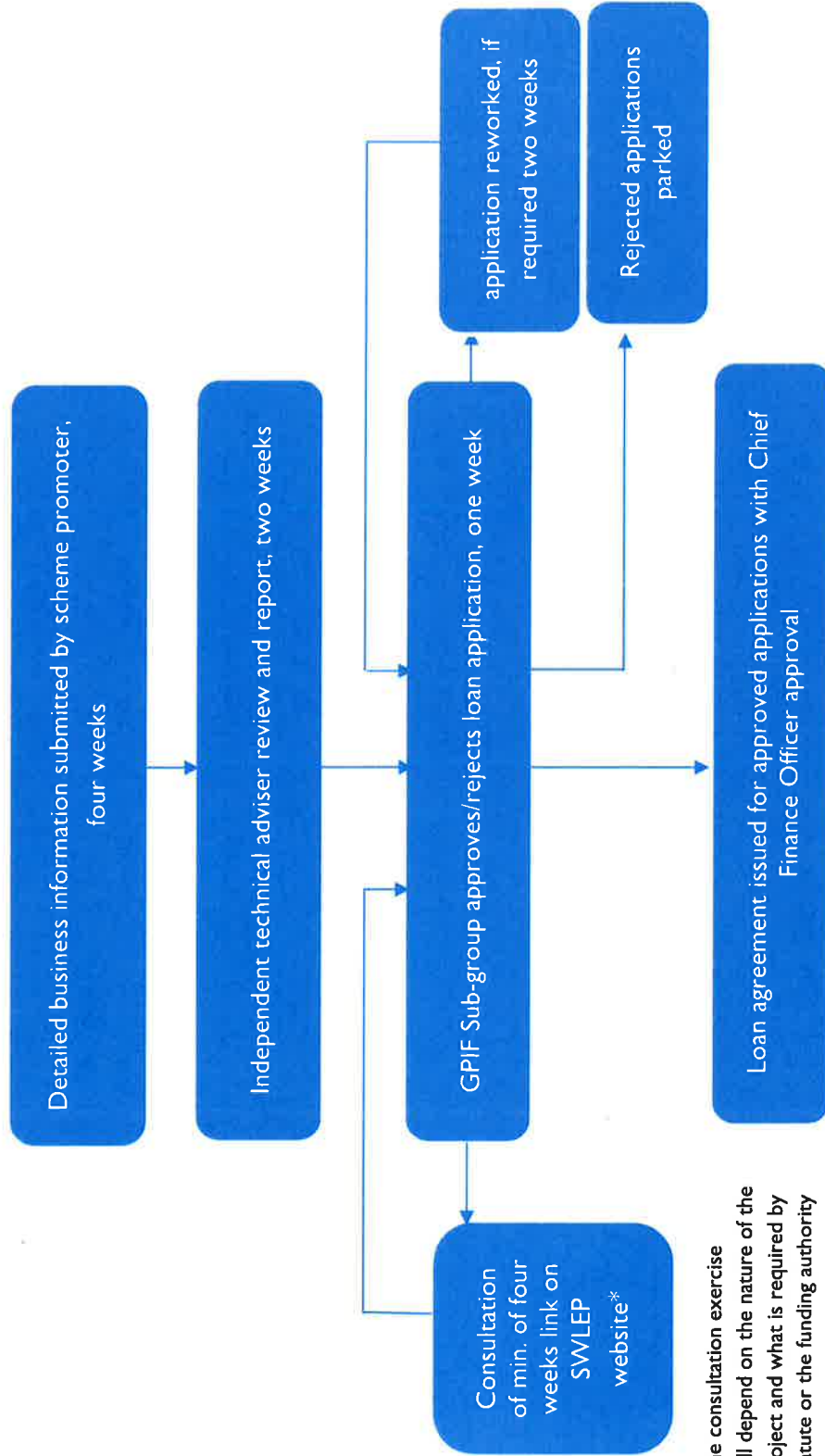
5. State Aid

- 5.1. Applicants to the GPIF loan fund are advised to seek their own legal advice to ensure their application complies with State Aid regulations. Additional work is required by the SWLEP and the Accountable Body to ensure that the right questions are asked in the application form to ensure the ITAs are able to appraise applications at stage 1 in terms of State Aid compliance. This work has commenced and has involved a review of State Aid regulations as well as discussions with other LEPs.

Appendix I.1: Stage I Initial scheme assessment, sifting and prioritisation, six weeks from the closing date of the call



Appendix 1.2: Stage 2 detailed business information 2017, duration seven weeks to Board decision (excluding consultation period if required)



The consultation exercise will depend on the nature of the project and what is required by statute or the funding authority

Appendix 2: Draft GPIF Working Group Terms of Reference for approval

1. Purpose

- 1.1. In 2017 the SWLEP Board agreed to run an open call for The Growing Places Infrastructure Fund (GPIF). In order to support the appraisal and loan agreement process, the GPIF Working Group will be convened to support the SWLEP Board in its prioritisation and award of the GPIF loan pot.
- 1.2. Specifically the GPIF Working Group will review the Independent Technical Adviser Reports on stage 1 applications to the fund and make recommendations to the Board on which schemes should be allocated funding and progress to stage 2 of the application process as set out in the GPIF decision making process chart (appendix 1).
- 1.3. At stage 2 the GPIF Working Group will review the report on the ITA's report on the detailed business information submitted by applicants. If this is deemed to be of suitable to support a loan investment, the GPIF Working Group will have the delegated authority of the Board to approve a loan agreement to be issued.
- 1.4. The GPIF Working Group will have an ongoing oversight role in terms of GPIF delivery once awards have been made. It will report to the SWLEP Board through the Business Development Subgroup.

2. Governance

- 2.1. The GPIF Working Group will operate under the oversight of the Business Development Subgroup and will operate at all times within the parameters of the SWLEP Assurance Framework.
- 2.2. The decisions and business of the GPIF Working Group shall be subject to the overview and scrutiny function set in place for the SWLEP.
- 2.3. The GPIF Working Group will comprise up to five SWLEP Board Members; one of which will act the Chair and another as the Vice-Chair who act as the link between the Working Group and the Business Development Subgroup. The SWLEP Executive Group will act as advisers to the GPIF Working Group.
- 2.4. The SWLEP Board will have the responsibility for approving project prioritisation and progression to stage 2 of the GPIF application process. The GPIF Working Group will have the delegated authority of the Board to approve prioritised schemes to be awarded a loan agreement subject to the satisfactory submission of detailed business information as stage 2 of the application process.

3. Scope

- 3.1. The Chair, with the support of the SWLEP Director or his/her delegated officer will manage the operation of the GPIF Working Group to ensure that calls to the fund and the approval process is properly implemented; loans awarded and suitably monitored.
- 3.2. The Working Group will need to pay due regard to ensuring that:
 - 3.2.1. it works within the GPIF scheme guidance including State Aid regulations;
 - 3.2.2. it works in line with the SWLEP Governance Framework;
 - 3.2.3. calls to GPIF are openly and transparently advertised and promoted working closely with the SWLEP Communications Manager and GPIF Programme Manager or equivalent within the SWLEP;
 - 3.2.4. it works closely with, and thoroughly reviews, the Independent Technical Advisers' appraisal and due diligence reports on applications to GPIF.
 - 3.2.5. it makes timely recommendations to the Board on Stage 1 application schemes which should be prioritised and progress to stage 2.
 - 3.2.6. loans which it recommends for prioritisation contribute towards the delivery of the strategic priorities of the SWLEP as set out in the Strategic Economic Plan;
 - 3.2.7. prioritised loans unlock stalled potentially viable investment or accelerate their delivery in Swindon and Wiltshire and will support long-term sustained growth in the local economy;
 - 3.2.8. loans are awarded which offer value for money and will create new jobs or lead to the delivery of new homes;
 - 3.2.9. it acts under the delegated authority of the Board in order to agree which schemes should be issued a loan agreement paying due regard to the ITA reports on detailed business information submitted at stage 2 of the application process
 - 3.2.10. it regularly reports its activity and decisions through to the Business Development Subgroup in order that the Board can be kept up-to-date on the progress of GPIF awards and scheme delivery;
 - 3.2.11. it keeps the GPIF open call process under review in order that refinements can be recommended to the Board for future calls;
- 3.3. Undertake such other functions as prescribed or agreed upon by the Board in relation to the award and delivery of GPIF;

4. Membership

- 4.1. The GPIF Working Group will comprise up to five private sector Board members with relevant experience without having a proprietary or potential pecuniary interest.
- 4.2. The Chair of the GPIF Working Group will be one of the private sector Board Members.
- 4.3. The Chair will hold the post for three years, or for the period which is co-terminus with their remaining Board tenure unless the GPIF scheme is terminated earlier by Government.
- 4.4. The Working Group will be supported by the SWLEP Executive Team or their representatives acting as Advisers.
- 4.5. The Lead Officer for the SWLEP will be the SWLEP Director or his/her delegated representative. The Lead Officer will liaise regularly with the Chair; help manage the work of the Working Group and ensure reports for the Board and Business Development Subgroup are prepared in a timely and accurate manner.
- 4.6. The Lead Officer will liaise with the SWLEP's Communications Manager over communication and engagement matters.
- 4.7. Administrative support will be provided by the SWLEP Business Support Administrator.
- 4.8. The Working Group will determine additional attendees such as experts and temporary members according to need.

5. Conflict of interest

- 5.1. The SWLEP Governance Framework includes Section C: Conflicts of Interest Policy and members of the GPIF Working Group are required to disclose any potential conflicts of interest or pecuniary interests (for example, direct financial interest in a scheme through employment or personal gain including any interest as a result of close personal relationships or friendships) which may prevent them from making an impartial decision and remaining a Member of the GPIF Working Group. Depending on the nature of this interest, there may be the need to co-opt another suitable member on to the GPIF Working Group for the purpose of making the decision in question.

6. Code of Conduct

- 6.1. All members of the GPIF Working Group and its Advisers shall, when carrying out any duties or responsibilities on behalf of the SWLEP, abide by the 7 principles of

public life: selflessness; integrity; objectivity; accountability; openness; honesty; and leadership as defined in section 28 of the Localism Act 2011.

7. Quorum

7.1. The quorum for a meeting shall be three private sector Board Members plus at least one Adviser in attendance. No business shall be transacted unless a quorum is present. If a quorum ceases to be present during a meeting the meeting shall be adjourned to a date to be agreed or determined by the Chair.

8. Voting

- 8.1. All GPIF Working Group Members need to be in favour of a scheme being prioritised to be recommended to the Board at Stage 1.
- 8.2. All GPIF Working Group Members need to be in favour of a scheme being awarded a loan agreement under delegated authority of the Board at Stage 2.

9. Meetings

- 9.1. The Working Group will meet as scheduled by the GPIF Open Call process (Appendix 1) and at such other times as may be agreed.
- 9.2. The agenda for any meeting shall be agreed by the Chair in consultation with members of the group. The agenda and supporting papers shall be circulated electronically to the members of the group at least five working days before the meeting.
- 9.3. Board papers with recommendations for scheme prioritisation will be distributed within five working days of the SWLEP Board meeting at stage 1.
- 9.4. The time commitment for Members of the GPIF Working Group is expected to vary over a 12 month period and will be intense over short periods during the open call appraisal and award process.

10. Variation and dissolution

- 10.1. These terms of reference shall be reviewed by the SWLEP Board on an annual basis but can be amended as required to meet the current and evolving needs of the GPIF Working Group with the agreement of the Board.
- 10.2. The dissolution of the GPIF Working Group can be made by the SWLEP Board or by the unanimous agreement of the Members and then ratified by the SWLEP Board.

II. Agreement

II.1. The above Terms of Reference for the SWLEP GPIF Working Group have been agreed and signed by:

XXXX, Chair

GPIF Working Group

Date

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Meeting & Date:	SWLEP Board Meeting – Thursday, 25 May 2017		
Subject:	M4 Junction 17 Capacity Improvement Scheme Full Business Case		
Attachments:	Appendix 1: Full Business Case Executive Summary (6 pages) Appendix 2: Erratum – Financial Case (Chapter 4) (2 pages) Appendix 3: Independent Technical Advisor’s Full Business Case Review (4 pages) Appendix 4: Independent Technical Advisor’s Business Case Checklist (6 pages)		
Author:	Kingsley Hampton Senior Transport Planner, Wiltshire Council	Total no of sheets:	Total = 26 pages

Papers are provided for:	Approval <input checked="" type="checkbox"/>	Discussion <input type="checkbox"/>	Information <input type="checkbox"/>
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Summary & Recommendation:

A Local Growth Fund Prioritisation Pro-forma for the M4 Junction 17 Capacity Improvement scheme (henceforth referred to as the M4 Junction 17 scheme) was prepared by Wiltshire Council in January 2014. Following approval, the M4 Junction 17 scheme was included in the Swindon and Wiltshire Strategic Economic Plan (SWSEP) submitted by the Swindon and Wiltshire Local Enterprise Partnership (SWLEP) in March 2014.

The scheme addresses traffic problems experienced and observed at the M4 Junction 17 roundabout. This scheme has been considered several times and various options have progressed to modelling over the last two years (2014-2016). These studies looked at three options:

- Full signalisation of the roundabout;
- Full signalisation of the roundabout plus widening eastbound off-slip; and
- Partial signalisation of the roundabout (M4 off-slips only).

The findings of these previous studies concluded that the first two proposals were both more expensive than the partial signalisation, whilst also having less success at addressing traffic

problems. The two higher cost options were then discarded. What was previously considered the 'low-cost alternative' of partial signalisation is being taken forward.

At its meeting on 24 November 2016, the SWLEP Board approved the OBC and agreed the option of 'Part Signalisation' be progressed to the Full Business Case (FBC) stage.

Development and preparatory work has been progressed by Wiltshire Council during 2016/17. This included undertaking a procurement exercise, the results of which were considered and approved by Wiltshire Council's Cabinet at its meeting on 4 April 2017.

A strong rationale exists for investing in improvements on the M4 Junction 17 and the proposed scheme aligns well with existing plans and policies.

The economic benefits of the scheme outweigh its costs and any negative impacts. The preferred scheme has an adjusted BCR of 12.50, and a Net Present Value (NPV) of £12.76 million. Therefore, the scheme offers Very High Value for Money.

Scheme costs have been estimated based on tender price returns, which set out the items that are required to complete the scheme and their associated costs. The scheme is anticipated to cost £1.460 million (outturn price) and the main works contract is expected to be in place for three months (August 2017 to December 2017).

The successful contractor has provided a detailed programme of works which plan for how they will manage the construction phases of both the M4 J17 Improvement scheme and the A350 Chippenham Bypass Improvement (Badger - Brook and Chequers) scheme.

The Accountable Body's Section 151 Officer signed off the Value for Money Statement on 4 May 2017.

The SWLEP Commissioning Group approved the FBC at its meeting on 10 May 2017 and recommended to the Board that the scheme is approved for funding.

An erratum has been produced (see Appendix 2) correcting some errors in the FBC's financial case chapter. While these errors are regrettable, it is not considered that they alter the underlying strong financial and economic cases of the scheme.

Recommendation(s)

That the Board:

- i. Approves the 'M4 Junction 17 Capacity Improvement Scheme' Full Business Case.

I. Background

- 1.1 The M4 Junction 17 scheme was included in the Swindon and Wiltshire Strategic Economic Plan (SWSEP) submitted by the Swindon and Wiltshire Local Enterprise Partnership (SWLEP) at the end of March 2014. After some initial modelling/analysis, Wiltshire Council achieved agreement with Highways England for a part signalisation scheme at Junction 17.
- 1.2 At its meeting on 11 May 2016, the SWLEP Board approved the OBC and agreed that the option put forward for 'Part signalisation' be progressed to the Full Business Case (FBC) stage.

- 1.3 Given the local circumstances affecting Junction 17 (see paragraph 2.1) and based on the OBC, at its meeting on 13 September 2016 Wiltshire Council's Cabinet Capital Assets Committee agreed to cashflow the M4 Junction 17 scheme for development and delivery over 2016/17 rather than adhere to the Growth Deal grant profile of 2019/20.
- 1.4 Development and preparatory work has been progressed by Wiltshire Council during 2016/17. This included undertaking a procurement exercise (which is reflected in the FBC), the results of which were considered and approved by Wiltshire Council's Cabinet at its meeting on 4 April 2017.

Main Considerations

Introduction

- 2.0 The FBC executive summary is included as **Appendix 1**. (The full FBC document was published on the SWLEP's website on 27 April 2017.) The FBC is structured around the Department for Transport's (DfT's) recommended five case model for a Transport Business Case: strategic case; economic case; financial case; commercial case; and management case.
- 2.1 An erratum has been produced (see **Appendix 2**) correcting some errors in the FBC's financial case chapter. While these errors are regrettable, it is not considered that they alter the underlying strong financial and economic cases of the scheme.

Strategic Case

- 2.2 A strong rationale exists for investing in improvements at the M4 Junction 17 and the proposed scheme aligns well with existing plans and policies. The M4 Junction 17 scheme will aim to make the roadway safer, more efficient, provide smoother traffic flows for motorists entering and exiting the M4, and improve overall user satisfaction by helping to reduce collisions and time delays at the junction. This in turn will help alleviate potential future congestion from proposed developments and help attract new developments to the area given the impact on journey times.
- 2.3 Planned growth and development in north Wiltshire, especially at the 'principal' settlement of Chippenham, will increase pressure on the M4 Junction 17. Junction improvements will mitigate this pressure by reducing queues on the approach slip roads which are also forecast to impact on the operation of the main M4 carriageway. In turn, this will support economic development in the M4 and A350 corridors by improving journey times and reliability from the M4 onto the A350 corridor.
- 2.4 Four objectives have been identified for the scheme, with considerable progress expected immediately upon scheme opening:
 - **Reduce queue lengths on the M4 off-slips and prevent them from backing up onto the M4 mainline;**
 - **Minimise delays at the junction, specifically on the M4 off-slip EB in AM peak and M4 off-slip WB in PM peak;**
 - **Reduce the total amount of collisions and accidents that occur at the junction; and**

- **Improve the capacity of the junction to mitigate congestion impacts of future development.**

The scheme strongly supports the four objectives. Objective 4 however, concerns itself with the future condition of the junction given, anticipated population and housing growth in the area. This is to be monitored five years after the completion of the scheme to determine if capacity improvements under the partial signalisation scheme appropriately address actual housing and population growth in the area.

Economic Case

- 2.5 The economic benefits of the scheme outweigh its costs and any negative impacts. The preferred scheme has an estimated BCR of 12.50, and a Net Present Value (NPV) of £12.76 million. Therefore, the scheme offers **Very High Value for Money**.
- 2.6 Most impacts are neutral although there is potential Slight Adverse impact to biodiversity and landscape (which have the potential to be mitigated), and Slight Beneficial impact to Air Quality. The overall qualitative assessment is 'Slight Adverse'.
- 2.7 It is clear that with the partial signalisation scheme road users will experience significant benefits compared to the Do Minimum case. Most importantly, journey times will be reduced for users of the M4 eastbound off-slip in the AM peak period and the M4 westbound off-slip in the PM peak period. The journey time savings achieved would offset the forecast Do Minimum increases in time.

Financial Case

- 2.8 Scheme costs have been estimated based on tender price returns, which set out the items that are required to complete the scheme and their associated costs. The scheme is anticipated to cost £1.460 million (outturn price).

Cost Category	Implementation cost (£millions)
Preparatory (including detailed design and survey work)	£0.180
Preliminaries (including site setup and traffic management)	£0.236
Construction (including utility diversions)	£0.693
Site Supervision	£0.200
Land	-
Quantified Risk Budget	£0.117
Total – 2016 prices	£1.426
Inflation	£0.034
Total – Outturn prices	£1.460

- 2.9 Forty Eight specific risks (of which 10 have been closed following the tender assessment), which have the potential to lead to cost increases, have been identified. For each risk, a 'mean expected value' is calculated. The sum of these expected values is £0.117 million which is allowed for in the Quantified Risk Budget.

Commercial Case

- 2.10 A procurement process was run during late 2016 and early 2017 in accordance with Wiltshire Council's Corporate Procurement Strategy. The work to deliver the scheme was offered to participants either individually or in a package alongside the A350 Chippenham Bypass Improvement Scheme M4. Following tender assessment, the successful contractor will be appointed to deliver both schemes.
- 2.11 In anticipation of this, the successful contractor provided a method statement which highlighted how the contractor's proposed structure would generate efficiencies and streamline the scheme delivery. The methodology stated:
- Individual delivery teams for the schemes have been identified;
 - Experienced resources are available to work within both teams; and
 - The delivery teams will report to the same Core Management Team and Project Board.
- 2.12 Wiltshire Council has selected the NEC3 Engineering and Construction Contract (ECC), Option B re-measurement priced contract with bill of quantities. Under Option B, Wiltshire Council has provided detailed designs and a bill of quantities, against which tenderers have provided a contract price that is built up using rates.
- 2.13 The main works contract is expected to be in place for three months (August 2017 to December 2018). Snagging will be undertaken by Wiltshire Council throughout construction, to maintain a list of defects and omissions in the works, ensuring that the scheme is completed to a high standard.
- 2.14 Wiltshire Council will meet with the contractor as frequently as is deemed necessary by the Project Manager. The contractor will provide regular progress and financial updates to Wiltshire Council, which will include updates to the project programme.

Management Case

- 2.15 The successful contractor has provided a detailed programme of works which plan for how they will manage the construction phases of both the M4 J17 Improvement scheme and the A350 Chippenham Bypass Improvement (Badger - Brook and Chequers) scheme. It is expected that the construction of the M4 J17 scheme will be complete by December 2017, with the A350 scheme completed by August 2018. Assurances have been given by the contractor that unforeseen delays on one project will not affect the other, as two separate delivery teams have been identified.
- 2.16 The delivery of the M4 Junction 17 scheme will build upon experience from the local pinch-point scheme, completed by Wiltshire Council in March 2015, and the Bumpers Farm improvements, completed in February 2016. Wiltshire Council will establish a Project Board for delivering the M4 Junction 17 scheme. The Project Board will take overall responsibility for its delivery and will be formed by Council representatives that

have a sufficient level of authority to act on behalf of the Council. Meetings of the Project Board would take place at least monthly, but would also be linked to key milestones, where they would consider progress through Highlight and Exception Reports, changes to the risk register, and changes to the Scheme Implementation Programme.

- 2.17 Monitoring and evaluation of the scheme's impacts will occur one year and five years after the scheme is implemented.

SWLEP Independent Technical Advisor Comments

- 2.18 The SWLEP's Independent Technical Advisor (ITA) was sent the draft FBC on 27 March 2017 following a meeting with Wiltshire Council officers and Atkins representatives on 16 March 2017.

- 2.19 The ITA's review is provided in **Appendix 3** and includes in the 'Summary and conclusions' (paragraph 1.3.1) that.

"This proposed investment is relatively simple and low risk. In the context of local major transport investments, the proposal is inexpensive, costing £1.4m. The scheme to partially signalise the roundabout and off-slips of this motorway junction is entirely within the existing highway, uses tried and trusted technology, and initial indications suggest that the investment represents very high value for money".

- 2.20 The comments made by the ITA in his review and in the associated Business Case Checklist (those shown with an amber rating) have been considered by Wiltshire Council officers and Atkins representatives (see **Appendix 4**).

- 2.21 It is anticipated that the ITA will provide comments on the issued erratum (see Appendix 2) at the Board meeting.

Overview and Scrutiny Engagement

- 2.22 There has been no engagement with the SWLEP Joint Overview and Scrutiny Task Group regarding this FBC.

Safeguarding Implications

- 2.23 There are no safeguarding implications as a direct result of this proposal.

Public Health Implications

- 2.24 Environmental and social impacts are assessed in paragraphs 3.38 to 3.71 and 3.72 to 3.91 respectively, and in Appendix E and Appendix G, of the FBC.

- 2.25 The scheme presents no worse than slight adverse environmental impacts, for which mitigation is possible, and offers beneficial social impacts with regard to journey quality and accidents.

Procurement Implications

- 2.26 The procurement of the scheme has been undertaken in accordance with Wiltshire Council's Corporate Procurement Strategy.

Equalities Impact of the Proposal

- 2.27 Social impacts, including distributional impacts, are assessed in paragraphs 3.72 to 3.91 and Appendix E and G of the FBC. No significant distributional impacts are anticipated.

Environmental and Climate Change Considerations

- 2.28 Environmental impacts are assessed in paragraphs 3.38 to 3.71 and in Appendix E of the FBC.
- 2.29 The slight adverse environmental impacts that have been identified for biodiversity / Ecology and Landscape has been mitigated as part of the detailed design process, with potential to reduce to neutral impact.

Risk Assessment

- 2.30 A risk management strategy is included in paragraphs 6.30 to 6.36 of the FBC. A risk register is included as Appendix F of the FBC.

Financial Implications

- 2.31 Financial implications are considered as part of the Financial Case and the issues erratum (see **Appendix 2**).
- 2.32 In accordance with the SWLEP's Assurance Framework, the Section 151 Officer of the scheme promoting authority and of the Accountable Body was asked to sign off the Value for Money Assessment and Statement as true and accurate. This sign off was received on 4 May 2017.
- 2.33 As per paragraph 1.6, at its meeting on 13 September 2016 Wiltshire Council's Cabinet Capital Assets Committee agreed to cashflow the M4 Junction 17 scheme for development and delivery over 2016/17 rather than adhere to the Growth Deal grant profile of 2019/20.

Legal Implications

- 2.34 As the accountable body, Wiltshire Council will be legally responsible for the decisions of the SWLEP in approving schemes.

Options Considered

- 2.35 Realistic alternative options were considered as part of the OBC in accordance with the DfT's business case and WebTAG processes.

Conclusions

- 2.36 The scheme addresses traffic problems experienced and observed at the M4 Junction 17 roundabout.
- 2.37 A strong rationale exists for investing in improvements on the M4 Junction 17 and the proposed scheme aligns well with existing plans and policies.
- 2.38 The economic benefits of the scheme outweigh its costs and any negative impacts. The preferred scheme has an adjusted BCR of 12.50, and a Net Present Value (NPV) of £12.76 million. Therefore, the scheme offers **Very High Value for Money**.

- 2.39 Scheme costs have been estimated based on tender price returns, which set out the items that are required to complete the scheme and their associated costs. The scheme is anticipated to cost £1.431 million (outturn price) and the main works contract is expected to be in place for three months (August 2017 to December 2017).
- 2.40 A procurement process was run during late 2016 and early 2017 in accordance with Wiltshire Council's Corporate Procurement Strategy. The main works contract is expected to be in place for three months (August 2017 to December 2017).
- 2.41 The successful contractor has provided a detailed programme of works which plan for how they will manage the construction phases of both the M4 J17 Improvement scheme and the A350 Chippenham Bypass Improvement (Badger - Brook and Chequers) scheme.
- 2.42 The ITA has stated that:
- “This proposed investment is relatively simple and low risk. In the context of local major transport investments, the proposal is inexpensive, costing £1.4m. The scheme to partially signalise the roundabout and off-slips of this motorway junction is entirely within the existing highway, uses tried and trusted technology, and initial indications suggest that the investment represents very high value for money”.*
- 2.43 The Accountable Body's Section 151 Officer signed off the Value for Money Statement on 4 May 2017.
- 2.44 The SWLEP Commissioning Group approved the FBC at its meeting on 10 May 2017 and recommended to the Board that the scheme is approved for funding.
- 2.45 An erratum has been produced (see **Appendix 2**) correcting some errors in the FBC's financial case chapter. While these errors are regrettable, it is not considered that they alter the underlying strong financial and economic cases of the scheme.

M4 Junction 17 Capacity Improvement Scheme

Full Business Case
Wiltshire Council

20 April 2017

Executive summary

Background

A Local Growth Fund Prioritisation Pro-forma for the M4 Junction 17 was prepared by Wiltshire Council in January 2014. Following approval, the M4 Junction 17 scheme was included in the Swindon and Wiltshire Strategic Economic Plan1 (SWSEP) submitted by the Swindon and Wiltshire Local Enterprise Partnership (SWLEP) in March 2014. An Outline Business Case (OBC) was submitted in October 2017, and was recommended for approval by the SWLEP board in November 2017 upon condition of a Full Business Case (FBC) being submitted.

The scheme addresses traffic problems experienced and observed at the M4 Junction 17 roundabout. This scheme has been considered several times and various options have progressed to modelling over the last two years (2014-2016). These studies looked at three options:

- Full signalisation of the roundabout
- Full signalisation of the roundabout plus widening eastbound off-slip
- Partial signalisation of the roundabout (M4 off-slips only)

The findings of these previous studies concluded that the first two proposals were both more expensive than the partial signalisation, whilst also having less success at addressing traffic problems. The two higher cost options were then discarded. What was previously considered the 'low-cost alternative' of partial signalisation, has been carried forwards as the core scenario within this Business Case.

Drivers, problems and objectives

Wiltshire Council has key policies for spatial planning and transport that guide decisions on transport infrastructure investment. The relevant policies are the Wiltshire Local Transport Plan 2011-2026 (LTP3) and the adopted Wiltshire Core Strategy which includes the Chippenham Area Strategy and the Chippenham Transport Strategy. Additionally, the M4 being operated and maintained by Highways England, it is important that the proposed scheme matches the goals and objectives of the agency, as outlined by the Highways England 2015-2020 Strategic Business and Delivery Plan.

There are major opportunities to attract new investment around the main junctions of the M4 and in the nearby towns of Swindon, Chippenham, Corsham, Malmesbury and Royal Wootton Bassett. Demand is driven in part by businesses looking to move along the M4 from London searching for more space, relatively lower costs, and the benefits of good strategic transport links.

The scheme objectives (listed below) align closely with the business strategies for the scheme promoters, the Local Economic Partnership and for Central Government – most obviously in terms of the Government's broad goals for transport.

Scheme objective	Desired Outcomes
(1) Reduce instances of queues occurring on the M4 mainline	That queues on the M4 EB and WB off-slips do not exceed the length of that particular off-slip
(2) Minimise delays at the junction, specifically on the M4 off-slip EB in AM peak and M4 off-slip WB in PM peak	Future journey times for users of the M4 off-slips are lower than under the do-minimum scenario
(3) Reduce the total amount of collisions and accidents that occur at the junction.	Future accident rates at the junction are lower than current and past accident rates
(4) Improve the capacity of the junction to deal with congestion impacts of future development	Future capacity at the junction is increased from its current capacity

Observations of the current junction conclude that many of the incoming links are already near or at capacity. With significant growth in the area planned, it is highly likely that traffic on these links will exceed

¹ SWLEP SEP

capacity at Junction 17 within the period covered by the Chippenham Core Strategy (to 2026), thus increasing delays further. Particular problems include:

- Queueing during the AM peak time on the eastbound off-slip - caused by the volume of conflicting traffic on the circulatory part of the junction
- Similarly, a queue of longer length occurs during the PM peak on the westbound off-slip which is also caused by the traffic on the junction's circulatory part

The queues not only result in journey time increases but also, in the case of the PM peak hour, the length of the queue on the westbound off slip affects the level of safety with collisions occurring due to rear shunts or lane changing incidents. The length of the queue can also have serious safety implications on the M4.

Overall, the M4 Junction 17 scheme will aim to make the junction safer and more efficient and to provide smoother traffic flows for motorists entering and exiting the M4. The scheme will also improve overall reliability by helping to reduce collisions and time delays at the junction. This could help alleviate future congestion from proposed developments, and provide confidence in the network for further development in the area given the impact on journey times and reliability.

Economic case

The potential impacts of the M4 Junction 17 scheme have been assessed in the following ways:

- Using a LinSig highway junction model to determine the impact of the scheme on the highway network
- Desktop studies to perform environmental screening and assessment
- Analysing socio-economic factors and collision statistics to determine the social and distributional impacts

The economic case has been prepared in a manner which is considered to be proportionate to the scheme investment cost of £1.460 million. Monetised benefits have been estimated using a junction model and bespoke spreadsheet modelling, consistent with WebTAG principles.

For each of the seven environmental aspects, an appraisal of the scheme has been undertaken to identify whether significant beneficial or adverse environmental effects are likely to arise. There is one nationally designated site within the footprint of the works area, (Stanton St Quintin Quarry and Motorway Cutting SSSI), crosses both carriageways of the main M4 and extends over the soft estate in the centre of the junction at to the east of the junction. This is a Geological SSSI and therefore liable to damage from any engineering works in the vicinity, including from vibration, drilling, disturbance to soil etc. Discussion has been held with Natural England and an assent for work has been granted.

Within the study period of 2011 to 2015, 47 collisions occurred in or nearby the junction, with significant clustering occurring at both the M4 westbound and eastbound off slips. In providing signals where these two collision clusters occur, it is suggested that some of these accidents will be avoided due to the clear indication to vehicles of when they can expect to be stopping or going. This reduction in the frequency of accidents that occur will have some economic benefit due to the social, damage, legal and administrative costs, and fewer instances of off slip lanes being shutdown to clear or resolve a collision.

Appraisal scheme costs

A robust approach to the estimation of scheme costs has been developed by the scheme designers and is based on benchmarked construction values from recent schemes. An £0.117 million risk allowance has been added, along with a 3% optimism bias allowance.

The total costs, once converted to 2010 market prices and values using the default rates included in TUBA, and discounted to 2010, produce a PVC of investment of £1.11 million PV.

Value for Money

The economic benefits of the M4 Junction 17 scheme are shown to far outweigh its costs and any negative impacts. The scheme has an Initial **BCR of 12.50** suggesting a **Very High Value for Money**.

It is clear that using the partial signalisation scheme road users will experience significant benefits compared to the Do Minimum case. Most importantly, journey times will be reduced for users of the M4 eastbound off-slip in the AM peak period (in 2026 the average delay per pcu across the junction will

reduce from 331 seconds to 122 seconds) and the M4 westbound off-slip in the PM peak period (in 2026 the average delay across the junction will reduce from 301 seconds to 37 seconds).

The findings of the qualitative assessments are not considered to be significant enough to warrant any increase or decrease in the Value for Money category of the scheme. The slight adverse environmental impacts that have been identified are for landscape and ecology/biodiversity. They will be mitigated where possible, with the potential to reduce the impacts to neutral. The scheme also offers slight beneficial impacts in relation to local air quality and greenhouse gas emissions and beneficial social impacts regarding accidents.

Assessment Type	Partial signalisation	Detail
Present Value of Benefits (PVB)	£13.87 million PV	2010 prices, discounted to 2010 in line with DfT guidance.
Present Value of Costs (PVC)	£1.11 million PV	2010 prices, discounted to 2010. Includes Optimism Bias at 3%.
Net Present Value (NPV)	£12.76 million PV	The NPV indicates by how much the benefits of a scheme exceed the costs. This NPV is for the 'initial BCR'.
BCR	12.50	Not adjusted for other non-monetised impacts due to proportionate approach adopted for small scale schemes
Qualitative Assessment	Slight Adverse	Most impacts are neutral although there is potential Slight Adverse impact to biodiversity and landscape (which have the potential to be mitigated), and Slight Beneficial impact to Air Quality.
Key Risks, Sensitivities	£0.117 million PV	Key risks identified include cost increase due to necessary design changes during construction. To cater for this and other eventualities, a risk budget has been included in scheme costs. This is equivalent to approximately 13% of construction costs
VfM Category	Very High	Monetised assessments suggest that the VfM category should be Very High for the proposed scheme.

Sensitivity tests undertaken as part of the Economic Case demonstrate that:

- Scheme economic performance is greatly reduced under a scenario in which there are lower levels of background traffic growth compared to the Core Scenario. However, the BCR remains in the High Value for Money category.
- In a High growth scenario, the BCR of the scheme is doubled. However, the level of background growth assumed in that scenario is very high and compromises the operation of the junction, with impacts on the A350 and A249 leading to very high forecast do Minimum levels of delay. It is unlikely that that level of growth and the associated forecast Do Minimum conditions would occur, drivers would instead respond by retiming or rerouting their journey
- The scheme BCR is shown to reduce in scenarios where the predicted level of housing growth within Chippenham is not met, where the estimated benefits are reduced by 33%, or where scheme costs increase by 33%. However, in each case the BCR remains above 8.

Financial case

The total scheme outturn cost, on which this Business Case for funding is based, is £1.460 million including inflation and risk but excluding optimism bias. This is based on:

- £0.185 million of preparation costs
- £0.236 million for preliminaries (including site setup and traffic management)
- £0.693 for construction
- £0.200 supervision and other works
- £0.117 million for quantified risk budget
- £0.029 million for inflation

The funding package for the scheme is made up of:

- £0.500 million of funding from the Local Growth Fund
- £0.960 million of funding from Local contribution (including sunk costs)

Commercial case

The lead client on this project is Wiltshire Council. The work to deliver the scheme was offered to participants either individually, or in a package alongside the A350 Section 3 Chippenham Bypass Improvement Scheme. Following tender assessment, the preferred contractor will be appointed to deliver both schemes.

The successful tender the contractor provided a method statement in the eventuality of being awarded the combined contract, highlighting how their structure generating efficiencies and streamlining between contracts:

- Individual delivery teams have been identified
- Experienced resources are available to work within both teams
- The delivery teams will report to the same Core Management Team and Project Board

The total procurement value of the two schemes is £6.665 million, of which £0.958 million (outturn prices for construction and preliminaries elements only) for M4 Junction 17. However, costs which are currently included in the risk budget may be transferred across into the construction costs as the scheme is developed, leading to an increase in the actual value to be procured. The procurement process was run in strict accordance with the legislative framework set out within the Wiltshire Council Corporate Procurement Strategy (2012).

Wiltshire Council has selected the NEC3 Engineering and Construction Contract (ECC), Option B re-measurement priced contract with bill of quantities. Under Option B, Wiltshire Council has provided detailed designs and a bill of quantities, against which tenderers have provided a contract price that is built up using rates.

The main works contract (the M4 Junction 17 scheme element of the contract) is expected to be in place for 5 months (July 2017 to December 2017), with completion confirmed once the roundabout circulatory and adjoining roads are fully opened and when all traffic management (excluding the new signals) has been removed. Snagging will be undertaken by Wiltshire Council throughout construction, to maintain a list of defects and omissions in the works, ensuring that the scheme is completed to a high standard.

Wiltshire Council will meet with the contractor as frequently as is deemed necessary by the Project Manager. The contractor will provide regular progress and financial updates to Wiltshire Council, which will include updates to the project programme.

Management case

The M4 Junction 17 scheme is being procured in combination with the A350 Chippenham Bypass Improvements (Badger-Brook & Chequers) scheme. The successful contractor has provided a detailed programme of works which plan for how they will manage the construction phases of both schemes. It is expected that the construction of M4 Junction 17 will be complete by 1st December 2017. Assurances have been given by the contractor that unforeseen delays on one project will not affect the other, as two separate delivery teams have been identified.

The delivery of the M4 Junction 17 scheme will build upon experience from the local pinch-point scheme, completed by Wiltshire Council in March 2015, and the Bumpers Farm improvements, completed in February 2016. Wiltshire Council will establish a Project Board for delivering the M4 Junction 17 scheme. The Project Board will take overall responsibility for its delivery and will be formed by Council representatives that have a sufficient level of authority to act on behalf of the Council. Meetings of the Project Board would take place at least monthly, but would also be linked to key milestones, where they would consider progress through Highlight and Exception Reports, changes to the risk register, and changes to the Scheme Implementation Programme.

This FBC represents Stage 4 of the SWLEP agreed 'business case development' process. The SWLEP will use the FBC, combined with the tender results, to decide whether the scheme should progress to construction. Following FBC approval, Wiltshire Council will proceed to select a contractor for the commencement of construction.

Public consultation for the scheme is not planned due to the limited scale of the scheme, however the public and stakeholders will be kept abreast of the scheme milestones.

The objectives and success indicators for the M4 Junction 17 scheme are set out in the Strategic Case. Benefits resulting from reduced queue lengths, reduced journey times for M4 off slip users, personal injury accident reductions, and mitigation of future development impacts are emphasised.

Monitoring and evaluation of the scheme's impacts will occur 1 year and 5 years after the scheme is implemented. A budget of £10,000 has been established to fund the monitoring and evaluation of the scheme, specifically monitoring queue lengths and delays experienced at the junction as well as reviewing collision rates.

M4 Junction 17 Capacity Improvement Scheme – Erratum

Introduction

This erratum updates board members on the agreement with Highways England and corrects known errors in Chapter 4 ‘The Financial Case’ of the M4 Junction 17 Capacity Improvement Scheme Full Business Case (FBC).

These errors have come to light following a reconciliation between Atkins estimated FBC figures for 2015/16 and 2016/17, and an omission of the figure for 2014/15 in the FBC, and Wiltshire Council’s SWLEP LGF financial summary for the scheme. While the errors are regrettable, it is not considered that they alter the underlying strong financial and economic cases of the scheme.

Highways England Agreement:

As set-out in paragraph 5.4, the scheme to be procured included an option to resurface the eastbound and westbound M4 off-slips. This option was to be funded by Highways England to a value of £280,000. The draft Section 6 agreement between Wiltshire Council and Highways England has now very recently been amended by Highways England to exclude this option. However, it is understood that Highways England is still keen to pursue this option at some point as part of the overall scheme. Given this, the estimated option cost (£280,000) and Highway England’s overall contribution (£960,000) have been left ‘as is’ within the FBC.

Corrections:

1. Table 4-1 needs to be amended as follows to reflect the required changes to Table 4-2 and Table 4-3 (See below):

Table 4-1 Implementation Cost Estimates

Cost Category	Implementation cost (£millions)
Preparatory (including detailed design and survey work)	£0.180
Preliminaries (including site setup and traffic management)	£0.236
Construction (including utility diversions)	£0.693
Site Supervision	£0.200
Land	-
Quantified Risk Budget	£0.117
Total – 2016 prices	£1.426
Inflation	£0.034
Total – Outturn prices	£1.460

2. The base cost in paragraph 4.4 (£1.431m) needs to be amended to £1.426m (as per the revised Table 4-1, Table 4-2 and Table 4-3).
3. Para 4.5 needs to be amended to remove reference to the LGF: *“Preparatory costs include allowances for the following ~~(these are not included within the cost of the devolved Local Growth Fund bid and are to be paid for directly through local funding contribution)~~”*.
4. Table 4-2 needs to be amended to reflect the addition of 2014/15 costs and revised preparatory costs incurred in 2015/16 and 2016/17:

Table 4-2 Estimated outturn spend profile

	2014/15	2015/16	2016/17	2017/18	2018/19	Total
Preparatory (including detailed design and survey work)	0.015	£0.020	£0.105	£0.034	£0.010	£0.184
Prelims and construction (including utility diversions)		-	-	£0.958	-	£0.958
Site supervision		-	-	£0.201	-	£0.201
Quantified Risk Budget		-	-	£0.117	-	£0.117
Total	0.015	£0.020	£0.105	£1.310	£0.010	£1.460

5. Table 4-3 needs to be amended to reflect the addition of 2014/15 costs, revised costs incurred in 2015/16 and 2016/17. Figures moved to reflect spend from LGF rather than local contribution in 2014/15, 2015/16 and 2016/17. 'HE' added to local contribution for clarification

Table 4-3 Estimated funding profile

	2014/15	2015/16	2016/17	2017/18	2018/19	
Local Growth Fund	£0.0150	£0.0200	£0.1050	£0.3600		£0.5000
Local contribution (HE)				£0.9500	£0.0100	£0.9600
	£0.0150	£0.0200	£0.1050	£1.3100	£0.0100	£1.4600

6. Note to be added under table (4-3): *Local Growth Fund figures shown above represent Wiltshire Council's agreement (as per Cabinet Capital Assets Committee meeting on 13 September 2016) to cash flow the scheme's delivery over 2015/16 to 2017/18 rather than adhere to the Growth Deal profile of 2019/20.*
7. Instances of these changes within the **Executive Summary** will need to be amended as follows:
- Text containing "£0.185 million of preparation costs" needs to be amended to £0.180
8. To address the erroneous figure of £880,000 from the FBC, the following paragraphs will need to be amended and replaced with £960,000.
- **2.55** - "Highway England have provided Wiltshire Council with ~~£880,000~~ to be ring-fenced for the scheme".
 - **4.18** - "A signed agreement between Wiltshire Council and Highways England has resulted in the payment of ~~£0.880 million~~ to Wiltshire Council"
 - **Appendix 3 Business Case Checklist: M4 J17** – Page 3 "The correct sum is ~~£0.880 million~~ and the incorrect text has been revised"
 - **Figure 6-1 Intervention logic map for M4 Junction 17 Partial Signalisation Scheme** : Inputs - Local contribution ~~£0.856m~~

M4 JUNCTION 17 CAPACITY IMPROVEMENTS SCHEME

FULL BUSINESS CASE REVIEW

IDENTIFICATION TABLE	
Client/Project owner	SWLEP
Project	M4 Junction 17 capacity improvements scheme
Title of Document	Full Business Case review
Type of Document	Technical Note
Date	07/04/2017
Reference number	104810/GB01T15D83/10
Number of pages	2

1.1 Introduction

- 1.1.1 This note represents comments from the Independent Technical Advisor on Wiltshire Council's Full Business Case (FBC) for the M4 Junction 17 capacity improvement scheme. These comments are based on an FBC dated March 2017, and supporting appendices. A completed red-amber-green (RAG) assessment of the FBC with respect to the five cases accompanies this review of the principal issues.

1.2 ITA comments, and implications for the decision making process

- 1.2.1 The information presented to the LEP needs to conform to the requirements of the Assurance Framework, and as far as possible be consistent with the philosophy formerly adopted by the Department for Transport when it centrally assured the business cases for local transport investments, including adherence to WebTAG in the appraisal of the scheme (see LEP Assurance Framework, Appendix B, January 2017, operational from April 2017).
- 1.2.2 The Full Business Case has a "far greater emphasis on commercial, financial and management cases, ensuring arrangements are appropriate for effective delivery, including necessary statutory and procurement requirements (as appropriate)" (see LEP Assurance Framework, section 116, January 2017, operational from April 2017).

1.3 Summary and conclusions

- 1.3.1 This proposed investment is relatively simple and low risk. In the context of local major transport investments generally funded through programmes such as the Local Growth Fund, the proposal is inexpensive, costing £1.4m. The scheme to partially signalise the roundabout and off-slips of this motorway junction is entirely within the existing highway, uses tried and trusted technology, and initial indications suggest that the investment represents very high value for money, with a benefit-cost ratio (BCR) of 12.5 in the central case.
- 1.3.2 There are one or two caveats or aspects where further information would be beneficial. The notes below, together with the RAG assessment that accompanies this summary report, point towards areas where this further information and clarity could be provided.

1.4 Economic Case

- 1.4.1 The economic case is sound with the scheme delivering very high value for money with a Benefit Cost Ratio (BCR) of 12.5 in the Central Case. This has reduced somewhat from the OBC where the central case suggested a BCR of 22. However since the OBC was presented the costs have been developed to provide more certainty, with tender prices now in place. The increase from below £1m to around £1.4m has inevitably reduced the BCR. Nevertheless, the value for money case remains strong.
- 1.4.2 The methodology adopted for the economic case, including with respect to aspects of the demand forecasting, raises some questions and potential risks. However, a range of sensitivity tests around the economic case have been presented, and none of the potential issues identified are likely to have an impact sufficiently large to compromise the case for the investment.
- 1.4.3 In line with guidance issued by government [as contained in Appendix B of the Local Enterprise Partnership National Assurance Framework, DCLG, November 2016] a separate value for money statement should be presented. All of the information and evidence for this statement is to be found within the business case, but it should be presented as a free standing document in addition to the business case.

1.5 Financial, Commercial and Management Cases

- 1.5.1 These three cases are developed to an appropriate stage for FBC.
- 1.5.2 The financial case currently includes a local contribution of 65%, including cover for those aspects of preparatory costs not eligible for LGF. There appears to be some minor inconsistencies in the information presented within the financial case, details of which can be found within the RAG assessment. It is thought these may relate to rounding errors, typographical errors, and presentational differences between the information in the main business case document and information in the appendices.
- 1.5.3 The commercial case identifies that the M4 junction 17 scheme is being procured jointly with the A350 Chippenham Bypass schemes, and this identified as a key dependency.

APPROVAL

Version	Name		Position	Date	Modifications
1	Author	JJ	Principal	29/03/2017	
	Checked by			DD/MM/YY	
	Approved by	MR	Market Director – Local Transport	07/04/2017	

Business Case Checklist: M4 J17



Strategic Case

Issue	Description	RAG	Notes	Wiltshire Council / Atkins Response
Business Strategy	Provide the context for the business case by describing the strategic aims and responsibilities of the organisation responsible for the proposal e.g. the Department, Highways Agency, Local Authority, Network Rail, etc.		Summarises the key policy documents and highlights Highways England as an important partner organisation. Briefly summarises the strategic aims and responsibilities.	
Problem identified	Describe the problem identified. What is the evidence base underpinning this? Is there justification for Government intervention?		Safety issues at the junction. Evidenced through analysis of accident data. Evidence provided on the delay issue and queue lengths.	
Impact of not changing	What is the impact of not changing?		Brief discussion of potential impact as growth and development takes place. Also reference to Highways England modelling work which indicates an increase in queue lengths in 2026.	
Internal drivers of change	What is driving the need to change e.g. improved technology, new business/service development as result of policy?		Potential to attract businesses along the M4 corridor and encourage strategic employment sites. Planned growth and development.	
External drivers of change	What is driving the need to change e.g. legislation, pressure from public/other government departments?		None identified although this is consistent with the OBC.	
Objectives	Establish specific, measurable, achievable, realistic and time-bound objectives that will solve the problem identified. Ensure that they align with the organisation's strategic aims.		A number of scheme objectives have been identified which are SMART. Objectives are linked to the strategic aims of Wiltshire Council and Highways England and the problems identified.	
Measures for success	Set out what constitutes successful delivery of the objectives		This appears to be covered briefly under the measurable column of the scheme objectives table.	
Scope	Explain what the project will deliver and also what is out of scope.		Clear description of partial signalisation provided.	
Constraints	High level internal/external constraints e.g. technological environment, is there capability to deliver in-house, major contracts with provider, etc.		Close proximity of SSSI identified.	
Interdependencies	Internal/external factors upon which the successful delivery of project are dependent.		Some of the benefits of scheme linked to delivery of residential development in Chippenham area. Linkage with A350 section 3 Chippenham Bypass improvement scheme.	

Stakeholders	Outline the main stakeholder groups and their contribution to the project. Note any potential conflicts between different stakeholder groups and their demands.		A number of stakeholders have been identified including Natural England in relation to the SSI.	
Options	Set out all the options identified (including do nothing) and evaluate their impact on the proposal's objectives and wider public policy objectives. Risks associated with each option should be identified as should any risks common to all options.		Options section provides high level assessment of three options plus the do nothing. There is a brief discussion on their impact on the proposal objectives principally the objectives relating to delay and queue length.	

The Economic Case

Issue	Description	RAG	Notes	Wiltshire Council / Atkins Response
Introduction	Outline approach to assessing value for money.		Outline approach set out including assumptions and methodology. There are a number of issues around the forecasting, particularly for the core scenario in terms of the developments which have or have not been included. It is probable that this will only influence forecasts by a small percentage. An alternative planning scenario has also been tested which reduces the amount of development which provides more certainty around the BCR. A non-standard approach to assessing reliability has been used to provide an indication of reliability. Approach is acceptable.	Whilst it accepted that the longer terms sites within the adopted Chippenham site allocation do not yet have planning permission they should still be considered as 'near certain'. Developers and landowners at all sites have been in continual dialogue with Wiltshire Council throughout the development of the local plan and are preparing applications. The range of development sensitivities and the marginal change in BCR for those tests seems to be agreed as mitigation for risk around that. It is accepted that the method for assessing reliability is non-standard however WebTAG highlights that none of the stated methods are suitable for use in assessing a standalone motorway junction scheme.
Options appraised	A list of the options (set out in the strategic case) that have been appraised.		Discussion about why only one option appraised and why there is no low cost alternative.	
Sensitivity and Risk Profile	Set out how changes in different variables affect the Net Present Value/Net Present Cost. The risk profile should show how likely it is that these changes will happen.		Sensitivity tests have been undertaken including low and high growth scenarios, an alternative planning scenario, cost increase and benefit reduction. All BCRs represent very high value for money. There are technical issues with the development assumptions in the core and high growth scenarios but the alternative planning assumption scenario provides a degree of confidence over the BCR	
Appraisal Summary Table	See WebTAG for detailed guidance on producing the Appraisal Summary Table.		AST provided including qualitative assessment of reliability	
Value for Money Statement	See Value for Money guidance on producing the VfM statement.		There is a very detailed VfM statement provided in the main business case document, which needs also to be presented as a free standing document.	A separate VfM Statement is now included as Appendix D.

The Financial Case

Issue	Description	RAG	Notes	Wiltshire Council / Atkins Response
Introduction	Outline the approach taken to assess affordability			
Costs	Provide details of : the expected whole life costs when they will occur breakdown and profile of costs by those parties on whom they fall; and any risk allowance that may be needed (in the event of things going wrong)		Some preparatory costs are included, but in line with the terms of the Assurance Framework, paragraph 104, are being covered by the (substantial) local contribution. QRA included. There is some inconsistency in the costs presented. Inflation appears to have been applied correctly, but it may be that there is a rounding error, or some typographical error in transposing the costs from tender to business case. For instance the arithmetic in Table 4-1 does not add up (rounding errors?), and it is unclear how the costs presented in the bill of quantities (Appendix G) translate to those presented in Table 4-1. This may simply be presentational differences?	£50k statutory costs have been included in the construction costs but are not presented in the BoQ (as these were not the responsibility of the contractor). After adding these costs, the BoQ costs translate to the Construction and Preliminaries costs presented in Table 4-1. Amended rounding of figures in Table 4-1 to make comparison more clear. This also resolves the “not summing up” issue, which was due to rounding errors.
Budgets/ Funding cover	Provide analysis of the budget/funding cover for project. Set out if relevant, details of other funding sources (e.g. third party contributions, fees)		There is an inconsistency relating to the Highways England payment to Wiltshire Council. Para 2.55 states £0.880m and Para 4.18 states £0.980m. This should be clarified.	The correct sum is £0.880million and the incorrect text has been revised
Accounting implications	Describe expected impact on organisation’s balance sheet.		Ongoing revenue liability to be taken by Highways England which has waived the requirement for a commuted sum	

The Commercial Case

Issue	Description	RAG	Notes	Wiltshire Council / Atkins Response
Introduction	Outline the approach taken to assess commercial viability			
Output based specification	Summarise the requirement in terms of outlines and outputs, supplemented by full specification as annex		Output based specification updated to reflect completion of procurement process	
Procurement strategy	Detailed procurement/purchasing options including how they will secure the economic, social and environmental factors outlined in the economic case		The procurement options are repeated from the OBC. Details provided on selection process for preferred tender.	
Sourcing options	Explain the options for sources of provision of services to meet the business need e.g. partnerships, framework, existing supplier arrangements, with rationale for selecting preferred sourcing option.		Explanation of tendering process provided.	

Payment mechanisms	Set out the proposed payment mechanisms that will be negotiated with the providers e.g linked to performance and availability, providing incentives for alternative revenue streams (see the Office for Government Commerce's Achieving Excellence briefing for advice on payment mechanisms for construction projects)		Sets out the proposed payment option	
Pricing framework and charging mechanisms	To include incentives, deductions and performance targets.		Due to the relatively straight forward nature of the scheme, payment incentives and deductions based on performance targets are not included in the contract	
Risk allocation and transfer	Present an assessment of how the types of risk might be apportioned or shared, with risks allocated to the party best placed to manage them subject to achieving value for money.		Risk associated with quantities is accepted by Wiltshire Council. Key project risks are outlined.	
Contract length	Set out scenarios for contract length (with rationale) and proposed key contractual clauses.		The contract which is combined with the A350 contract runs from July 2017 to August 2018 but the M4 J17 works are expected to be completed between July 2017 and December 2017.	
Human resource issues	Personnel/people management/trade union implications, where applicable including TUPE regulations.		Scrutiny of bids has taken place to ensure that contractors can resource the work	
Contract management	Provide a high level view of implementation timescales. Detail additional support for in service management during roll out closure. Set out arrangements for managing contract through project/service delivery.		Implementation July to December 2017. Summary presented of relationship between client and contractor.	

The Management Case

Issue	Description	RAG	Notes	Wiltshire Council / Atkins Response
Introduction	Outline the approach taken to assess if the proposal is deliverable			
Evidence of similar projects	If possible, provide evidence of similar projects that have been successful, to support the recommended project approach. If no similar projects are available for comparison, outline the basis of assumptions for delivery of this project e.g. comparison with industry averages for this kind of work.		Bumpers Farm scheme delivered on time and to budget. This scheme followed a similar development and delivery process.	
Programme/project dependencies	Set out deliverables and decisions that are provided/received from other projects		This scheme is being procured in conjunction with A350 section 3 Chippenham Bypass improvement scheme. Assurances from contractor that delays on one scheme will not delay the other.	
Governance, organisational structure and roles	Describe key roles, lines of accountability and how they are resourced.		Key roles and lines of accountability are outlined.	

Programme/project plan	Plan with key milestones and progress, including critical path		Project plan with key milestones and critical path included.	
Assurance and approvals plan	Plan with key assurance and approval milestones		Funding approvals are summarised.	
Communications and stakeholder management	Develop communications strategy for the project		This section summarises how and when stakeholder will be informed. Given the scale of the scheme it is not envisaged that extensive public consultation is required however the Chippenham Area Board and Chippenham MP have been consulted to provide representation of public views.	
Programme/Project reporting	Describe reporting arrangements		Reporting arrangement are summarised.	
Implementation of work streams	Summary of key work streams for executing the work		Work streams are summarised.	
Key issues for implementation	Issues likely to affect delivery and implementation		Details provided in commercial case	
Contract management	Summarise outline arrangements. Confirm arrangements for continuity between those involved in developing the contract and those who will subsequently manage it.		Details provided in commercial case	
Risk management strategy	Arrangements for risk management and its effectiveness so far.		Details of approach thus far are set out and a detailed risk register is appended. A client or contractor "owner" is identified for each risk. Regular reporting on risk will take place.	
Benefits realisation plan	Set out approach to managing realisation of benefits.		Approach to benefit realisation is set out. Logic map sets out how benefits will be realised.	
Monitoring and evaluation	Summarise outline arrangements for monitoring and evaluating the intervention		Approach to monitoring and evaluation is outlined.	
Contingency plan	Summarise outline arrangements for contingency management such as fallback plans if service implementation is delayed		No information apparent	
Options	Summarise overall approach for project management at this stage of project.		No information apparent	

Key to assessment

Red	High risk with potential to seriously affect delivery – potential 'show stopper'	
Red-amber	Significant risks that LEP Board should be aware of in the delivery of the investment	

Amber	Some risks, unlikely to be a significant issue in delivery	
Green	Broadly satisfactory treatment within the business case, with very limited risk to delivery	

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Meeting & Date:	SWLEP Board Meeting – Thursday, 25 May 2017		
Subject:	A350 Chippenham Bypass Improvement (Badger-Brook & Chequers) Full Business Case		
Attachments:	Appendix 1: Full Business Case Executive Summary (6 pages) Appendix 2: Erratum – Financial Case (Chapter 4) – (5 pages) Appendix 3: Independent Technical Advisor’s Full Business Case Review (5 pages) Appendix 4: Independent Technical Advisor’s Business Case Checklist (6 pages)		
Author:	Rob Murphy, Principal Transport & Development Manager, Wiltshire Council	Total no of sheets:	Total = 31 pages

Papers are provided for:	Approval <input checked="" type="checkbox"/>	Discussion <input type="checkbox"/>	Information <input type="checkbox"/>
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Summary & Recommendation:

A preliminary allocation of £7.1million for dualling the A350 Chippenham Bypass from Badger Roundabout to Chequers Roundabout was made as part of the Local Growth Fund (LGF) announcement in July 2014.

Further dualling works on the A350 Chippenham Bypass would complement the first two phases of dualling works that have been undertaken during 2014 and 2015.

Given its estimated cost and relatively low benefit cost ratio, the option of full dualling between Badger Roundabout and Chequers Roundabout was not progressed to the Outline Business Case (OBC) stage. The three options included in the OBC were:

- Option A: Dualling the Badger to Brook gap;
- Option B: Dualling at Chequers Roundabout; and
- Option C: Options A and B combined.

At its meeting on 11 May 2016, the SWLEP Board approved the OBC and agreed that Option C be progressed to the Full Business Case (FBC) stage.

Given the local circumstances affecting the A350 and based on the OBC, at its meeting on 13 September 2016 Wiltshire Council's Cabinet Capital Assets Committee agreed to cashflow the A350 Chippenham Bypass Improvement (Badger – Brook and Chequers) scheme for development and delivery over 2016/17 to 2018/19 rather than adhere to the Growth Deal grant profile of 2017/18 to 2019/20.

Development and preparatory work (including on-site) has been progressed by Wiltshire Council during 2016/17. This included undertaking a procurement exercise, the results of which were considered and approved by Wiltshire Council's Cabinet at its meeting on 4 April 2017.

The FBC sets out that a strong rationale exists for investing in infrastructure improvements along the A350 and the proposed scheme aligns well with existing plans and policies.

The economic benefits of the scheme outweigh its costs and any negative impacts. The preferred scheme has an initial estimated BCR of 5.0, and a Net Present Value (NPV) of £27.30 million. Therefore, the scheme offers Very High Value for Money.

Scheme costs have been estimated based on tender price returns. The scheme is anticipated to cost £7.247 million (outturn price) and the main works contract is expected to be in place for 13 months (July 2017 to August 2018).

The successful contractor has provided a detailed programme of works which plan for how they will manage the construction phases of both the A350 Chippenham Bypass Improvement (Badger - Brook and Chequers) scheme and the M4 J17 Improvement scheme.

The Accountable Body's Section 151 Officer signed off the Value for Money Statement on 4 May 2017.

The SWLEP Commissioning Group approved the FBC at its meeting on 10 May 2017 and recommended to the Board that the scheme is approved for funding.

An erratum has been produced (see Appendix 2) correcting some errors in the FBC's financial case chapter. While these errors are regrettable, it is not considered that they alter the underlying strong financial and economic cases of the scheme.

Recommendation(s)

That the Board:

- i. Approves the 'A350 Chippenham Bypass Improvements (Badger-Brook & Chequers)' Full Business Case.

I. Background

- I.1 The next phase of improvement works to the A350 Chippenham Bypass was included in the Swindon and Wiltshire Local Enterprise Partnership's (SWLEP's) Strategic Economic Plan (SEP) submitted to the Government in March 2014. Subsequently, a preliminary allocation of £7.1million for dualling the A350 Chippenham Bypass from Badger Roundabout to Chequers Roundabout was made as part of the Local Growth Fund (LGF) announcement in July 2014.

- I.2 Further dualling works on the A350 Chippenham Bypass would complement the first two phases of dualling works that have been undertaken during 2014 and 2015. Both of these schemes were designed to address issues at specific locations, within the funding available at the time, and have been jointly funded by Wiltshire Council and devolved funding streams:
- **A350 North of Chippenham:** this £3m scheme was funded partly through the Government's Local Pinch Point Fund following a successful application that was submitted by Wiltshire Council to the Department for Transport in February 2013. Construction was completed in March 2015.; and
 - **A350 Chippenham Bypass Improvements (Bumpers Farm):** this £3.4m scheme was jointly funded through the allocation provided to the non-defunct Swindon and Wiltshire Local Transport Body and a local contribution by Wiltshire Council. Construction was completed ahead of schedule in February 2016.
- I.3 In October 2015, Wiltshire Council's consultant, Atkins, produced a technical note setting out an initial economic assessment of four possible scheme options. Given its estimated outturn scheme cost of £14.9 million and relatively low benefit cost ratio (BCR) of 1.8, the option of full dualling between Badger Roundabout and Chequers Roundabout was not progressed to the Outline Business Case (OBC) stage.
- I.4 The three options included in the OBC were:
- Option A: Dualling the Badger to Brook gap;
 - Option B: Dualling at Chequers Roundabout; and
 - Option C: Options A and B combined.
- I.5 At its meeting on 11 May 2016, the SWLEP Board approved the OBC and agreed that Option C be progressed to the Full Business Case (FBC) stage.
- I.6 Given the local circumstances affecting the A350 (see paragraph 2.2) and based on the OBC, at its meeting on 13 September 2016 Wiltshire Council's Cabinet Capital Assets Committee agreed to cashflow the A350 Chippenham Bypass Improvement (Badger – Brook and Chequers) scheme for development and delivery over 2016/17 to 2018/19 rather than adhere to the Growth Deal grant profile of 2017/18 to 2019/20.
- I.7 Development and preparatory work (including on-site) has been progressed by Wiltshire Council during 2016/17. This included undertaking a procurement exercise (which is reflected in the FBC), the results of which were considered and approved by Wiltshire Council's Cabinet at its meeting on 4 April 2017.
- I.8 The Accountable Body's Section 151 Officer signed off the Value for Money Statement on 4 May 2017.
- I.9 The SWLEP Commissioning Group approved the FBC at its meeting on 10 May 2017 and recommended to the Board that the scheme is approved for funding.

2. Main Considerations

Introduction

- 2.1 The FBC executive summary is included as **Appendix 1**. (The full FBC document is available on the the SWLEP's website.) The FBC is structured around the Department for Transport's (DfT's) recommended five case model for a Transport Business Case: strategic case; economic case; financial case; commercial case; and management case.
- 2.2 An erratum has been produced (see **Appendix 2**) correcting some errors in the FBC's financial case chapter. While these errors are regrettable, it is not considered that they alter the underlying strong financial and economic cases of the scheme.

Strategic Case

- 2.3 A strong rationale exists for investing in infrastructure improvements along the A350 and the proposed scheme aligns well with existing plans and policies. The A350 is an important link, but high traffic volumes, particularly during the peak periods, results in congestion, delays and unpredictable journey times. The FBC quantifies the extent of the following existing problems:
- Long journey times and poor journey time reliability, particularly on the A350 approaches to Chequers Roundabout;
 - Slow vehicle speeds caused by the congestion pinch-point at Chequers Roundabout; and
 - Accidents occurring on the approaches to Chequers Roundabout – there is also the potential for increased accidents on the single-carriageway Badger-Brook section.
- 2.4 Lack of further investment on the A350 has the potential to constrain delivery of new housing development and new employment opportunities in the strategic sites around Chippenham. Furthermore, worsening congestion will potentially hinder economic growth and inward investment in all towns within the A350 Growth Zone, undermining the Wiltshire Core Strategy.
- 2.5 Five objectives have been identified for the scheme, with considerable progress expected by 2019/20, one year after scheme opening:
- **Improve connectivity** between Chippenham, the west Wiltshire towns and the A36/M4, with **reduced journey times** on the A350 approaching the Chequers Roundabout by 2020;
 - **Reduce queue lengths and delays**, improving journey time reliability on the A350 approaching the Chequers Roundabout by 2020;
 - **Reduce the frequency of personal injury accidents** on the A350 Chippenham Bypass;
 - **Facilitate housing and employment growth** along the A350 corridor and encourage inward investment by addressing known and forecast congestion pinch-points at Chippenham; and
 - **Protect the strategic role of the A350**, reducing traffic reassignment away from the corridor.

- 2.6 The scheme strongly supports the five objectives. By making targeted improvements to the A350 Chippenham Bypass, average journey times are expected to reduce, while journey time reliability is expected to improve significantly. These improvements are forecast even with considerable housing and employment growth at the strategic sites.

Economic Case

- 2.7 The economic benefits of the scheme outweigh its costs and any negative impacts. The preferred scheme has an initial estimated BCR of 5.0, and a Net Present Value (NPV) of £27.30 million. Therefore, the scheme offers **Very High Value for Money**.
- 2.8 The scheme presents no worse than slight adverse environmental impacts, for which mitigation is possible, and offers beneficial social impacts with regard to journey quality and accidents. The overall qualitative assessment is 'Neutral'.
- 2.9 The headline benefits of the scheme are:
- **Significant journey time reliability improvements** compared to the current situation, even with considerable housing and employment growth around the town;
 - **Average peak period journey times will be reduced** by 10-20% along the A350 between Bumpers Farm and Lackham Roundabouts (both directions); and
 - **Traffic flow reductions on the parallel B4528 Hardenhuish Lane and B4528 Hungerdown Lane**, as traffic is attracted back to the A350 from alternative routes.

Financial Case

- 2.10 Scheme costs have been estimated based on tender price returns, which set out the items that are required to complete the scheme and their associated costs. The scheme is anticipated to cost £7.247 million (outturn price).

Cost Category	Scheme Costs
Preparatory (including detailed design and survey work)	£0.798m
Preliminaries (including site setup and traffic management)	£1.577m
Construction (including utility diversions)	£3.760m
Site supervision	£0.400m
Land	-
Quantified Risk Budget	£0.408m
Total – 2015 prices	£6.943m
Inflation	£0.304m
Total – Outturn prices	£7.247m

Note: As a result of the erratum (see Appendix 2), preparatory costs have been amended from the £0.759m included in the FBC.

- 2.11 Forty three specific risks, which have the potential to lead to cost increases, have been identified. For each risk, a ‘mean expected value’ is calculated. The sum of these expected values is £0.408 million which is allowed for in the Quantified Risk Budget.

Commercial Case

- 2.12 A procurement process was run during late 2016 and early 2017 in accordance with Wiltshire Council’s Corporate Procurement Strategy. The work to deliver the scheme was offered to participants either individually or in a package alongside the M4 Junction 17 Improvement scheme. Following tender assessment, the successful contractor will be appointed to deliver both schemes.
- 2.13 In anticipation of this, the successful contractor provided a method statement which highlighted how the contractor’s proposed structure would generate efficiencies and streamline the scheme delivery. The methodology stated:
- Individual delivery teams for the schemes have been identified.
 - Experienced resources are available to work within both teams.
 - The delivery teams will report to the same Core Management Team and Project Board.
- 2.14 Wiltshire Council has selected the NEC3 Engineering and Construction Contract (ECC), Option B re-measurement priced contract with bill of quantities. Under Option B, Wiltshire Council has provided detailed designs and a bill of quantities, against which tenderers have provided a contract price that is built up using rates.
- 2.15 The main works contract is expected to be in place for 13 months (July 2017 to August 2018). Snagging will be undertaken by Wiltshire Council throughout

construction, to maintain a list of defects and omissions in the works, ensuring that the scheme is completed to a high standard.

- 2.16 Wiltshire Council will meet with the contractor as frequently as is deemed necessary by the Project Manager. The contractor will provide regular progress and financial updates to Wiltshire Council, which will include updates to the project programme.

Management Case

- 2.17 The successful contractor has provided a detailed programme of works which plan for how they will manage the construction phases of both the A350 Chippenham Bypass Improvement (Badger - Brook and Chequers) scheme and the M4 J17 Improvement scheme. It is expected that the construction of the M4 J17 scheme will be complete by January 2018, with the A350 scheme completed by August 2018. Assurances have been given by the contractor that unforeseen delays on one project will not affect the other, as two separate delivery teams have been identified.
- 2.18 The delivery of the A350 Chippenham Bypass Improvement (Badger – Brook and Chequers) scheme will build upon experience from the two previously delivered schemes on the A350 in March 2015 and February 2016. Wiltshire Council will establish a Project Board for delivering the A350 Chippenham Bypass Improvement (Badger – Brook and Chequers) scheme. The Project Board will take overall responsibility for its delivery and will be formed of Council representatives that have a sufficient level of authority to act on behalf of the Council. Meetings of the Project Board would take place at least monthly, but would also be linked to key milestones, where they would consider progress through Highlight and Exception Reports, changes to the risk register, and changes to the Scheme Implementation Programme.
- 2.19 Monitoring and evaluation of the scheme’s impacts is proposed to occur 1 year and 5 years after the scheme is implemented.

SWLEP Independent Technical Advisor Comments

- 2.20 The SWLEP’s Independent Technical Advisor (ITA) was sent the draft FBC on 27 March 2017 following a meeting with Wiltshire Council officers and Atkins representatives on 16 March 2017.
- 2.21 The ITA’s review is provided in **Appendix 3** and includes in the ‘Summary and conclusions’ (paragraph 1.3.1) that.
- “In general, the FBC is well written and clear, and demonstrates the development of the scheme from the OBC in Spring 2016. There is a sound and well explained case for the investment, with relatively few, and limited, risks to delivery”.*
- 2.22 The comments made by the ITA in his review and in the associated Business Case Checklist (particularly those shown with an amber rating) have been considered by Wiltshire Council officers and Atkins representatives. (See **Appendix 4.**)
- 2.23 It is anticipated that the ITA will provide comments on the issued erratum. (see **Appendix 2**) at the Board meeting.

Overview and Scrutiny Engagement

- 2.24 There has been no engagement with the SWLEP Joint Overview and Scrutiny Task Group regarding this FBC.

Safeguarding Implications

- 2.25 There are no safeguarding implications as a direct result of this proposal.

Public Health Implications

- 2.26 Environmental and social impacts are assessed in paragraphs 3.40 to 3.72 and 3.73 to 3.91 respectively, and in Appendix E and Appendix F, of the FBC.
- 2.27 The scheme presents no worse than slight adverse environmental impacts, for which mitigation is possible, and offers beneficial social impacts with regard to journey quality and accidents.

Procurement Implications

- 2.28 The procurement of the scheme has been undertaken in accordance with Wiltshire Council's Corporate Procurement Strategy.

Equalities Impact of the Proposal

- 2.29 Social impacts, including distributional impacts, are assessed in paragraphs 3.73 to 3.91 and Appendix E and F of the FBC. No significant distributional impacts are anticipated.

Environmental and Climate Change Considerations

- 2.30 Environmental impacts are assessed in paragraphs 3.40 to 3.72 and in Appendix E of the FBC.
- 2.31 The slight adverse environmental impacts that have been identified for noise, landscape, biodiversity, and water environment have been mitigated as part of the detailed design process, with potential to reduce to neutral impact.

Risk Assessment

- 2.32 A risk management strategy is included in paragraphs 6.32 to 6.38 of the FBC. A risk register is included as Appendix I of the FBC.

Financial Implications

- 2.33 Financial implications are considered as part of the FBC's Financial Case and the issued erratum. (See **Appendix 2.**)
- 2.34 In accordance with the SWLEP's Assurance Framework, the Section 151 Officer of the scheme promoting authority and of the Accountable Body was asked to sign off the Value for Money Assessment and Statement as true and accurate. This sign off was received on 4 May 2017.
- 2.35 As per paragraph 1.6, at its meeting on 13 September 2016 Wiltshire Council's Cabinet Capital Assets Committee agreed to cashflow the A350 Chippenham Bypass Improvement (Badger – Brook and Chequers) scheme for development and delivery over 2016/17 to 2018/19 rather than adhere to the Growth Deal grant profile of 2017/18 to 2019/20.

Legal Implications

- 2.36 As the accountable body, Wiltshire Council will be legally responsible for the decisions of the SWLEP in approving schemes.

Options Considered

- 2.37 Realistic alternative options were considered as part of the OBC in accordance with the DfT's business case and WebTAG processes.

Conclusions

- 2.38 Further dualling works on the A350 Chippenham Bypass would complement the first two phases of dualling works that have been undertaken during 2014 and 2015.
- 2.39 A strong rationale exists for investing in infrastructure improvements along the A350 and the proposed scheme aligns well with existing plans and policies.
- 2.40 The economic benefits of the scheme outweigh its costs and any negative impacts. The preferred scheme has an initial estimated BCR of 5.0, and a Net Present Value (NPV) of £27.30 million. Therefore, the scheme offers **Very High Value for Money**.
- 2.41 Scheme costs have been estimated based on tender price returns, which set out the items that are required to complete the scheme and their associated costs. The scheme is anticipated to cost £7.247 million (outturn price).
- 2.42 A procurement process was run during late 2016 and early 2017 in accordance with Wiltshire Council's Corporate Procurement Strategy. The main works contract is expected to be in place for 13 months (July 2017 to August 2018).
- 2.43 The successful contractor has provided a detailed programme of works which plan for how they will manage the construction phases of both the A350 Chippenham Bypass Improvement (Badger - Brook and Chequers) scheme and the M4 J17 Improvement scheme.
- 2.44 The ITA has stated that:
"In general, the FBC is well written and clear, and demonstrates the development of the scheme from the OBC in Spring 2016. There is a sound and well explained case for the investment, with relatively few, and limited, risks to delivery".
- 2.45 The Accountable Body's Section 151 Officer signed off the Value for Money Statement on 4 May 2017.
- 2.46 The SWLEP Commissioning Group approved the FBC at its meeting on 10 May 2017 and recommended to the Board that the scheme is approved for funding.
- 2.47 An erratum has been produced (see **Appendix 2**) correcting some errors in the FBC's financial case chapter. While these errors are regrettable, it is not considered that they alter the underlying strong financial and economic cases of the scheme.

A350 Chippenham Bypass Improvements (Badger-Brook & Chequers)

Full Business Case
Wiltshire Council

20 April 2017

Executive summary

Background

This document forms the Full Business Case (FBC) for the next phase of the A350 Chippenham Bypass Improvements (Badger – Brook & Chequers). Three options (Options A, B, and C) were considered in the Options Assessment Report, all of which comprise measures that are designed to increase highway capacity and act as one of the enablers for development growth in and around Chippenham and therefore accelerate economic growth along the A350 corridor:

- **Option A: Dualling the Badger to Brook gap:** dualling only the gap between the Badger and Brook Roundabouts;
- **Option B: Dualling at Chequers Roundabout:** dualling the A350 between a point approximately 250 metres north of Cepen Park South Roundabout and a point approximately 250 metres south of Chequers Roundabout, as well as works to the A4 either side of Chequers; and
- **Option C: Options A and B combined, dualling the Badger to Brook gap and Chequers Roundabout:** combining the two options above.

Two options (Options B and C) were considered for analysis in the Outline Business Case and Option C was assessed to result in a reduction in accident severity, to have a neutral (rather than slight adverse) impact on other environmental and social qualitative elements, and to result in a marginally higher benefit for greenhouse gases. Subsequently, Option C was chosen to be taken forwards as the preferred scheme for the FBC.

This FBC is structured around the DfT's recommended five case model for a Transport Business Case: strategic; economic; financial; commercial; and management. The Strategic Case discusses the advantages and disadvantages for each option in relation to policy and objectives.

The full cost of implementing the proposed scheme was estimated to be £7.2 million for the preferred option (outturn prices). The Benefit-Cost Ratio (BCR) was estimated to be 5.0, demonstrating that all options offer very high value for money.

Strategic Case

A strong rationale exists for investing in infrastructure improvements along the A350 and the proposed scheme aligns well with existing plans and policies. In the Swindon and Wiltshire Local Enterprise Partnership's Strategic Economic Plan (SEP), improvements to the A350 Chippenham Bypass are seen as a key enabler to accelerating economic growth in the A350 Growth Zone. The A350 provides an important strategic north-south link through western Wiltshire. It forms the main connection for Chippenham to the wider strategic network, including the M4 to the north and the A36 to the south.

The proposed A350 Chippenham Bypass Improvements (Badger-Brook & Chequers) scheme also aligns strongly with the economic growth aspect of the Local Transport Plan (LTP3) overarching vision, as well as supporting five specific LTP3 objectives.

Chippenham is identified as one of three Principal Settlements in the adopted Wiltshire Core Strategy and is therefore a primary focus for development (employment and housing) growth. Growth will need to be supported by necessary improvements to infrastructure. The proposed scheme will support committed and strategic development site allocations across Chippenham, in line with the draft Chippenham Site Allocations Development Plan Document. The scheme is also a key component of the draft Chippenham Transport Strategy.

The A350 is an important link, but high traffic volumes, particularly during the peak periods, results in congestion, delays and unpredictable journey times. This FBC quantifies the extent of the following existing problems:

- Long journey times and poor journey time reliability, particularly on the A350 approaches to Chequers Roundabout
- Slow vehicle speeds caused by the congestion pinch-point at Chequers Roundabout
- Accidents occurring on the approaches to Chequers Roundabout – there is also the potential for increased accidents on the single-carriageway Badger-Brook section

Lack of further investment on the A350 has the potential to constrain delivery of new homes and new employment opportunities in strategic sites around Chippenham. Worsening congestion will potentially hinder economic growth and inward investment in all towns within the A350 Growth Zone, undermining the Wiltshire Core Strategy.

Five objectives have been identified for the scheme, with considerable progress expected by 2019/20, one year after scheme opening:

- **Improve connectivity** between Chippenham, the west Wiltshire towns and the A36/M4, with **reduced journey times** on the A350 approaching the Chequers Roundabout by 2020
- **Reduce queue lengths and delays**, improving journey time reliability on the A350 approaching the Chequers Roundabout by 2020
- **Reduce the frequency of personal injury accidents** on the A350 Chippenham Bypass
- **Facilitate housing and employment growth** along the A350 corridor and encourage inward investment by addressing known and forecast congestion pinch-points at Chippenham
- **Protect the strategic role of the A350**, reducing traffic reassignment away from the corridor

The scheme strongly supports the five objectives. By making targeted improvements to the A350 Chippenham Bypass, average journey times are expected to reduce, while journey time reliability is expected to improve significantly. These improvements are forecast even with considerable housing and employment growth at the strategic sites.

Economic Case

The Economic Case has been prepared in a manner which is considered to be proportionate to the scheme investment cost.

The economic benefits of the scheme outweigh its costs and any negative impacts. The preferred scheme has an initial estimated BCR of 5.0, and a Net Present Value (NPV) of £27.30 million. Therefore, the scheme offers Very High Value for Money.

The scheme presents no worse than Slight Adverse environmental impacts, for which mitigation is possible, and offer beneficial social impacts with regard to journey quality and access to services.

The overall qualitative assessment for the preferred option is 'Neutral'. Having said this, there are safety advantages as it reduces the total number of traffic merge points that exist along the A350 Chippenham Bypass. This is achieved by completing the dualling between the Brook and Badger Roundabouts.

The headline benefits of the scheme are:

- **Significant journey time reliability improvements** compared to the current situation, even with considerable housing and employment growth around the town
- **Average peak period journey times will be reduced** by 10-20% along the A350 between Bumpers Farm and Lackham Roundabouts (both directions)
- **Traffic flow reductions on the parallel B4528 Hardenhuish Lane and B4528 Hungerdown Lane**, as traffic is attracted back to the A350 from alternative routes

The value for money (VfM) assessment for the A350 Chippenham Bypass Improvements scheme is summarised in the table below.

Assessment Type	Scheme assessment	Detail
Initial BCR	5.0	Includes only monetised benefits for journey time and operating cost savings, accident savings, and greenhouse gas emission reductions.
Net Present Value (NPV)	£27.3 million	The NPV indicates by how much the benefits of a scheme exceed the costs.
Adjusted BCR	5.8	Includes additional monetised benefits for journey time reliability, and wider impacts.
Qualitative Assessment	Neutral	Slight adverse environmental impacts exist (noise, landscape, biodiversity, water). The preferred option has moderate beneficial journey quality impacts and positive accident impacts.
VfM Category	Very High	Monetised assessments suggest that the VfM category is Very High. Qualitative assessment outcomes are not significant enough to alter the category.

The scheme is forecast to provide the following key monetised benefits (in 2010 prices):

- Business user journey time and vehicle operating cost savings of £7.767 million
- Commuting and other road user benefits of £25.563 million, also from journey time and vehicle operating cost savings
- Journey time reliability benefits of £13.1 million, spread across all road users

Sensitivity tests undertaken as part of the Economic Case demonstrate that:

- Scheme economic performance is reduced under a scenario in which there is a lower level of housing growth within Chippenham, although the BCR remains strong; and
- The BCR for the scheme remains strong under a scenario in which benefits are reduced by 20%, or cost is increased by 20%.

The scheme is forecast to have the following environmental impacts:

- **Minor increase in traffic noise** from changes in average speed
- **No change or a slight improvement in local air quality** at residential receptors
- **Slight reduction in greenhouse gas emissions** due to improved traffic flow and reduced congestion, quantified as approximately 7,541 tonnes
- **Neutral townscape and historic environment impacts**
- **Slight adverse landscape impact** due to localised vegetation loss
- **Slight adverse biodiversity and water environment impacts.** Habitat and species surveys have been undertaken as part of the ongoing design process

The slight adverse environmental impacts that have been identified for noise, landscape, biodiversity, and water environment have been mitigated as part of the detailed design process, with potential to reduce to neutral impact. No significant distributional impacts have been identified through the screening process.

Financial Case

The Financial Case presents evidence of the scheme's affordability both now (for the implementation / construction phase) and in terms of ongoing revenue liabilities (whole life costs).

Scheme costs have been estimated based on tender price returns, which set out the items that are required to complete the scheme and their associated costs. The scheme is anticipated to cost £7.191 million (outturn price). 43 specific risks, which have the potential to lead to cost increases, have been

identified. For each risk, a 'mean expected value' is calculated. The sum of these expected values is £0.408 million which is allowed for in the Quantified Risk Budget.

Cost Category	Scheme costs (£m)
Preparatory (including detailed design and survey work)	£0.767
Preliminaries (including site setup and traffic management)	£1.577
Construction (including utility diversions)	£3.760
Site Supervision	£0.400
Land	-
Quantified Risk Budget	£0.408
Total – 2015 prices	£6.912
Inflation	£0.279
Total – Outturn prices	£7.191

The A350 Chippenham Bypass Improvements is expected to have the following implications on public accounts:

- Devolved funding (Local Growth Fund) is requested to fund £7.100 million (98.7%) of the scheme implementation costs, with £3.668 million (52%) requested for the 2017/18 financial year and £2.734 million (39%) for the 2018/19 financial year
- A local contribution of £0.095 million (1.3%) of the scheme implementation costs is required, with expenditure primarily in the 2015/16 and the 2016/17 financial years
- Expenditure during the 2016/17 financial year, totalling £0.694 million, was funded initially by Wiltshire Council and will then be reclaimed from the Local Growth Fund during 2017/18
- Maintenance costs are expected to average £20,000 per annum (2016 prices), funded from local highways maintenance budgets
- Capital renewal costs over 60 years are expected to total £1.549 million (2016 prices), with the bulk of expenditure on capital renewal works taking place after approximately 40 years, funded from local highways maintenance budgets

Wiltshire Council will fund any local contributions indicated and future maintenance / capital renewal costs.

Commercial Case

The lead client on this project is Wiltshire Council. The work to deliver the scheme was offered to participants either individually, or in a package alongside the M4 Junction 17 Improvement Scheme. Following tender assessment, the preferred contractor will be appointed to deliver both schemes.

The successful contractor provided a method statement in the eventuality of being awarded the combined contract. The methodology highlighted how the contractors' proposed structure would generate efficiencies and streamline the scheme delivery. The methodology stated:

- Individual delivery teams for J17 and A350 have been identified
- Experienced resources are available to work within both teams
- The delivery teams will report to the same Core Management Team and Project Board

The total procurement value of the scheme is £6.665 million, of which £5.237 million (outturn prices for construction and preliminaries elements only) is for A350 Chippenham Bypass Improvements. However, costs which are currently included in the risk budget may be transferred across into the construction costs as the scheme is developed, leading to an increase in the actual value to be procured. The procurement process was run in strict accordance with the legislative framework set out within the Wiltshire Council Corporate Procurement Strategy (2012).

Wiltshire Council has selected the NEC3 Engineering and Construction Contract (ECC), Option B re-measurement priced contract with bill of quantities. Under Option B, Wiltshire Council has provided detailed designs and a bill of quantities, against which tenderers have provided a contract price that is built up using rates.

The main works contract is expected to be in place for 13 months (July 2017 to August 2018). Snagging will be undertaken by Wiltshire Council throughout construction, to maintain a list of defects and omissions in the works, ensuring that the scheme is completed to a high standard.

Wiltshire Council will meet with the contractor as frequently as is deemed necessary by the Project Manager. The contractor will provide regular progress and financial updates to Wiltshire Council, which will include updates to the project programme.

Management Case

The A350 Chippenham Bypass Improvements scheme is being procured in combination with the M4 Junction 17 scheme. The successful contractor has provided a detailed programme of works which plan for how they will manage the construction phases of both schemes. It is expected that the construction of M4 Junction 17 will be complete by January 2018, with the A350 completed by August 2018. Assurances have been given by the contractor that unforeseen delays on one project will not affect the other, as two separate delivery teams have been identified.

The delivery of the A350 Chippenham Bypass Improvements scheme will build upon experience from the local pinch-point scheme, completed by Wiltshire Council in March 2015, and the Bumpers Farm improvements, completed in February 2016. Wiltshire Council will establish a Project Board for delivering the A350 Chippenham Bypass Improvements. The Project Board will take overall responsibility for its delivery and will be formed by Council representatives that have a sufficient level of authority to act on behalf of the Council. Meetings of the Project Board would take place at least monthly, but would also be linked to key milestones, where they would consider progress through Highlight and Exception Reports, changes to the risk register, and changes to the Scheme Implementation Programme.

This FBC represents Stage 4 of the SWLEP agreed 'business case development' process. The SWLEP will use the FBC, combined with the tender results, to decide whether the scheme should progress to construction. Following FBC approval, Wiltshire Council will proceed to select a contractor for the commencement of construction.

Public consultation for the scheme is not planned due to the limited scale of the scheme, however the public and stakeholders will be kept abreast of the scheme milestones.

Monitoring and evaluation of the scheme's impacts will occur 1 year and 5 years after the scheme is implemented. A budget of £10,000 has been established to fund the monitoring and evaluation of the scheme, specifically monitoring queue lengths and delays experienced at the junction as well as reviewing collision rates.

A350 Chippenham Bypass Improvements (Badger-Brook & Chequers) Full Business Case

Erratum

Introduction

This erratum corrects some errors in Chapter 4 'The financial case' (and corresponding text in the Executive Summary) of the A350 Chippenham Bypass Improvements (Badger-Brook & Chequers) Full Business Case (FBC).

These errors have come to light following a reconciliation between Atkins estimated FBC figures for 2015/16 and 2016/17, and an omission of the figure for 2014/15 in the FBC, and Wiltshire Council's SWLEP LGF financial summary for the scheme. While the errors are regrettable, it is not considered that they alter the underlying strong financial and economic cases of the scheme. In addition, any costs incurred over and above the £7.1 million LGF allocation will be met by Wiltshire Council as set out by Parvis Khansari, Associate Director, Highways and Transport in an email to Michael Hudson, Section 151 Officer on 10 May 2017.

Financial Case Corrections

1) Table 4-1 needs to be amended as follows to reflect the required changes to Table 4-2 and Table 4-3 (see below):

Table 4-1 Implementation cost estimates

Cost Category	Scheme costs (£m)
Preparatory (including detailed design and survey)	£0.798
Preliminaries (including site setup and traffic)	£1.577
Construction (including utility diversions)	£3.760
Site Supervision	£0.400
Land	-
Quantified Risk Budget	£0.408
Total – 2016 prices	£6.943
Inflation	£0.304
Total – Outturn prices	£7.247

- 2) The base cost in paragraph 4.4 needs to be amended to £6.943m (as per the revised Table 4-1, Table 4-2 and Table 4-3).
- 3) Para 4.5 needs to be amended to remove reference to the LGF: *“Preparatory costs include allowances for the following ~~(these are not included within the cost of the devolved Local Growth Fund bid and are to be paid for directly through local funding contribution)~~”.*
- 4) The estimated outturn price for the scheme shown in paragraph 4.18 needs to be amended to £7.247m (as per the revised Table 4-1, Table 4-2 and Table 4-3).
- 5) Table 4-2 needs to be amended to reflect the addition of 2014/15 costs and revised preparatory costs incurred in 2015/16 and 2016/17:

Table 4-2 Estimated outturn spend profile

Cost element	Year cost are incurred (millions)						Total
	2014/15	2015/16	2016/17	2017/18	2018/19	2019/20	
Preparatory (including detailed design and survey work)	£0.010	£0.126	£0.636	£0.032	-	£0.010	£0.814
Preliminaries and construction (including stats diversions)		-	£0.063	£3.171	£2.386	-	£5.620
Site Supervision		-	-	£0.231	£0.174	-	£0.405
Quantified Risk Budget		-	-	£0.234	£0.173	-	£0.408
Total	£0.010	£0.126	£0.699	£3.668	£2.734	£0.010	£7.247

- 6) Paragraph 4.23 needs to be amended to:

“The amount from the Local Growth Fund to implement the construction is £6.265 million. This is to be spread across the 2017/18 and 2018/19 financial years, with 59% in 2017/18 and 41% in 2018/19. An estimated funding profile for the scheme is shown in Table 4-3 split by financial year”.

7) Paragraph 4.25 needs to be amended to:

“Wiltshire Council’s spend of £0.010 million in 2014/15, £0.126 million in 2015/16 and £0.699 million in 2016/17 has been clearly identified within the scheme’s outturn cost and includes service diversions, pre-construction surveys and detailed design. This spend is considered appropriate capital costs, and Wiltshire Council will therefore request to reclaim £0.835 million from the Local Growth Fund. The total devolved request funding from the Local Growth Fund is the budgeted £7.100 million apportioned to the scheme”.

8) Paragraph 4.26 needs to be removed in order to reflect the above and revised Table 4-3 below.

9) Paragraph 4.27 needs to be amended to:

“A local contribution of 2% of the total scheme implementation costs will be sought towards funding the scheme, totalling £0.147 million. This will cover costs incurred during 2018/19 and the £0.010 million monitoring costs to be incurred post 2018/19”.

10) Table 4-3 needs to be amended to reflect the addition of 2014/15 costs, revised costs incurred in 2015/16 and 2016/17, and the addition of a local contribution from Wiltshire Council in 2018/19.

Table 4-3 Estimated funding profile

Organisation funding source	Year cost are incurred (millions)						Total
	2014/15	2015/16	2016/17	2017/18	2018/19	2019/20	
Local Contribution					£0.137	£0.01	£0.147
Local Growth Fund (reclaimed)	£0.010	£0.126	£0.699				£0.835
Local Growth Fund				£3.668	£2.597		£6.265
Total	£0.010	£0.126	£0.699	£3.668	£2.734	£0.010	£7.247

11) Paragraph 4.28 needs to be amended to:

“The A350 Chippenham Bypass Improvements scheme is expected to have the following implications on public accounts:

- *Devolved funding (Local Growth Fund) is requested to fund £7.100 million (98%) of the scheme implementation costs, with £3.668 million (requested for the 2017/18 financial year and £2.597 million for the 2018/19 financial year.*
- *A local contribution of £0.147 million (2%) of the scheme implementation costs is required, with expenditure in 2018/19 and 2019/20.*
- *Expenditure during the 2014/15, 2015/16 and 2016/17 financial years, totalling £0.835 million, was funded initially by Wiltshire Council and will then be reclaimed from the Local Growth Fund during 2017/18.*
- *Maintenance costs are expected to average £20,000 per annum (2016 prices), funded from local highways maintenance budgets.*
- *Capital renewal costs over 60 years are expected to total £1.549 million (2016 prices), with the bulk of expenditure on capital renewal works taking place after approximately 40 years, funded from local highways maintenance budgets.*

Executive Summary Corrections

The financial case section in the Executive Summary needs to be amended as follows:

Financial Case

The Financial Case presents evidence of the scheme’s affordability both now (for the implementation / construction phase) and in terms of ongoing revenue liabilities (whole life costs).

Scheme costs have been estimated based on tender price returns, which set out the items that are required to complete the scheme and their associated costs. The scheme is anticipated to cost £7.247 million (outturn price). 43 specific risks, which have the potential to lead to cost increases, have been identified. For each risk, a ‘mean expected value’ is calculated. The sum of these expected values is £0.408 million which is allowed for in the Quantified Risk Budget.

Cost Category	Scheme costs (£m)
Preparatory (including detailed design and survey)	£0.798
Preliminaries (including site setup and traffic)	£1.577
Construction (including utility diversions)	£3.760
Site Supervision	£0.400
Land	-
Quantified Risk Budget	£0.408
Total – 2016 prices	£6.943

Inflation	£0.304
Total – Outturn prices	£7.247

The A350 Chippenham Bypass Improvements is expected to have the following implications on public accounts:

- *Devolved funding (Local Growth Fund) is requested to fund £7.100 million (98%) of the scheme implementation costs, with £3.668 million (requested for the 2017/18 financial year and £2.597 million for the 2018/19 financial year.*
- *A local contribution of £0.147 million (2%) of the scheme implementation costs is required, with expenditure in 2018/19 and 2019/20.*
- *Expenditure during the 2014/15, 2015/16 and 2016/17 financial years, totalling £0.835 million, was funded initially by Wiltshire Council and will then be reclaimed from the Local Growth Fund during 2017/18.*
- *Maintenance costs are expected to average £20,000 per annum (2016 prices), funded from local highways maintenance budgets.*
- *Capital renewal costs over 60 years are expected to total £1.549 million (2016 prices), with the bulk of expenditure on capital renewal works taking place after approximately 40 years, funded from local highways maintenance budgets.*

A350 CHIPPENHAM BYPASS IMPROVEMENT SCHEME

FULL BUSINESS CASE REVIEW

IDENTIFICATION TABLE	
Client/Project owner	SWLEP
Project	A350 Chippenham Bypass improvement scheme
Title of Document	Full Business Case review
Type of Document	Technical Note
Date	07/04/2017
Reference number	104810/GB01T15D83/10
Number of pages	3

1.1 Introduction

- 1.1.1 This note represents comments from the Independent Technical Advisor on Wiltshire Council's Full Business Case (FBC) for the A350 Chippenham Bypass improvement scheme. These comments are based on an FBC dated 24 March 2017, and supporting appendices. A completed red-amber-green (RAG) assessment of the FBC with respect to the five cases accompanies this review of the principal issues.

1.2 ITA comments, and implications for the decision making process

- 1.2.1 The information presented to the LEP needs to conform to the requirements of the Assurance Framework, and as far as possible be consistent with the philosophy formerly adopted by the Department for Transport when it centrally assured the business cases for local transport investments, including adherence to WebTAG in the appraisal of the scheme (see LEP Assurance Framework, Appendix B, January 2017, operational from April 2017).
- 1.2.2 The Full Business Case has a "far greater emphasis on commercial, financial and management cases, ensuring arrangements are appropriate for effective delivery, including necessary statutory and procurement requirements (as appropriate)" (see LEP Assurance Framework, section 116, January 2017, operational from April 2017).

1.3 Summary and conclusions

- 1.3.1 In general, the FBC is well written and clear, and demonstrates the development of the scheme from the OBC in Spring 2016. There is a sound and well explained case for the investment, with relatively few, and limited, risks to delivery.
- 1.3.2 There are one or two caveats or aspects where further information or clarification will be beneficial. These include:
- The stakeholder engagement undertaken directly on this proposed investment is limited, and less detailed than would normally be expected for an investment of this size. The promoter, Wiltshire Council, has noted the long history of the proposal, and that intention to dual the bypass has featured in three statutory plan consultations. There has been recent engagement on the proposals with both the local constituency MP, and the Chippenham Area Board.
 - A limited number of technical queries within the analysis undertaken to demonstrate the economic case. A number of sensitivity tests have demonstrated the robustness of the case, with all tests showing BCRs greater than 4 (representing very high value for money) in support of a central case BCR of 5. The economic case therefore appears robust.
 - A separate value for money statement should be provided.
- 1.3.3 The notes below, together with the RAG assessment that accompanies this summary report, provide more detail where this further information and clarity could be provided.

1.4 Strategic Case

- 1.4.1 While the strategic case is well written, the principal concern is the approach to direct stakeholder engagement on this specific investment proposal.
- 1.4.2 The evidence presented on stakeholders, and engagement, is weak. Specific engagement and consultation should have taken place on the proposals under consideration. The justification for not having conducted more engagement is that the principal of dualling the route was established in the 1990s when the route was constructed and passive provision was made for

the route, and that intention to dual the bypass has featured in three statutory plan consultations.

- 1.4.3 Notwithstanding that recent engagement on the proposals has taken place with both the local constituency MP and the Chippenham Area Board, it would have been helpful to have seen evidence of a more detailed engagement process with the wider community on these specific proposals.

1.5 Economic Case

- 1.5.1 The most significant issue with the economic case remains the age of the data, an issue that has been carried through from the OBC. The scheme promoter acknowledges these issues and has provided an explanatory note, identifying that it feels that the approach is appropriate within a context of proportionality. The text below comes from my initial review of the proposal at OBC stage:
- 1.5.2 *“The appraisal has made use of the Chippenham S-Paramics Transport Model, using the same approach as adopted for the A350 Chippenham Bypass Improvements (Bumpers Farm) scheme, which gained funding approval in April 2015. The Chippenham S-Paramics Model has a base year of 2007, with a multi-modal update in 2010. Local Model Validation Reports (LMVRs) for these models have now been seen in order to determine their suitability for testing the A350 Dualling scheme, and in strict WebTAG terms the data is old. This is the principal concern around the development of the economic case, but the model was, as noted, used to appraise the recent Bumpers Farm investment, and the value for money case for this subsequent proposal is strong, with all cases appraised and presented representing very high value for money.”*
- 1.5.3 A number of sensitivity tests have been provided. These cover low and high growth, a 20% reduction in benefits and a 20% increase in costs. None of the tests show the Benefit Cost Ratio (BCR) falling below 4, or very high value for money. I’m content that extensive, and expensive, work to update the model data is unlikely to affect the strong economic case for the investment, and accept that the analysis presented is sufficient in this instance.
- 1.5.4 A further test has been presented on Option B (an alternative option discussed in more detail in the OBC), this shows a BCR of 5.2 which is slightly higher than the central case scenario of the preferred option. However the rationale for continuing with the preferred option is based around the distribution of the types of benefit, with the preferred option generating greater safety improvements and environmental benefits than Option B. The overall value for money case for the preferred option is therefore convincing.
- 1.5.5 In line with guidance issued by government [as contained in Appendix B of the Local Enterprise Partnership National Assurance Framework, DCLG, November 2016] a separate value for money statement should be presented. All of the information and evidence for this statement is to be found within the business case, but it should be presented as a free standing document in addition to the business case.
- 1.5.6 Local Enterprise Partnerships will need to put in place a process for producing a Value for Money (VfM) statement for all schemes put forward for approval summarising their overall assessment of the economic case.

1.6 Financial, Commercial and Management Cases

- 1.6.1 These three cases are developed to an appropriate stage in most aspects for FBC. Some further information has been provided since the OBC was reviewed, with in particular more clarity in the commercial case now that a contractor is in place.

- 1.6.2 The local contribution to costs identified, at 2%, is low. Promoters should demonstrate that they have explored all possible sources of local funding, though the requirement for a minimum level of local contribution has now been removed.
- 1.6.3 The only other aspects to which particular attention is drawn at the present time are stakeholder engagement, and contingency plans. In terms of stakeholder engagement, this should be linked to the evidence presented of engagement undertaken to date, on which there are comments above. The focus in the current section is on communications. There is currently no detail provided on contingency plans which would be expected within a Full Business Case.

APPROVAL

Version	Name		Position	Date	Modifications
1	Author	JJ	Principal	03/04/2017	
	Checked by			DD/MM/YY	
	Approved by	MR	Market Director – Local Transport	07/04/2017	

Business Case Checklist: A350 Chippenham Bypass Improvements FBC



Strategic Case

Issue	Description	RAG	Notes	Wiltshire Council / Atkins Response
Business Strategy	Provide the context for the business case by describing the strategic aims and responsibilities of the organisation responsible for the proposal e.g. the Department, Highways Agency, Local Authority, Network Rail, etc.		Section 2.23 outlines the key plans and policies of Wiltshire Council.	
Problem identified	Describe the problem identified. What is the evidence base underpinning this? Is there justification for Government intervention?		<p>The 4 problems clearly identified within the OBC remain the basis of the strategic case.</p> <p>Only one of the problems relates to Brook and Badger Roundabout section, and the evidence here relating to the Brook to Badger roundabout section is not compelling (only 1 accident appears directly attributed to this section) in terms of current problems.</p> <p>The issues/problems described around the Brook and Badger Roundabout section appear to be more related to the impact of not changing (see below) such as the potential for future accident problems, and the inconsistency of an 'unimproved' section between recently upgraded lengths of route.</p> <p>Three of the four problems are evidenced using TomTom data April – May 2015. This recent data does provide evidence on problems of journey times, and has now been verified and supported using a supplementary source, namely Traffic Master data for the same period.</p>	Slow journey times in the AM peak southbound in the Badger-Brook section were referenced in section 2.15. Additional text has been added to section 2.4 and 2.5 which now clarifies this issue as an existing problem.
Impact of not changing	What is the impact of not changing?		<p>Good narrative on the impact of not changing and references to modelling which has been undertaken.</p> <p>Some headline outputs from the modelling undertaken has been included to illustrate the problems identified.</p>	
Internal drivers of change	What is driving the need to change e.g. improved technology, new business/service development as result of policy?		Not explicitly covered.	
External drivers of change	What is driving the need to change e.g. legislation, pressure from public/other government departments?		Not explicitly covered.	
Objectives	Establish specific, measurable, achievable, realistic and time-bound objectives that will solve the problem identified. Ensure that they align with the organisation's strategic aims.		Five specific objectives are included that are SMART (specific, measurable, achievable, realistic, and time-bound). Some objectives have specific time-bound elements, and all are covered by the introductory timeframe.	
Measures for success	Set out what constitutes successful delivery of the objectives		Five indicators provided, covering six targets and clearly linked back to the objectives above.	

Issue	Description	RAG	Notes	Wiltshire Council / Atkins Response
Scope	Explain what the project will deliver and also what is out of scope.		Geographical scope of scheme clearly identified.	
Constraints	High level internal/external constraints e.g. technological environment, is there capability to deliver in-house, major contracts with provider, etc.		The focus of constraints remains on physical issues on sites, with the only other constraint identified being the procurement of the scheme jointly with the M4 J17 works.	Additional text has been added to paragraphs 2.48 and 2.49 to explain how the potential for delivery constraint has been minimised.
Interdependencies	Internal/external factors upon which the successful delivery of project are dependent.		Linkages with 2 other schemes are highlighted, although construction on these is now completed, therefore no risk. Joint procurement with the M4 J17 scheme is also highlighted, however it is identified that separate delivery teams have been identified for the two schemes.	
Stakeholders	Outline the main stakeholder groups and their contribution to the project. Note any potential conflicts between different stakeholder groups and their demands.		The approach to stakeholder engagement remains centred on the principle of dualling the route having been established at the time of construction of the bypass in the 1990s when passive provision was provided. This ambition and intention has been included within a number of subsequent statutory plan consultations. It is acknowledged that specific consultation on this project has not been undertaken directly (2-54). Ideally the FBC should outline the main stakeholder groups and provide evidence on their attitudes to the proposed scheme. There has been recent engagement with both the constituency MP, and the Chippenham Area Board, in February and March of 2017 respectively.	It is accepted that the approach to stakeholder engagement has been limited in the progression of this scheme. The reasons for this, and the stakeholder engagement that has been carried out and is planned to be undertaken by Wiltshire Council and the contractor, are set out in the section 'Stakeholders' (paragraphs 2.54 to 2.59). In addition, it should be noted that the OBC was placed on the SWLEP's website during April/May 2016 (ahead of the SWLEP Board meeting on 11 May 2016) and an article was included in the 2 May 2016 edition of Wiltshire Council's Parish Newsletter (which is distributed to a network of stakeholders and other organisations).
Options	Set out all the options identified (including do nothing) and evaluate their impact on the proposal's objectives and wider public policy objectives. Risks associated with each option should be identified as should any risks common to all options.		All options are identified and assessed in Appendix B section 3 and 4. Significant explanation also provided in the strategic case.	

The Economic Case

Issue	Description	RAG	Notes	Wiltshire Council / Atkins Response
Introduction	Outline approach to assessing value for money.		The promoter has built upon the approach that was used in the OBC, justified on the basis that the model is the same one used on the approach for the funded Bumpers Farm scheme. The promoter acknowledges that the data used in modelling is, in strict WebTAG terms, now old, being based on 2007 data and model. The approach to variable demand modelling (VDM) would have benefited from more clarity of explanation. It is ruled out because the scheme will have no appreciable effect on travel choices (e.g. mode choice or distribution) in the corridor, in spite of hints in the OBC (at 3.2.2.) that this is the case.	It is understandable that the identified issues with the modelling are made clear to the SWLEP Board by the ITA and the amber marking here is accepted.

Issue	Description	RAG	Notes	Wiltshire Council / Atkins Response
Options appraised	A list of the options (set out in the strategic case) that have been appraised.		Option C has been tested as the preferred option, with the economics on Option B presented as a sensitivity test, carried through from the OBC.	
Sensitivity and Risk Profile	Set out how changes in different variables affect the Net Present Value/Net Present Cost. The risk profile should show how likely it is that these changes will happen.		Sensitivity tests are provided on low and high growth and a 20% increase in costs and 20% reduction in benefits.	
Appraisal Summary Table	See WebTAG for detailed guidance on producing the Appraisal Summary Table.		Appraisal Summary Tables completed.	
Value for Money Statement	See Value for Money guidance on producing the VfM statement.		A strong case is presented with a BCR in excess of 4 in the central case and all sensitivity tests. The BCR for Option B is slightly higher than the preferred option (C), however Option C is justified based on the value of safety and environmental benefits. Detailed VfM statement presented in the business case, which needs also to be presented as a free standing document.	A separate VfM Statement is now included as Appendix D.

The Financial Case

Issue	Description	RAG	Notes	Wiltshire Council / Atkins Response
Introduction	Outline the approach taken to assess affordability			
Costs	Provide details of: the expected whole life costs when they will occur breakdown and profile of costs by those parties on whom they fall; and any risk allowance that may be needed (in the event of things going wrong)		A quantified risk budget has been presented, along with an appropriate breakdown of costs. However, there is some concern over the detail of the costs as it is not possible to fully reconcile the tender prices presented in Appendix F with the figures presented in Table 4.2, even allowing for inflation costs.	Statutory undertakers' equipment diversions costs of £167,000 have been included in the construction costs - these are not shown in the tender prices in Appendix F as they were not included within the tender contract. Text has been added to paragraph 4.3 to explain this.
Budgets/ Funding cover	Provide analysis of the budget/funding cover for project. Set out if relevant, details of other funding sources (e.g. third party contributions, fees)		The budget and funding cover is presented clearly. The local contribution is only 2%.	It is assumed that this is shown as 'Amber' due to the relatively low local contribution.
Accounting implications	Describe expected impact on organisation's balance sheet.		Description of expected impact on Wiltshire Council's balance sheet is provided.	

The Commercial Case

Issue	Description	RAG	Notes	Wiltshire Council / Atkins Response
Introduction	Outline the approach taken to assess commercial viability			

Issue	Description	RAG	Notes	Wiltshire Council / Atkins Response
Output based specification	Summarise the requirement in terms of outlines and outputs, supplemented by full specification as annex		Section 5.4 onwards summarises the requirements in terms of outputs, considers risk transfer and other key procurement considerations.	
Procurement strategy	Detailed procurement/purchasing options including how they will secure the economic, social and environmental factors outlined in the economic case		A number of options discussed with "Full Works Information Pack" being used. This appears to be a variant on the "traditional contract" option. The procurement has now taken place jointly with the M4 J17 scheme.	
Sourcing options	Explain the options for sources of provision of services to meet the business need e.g. partnerships, framework, existing supplier arrangements, with rationale for selecting preferred sourcing option.		Sourcing options approach discussed.	
Payment mechanisms	Set out the proposed payment mechanisms that will be negotiated with the providers e.g linked to performance and availability, providing incentives for alternative revenue streams (see the Office for Government Commerce's Achieving Excellence briefing for advice on payment mechanisms for construction projects)		Approach describes chosen payment mechanism which is "priced contract with bill of quantities". Payment incentives have not been included to avoid insurance premiums being priced into a tender.	
Pricing framework and charging mechanisms	To include incentives, deductions and performance targets.		These are not included in the contract to avoid insurance premiums being priced into the contract.	
Risk allocation and transfer	Present an assessment of how the types of risk might be apportioned or shared, with risks allocated to the party best placed to manage them subject to achieving value for money.		Description of risk allocation is provided.	
Contract length	Set out scenarios for contract length (with rationale) and proposed key contractual clauses.		Details on contract length provided. Overall contract includes M4 J17 scheme and runs July 2017 to August 2018. Chippenham Bypass work covers the full length of the contract.	
Human resource issues	Personnel/people management/trade union implications, where applicable including TUPE regulations.		It is noted that tenders were scrutinised to ensure separate delivery teams for M4 J17 and Chippenham Bypass work, to make sure there is sufficient resource to cover the work.	
Contract management	Provide a high level view of implementation timescales. Detail additional support for in service management during roll out closure. Set out arrangements for managing contract through project/service delivery.		Acceptable narrative is provided.	

The Management Case

Issue	Description	RAG	Notes	Wiltshire Council / Atkins Response
Introduction	Outline the approach taken to assess if the proposal is deliverable			
Evidence of similar projects	If possible, provide evidence of similar projects that have been successful, to support the recommended project approach. If no similar projects are available for comparison, outline the basis of assumptions for delivery of this project e.g. comparison with industry averages for this kind of work.		Similar schemes identified with a focus on the adjacent and completed Bumpers Farm works, which was delivered early and on budget.	
Programme/project dependencies	Set out deliverables and decisions that are provided/received from other projects		Joint procurement with M4 J17 identified.	
Governance, organisational structure and roles	Describe key roles, lines of accountability and how they are resourced.		Acceptable narrative.	
Programme/project plan	Plan with key milestones and progress, including critical path		Very detailed project plan is included in Appendix J.	The Scheme Implementation Programme is now Appendix K.
Assurance and approvals plan	Plan with key assurance and approval milestones		Acceptable narrative and assurance and approvals included in project plan Appendix J.	As above.
Communications and stakeholder management	Develop communications strategy for the project		Minimal stakeholder engagement with focus on communications plan relating to delivery.	See response in relation to 'Stakeholders' in Strategic Case.
Programme/Project reporting	Describe reporting arrangements		Acceptable narrative provided.	
Implementation of work streams	Summary of key work streams for executing the work		Information on work streams and their status provided.	
Key issues for implementation	Issues likely to affect delivery and implementation		Summary of key physical issues for implementation provided.	
Contract management	Summarise outline arrangements. Confirm arrangements for continuity between those involved in developing the contract and those who will subsequently manage it.		Not dealt with explicitly in management case, but some coverage in commercial case.	Noted.
Risk management strategy	Arrangements for risk management and its effectiveness so far.		Approach to managing risks provided including allocation of risk to risk owners. Risk Register is provided in Appendix H.	The Risk Register is now Appendix I.
Benefits realisation plan	Set out approach to managing realisation of benefits.		A Benefit Realisation Plan is include in Appendix I.	The Benefits Realisation Plan is now Appendix J.
Monitoring and evaluation	Summarise outline arrangements for monitoring and evaluating the intervention		Updated monitoring and evaluation plan provided in Appendix I.	As above.

Issue	Description	RAG	Notes	Wiltshire Council / Atkins Response
Contingency plan	Summarise outline arrangements for contingency management such as fallback plans if service implementation is delayed		No contingency plan provided.	
Options	Summarise overall approach for project management at this stage of project.		Overall approach provided in introduction	

Key to assessment

Red	High risk with potential to seriously affect delivery – potential ‘show stopper’	
Red-amber	Significant risks that LEP Board should be aware of in the delivery of the investment	
Amber	Some risks, unlikely to be a significant issue in delivery	
Green	Broadly satisfactory treatment within the business case, with very limited risk to delivery	

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Meeting & Date:	SWLEP Board Meeting – Thursday, 25 May 2017		
Subject:	Finance Report – LGD Budget		
Attachments:	None		
Author:	Ian Durston	Total no of sheets: (inc cover sheet)	11

Papers are provided for:	Approval <input type="checkbox"/>	Discussion <input type="checkbox"/>	Information <input checked="" type="checkbox"/>
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Summary & Recommendation:

This paper is for information and summarises the current financial status across the various streams of LGF funding, including the 16/17 year end position.

For LGF projects, the grant allocation was underspent by £1,945,548 in financial year 16/17, though spend is forecast to be back on profile by the end of 17/18.

LGF Finance Summary

I. LGF

I.1 The following projects fit into this category

Growth Deal Round 1

- A350 Chippenham Bypass Dualling (Bumpers Farm)
- A350 Chippenham Bypass Dualling (Badger, Brook and Chequers)
- A429 Access Improvements (Malmesbury)
- LGF Sustainable Transport (LSTF)
- M4 Junction 16 Improvements
- Porton Science Park
- Swindon Rapid Transit

Growth Deal Round 2

- Mansion House (Corsham)
- M4 Junction 17 Improvements
- Swindon Bus Exchange
- Yarnbrook West Ashton Relief Road

Substituted Projects (for M4 Junction 15)

- Salisbury Plain Heritage Centre
- Swindon Museum and Art Gallery
- Ultra Fast Broadband

Growth Deal Round 3

- Wiltshire College - Salisbury
- Wiltshire College - Lackham
- Maltings and Central Car Park - Salisbury

I.2 Table I shows the actual spend for each project at the 16/17 financial year end (green lines) against what had been forecast to be spent during the course of the year (blue lines). At the bottom of the table is the total of all the project lines, plus the profile of the grant that we receive from BEIS (shown in the orange line). These total lines are shown graphically in Figure 1a.

I.3 Figure 1b also shows the position of total cumulative forecast profiled spend against the total cumulative grant.

I.4 In 15/16, there was an underspend of £2,251,000 against the grant we were awarded. This was mainly due to the delays to Porton Science Park while ESIF

funding was agreed. We do not lose this money as BEIS effectively allow us to carry it over to the next year.

- 1.5 In 16/17, there has been an additional underspend of £1,945,548. This is due to further delays with the spend on Porton Science Park and some delays to spend on the M4 Junction 16 project, though construction has now started on both of these projects. There is also some delay to the Corsham Mansion House project (refer to Highlight Reports). Again, this money can be carried over to the next year.
- 1.6 The total underspend from 15/16 and 16/17 is £4,196,548. From 17/18, it had been forecast for spend to have caught up with the grant by the end of the year – i.e. the grant award for 17/18 would be spent as well as the £4,196,348 underspend from previous years. Figure 1b does now show the forecast spend falling slightly short of the grant profile in 17/18 as BEIS have allocated a higher grant figure for LGF3 projects than we actually requested (LGF 3 projects were not included in previous reports). This can be managed and an exercise is currently underway with the projects to review and refine their forecast spend profile going forward, so an update on this will be provided for the July 2017 Board Meeting.
- 1.7 It should also be noted that BEIS have awarded £89,630 of grant over and above the forecast profiling of the projects. How this money is to be used is to be determined.

Table 1

		Q1 15/16	Q2 15/16	Q3 15/16	Q4 15/16	Total 15/16	Q1 16/17	Q2 16/17	Q3 16/17	Q4 16/17	Total 16/17	17/18	18/19	19/20	20/21	TOTAL
A350 Bumpers Farm - COMPLETE	Forecast Profile Spend				1,670,000	1,670,000					0					1,670,000
	Actual Spend to Date				1,670,000	1,670,000					0					1,670,000
A429 Malmesbury - COMPLETE	Forecast Profile Spend				1,400,000	1,400,000					0					1,400,000
	Actual Spend to Date				1,400,000	1,400,000					0					1,400,000
Porton Science Park	Forecast Profile Spend					0	667,000	1,133,000	400,000		2,200,000	1,800,000				4,000,000
	Actual Spend to Date					0		626,800	1,235,400		1,862,200					1,862,200
A350 West Ashton/Yarnbrook	Forecast Profile Spend					0	117,300				117,300			2,282,700	3,100,000	5,500,000
	Actual Spend to Date					0	117,300				117,300					117,300
M4 Junction 17	Forecast Profile Spend					0	35,645	99,955			135,600			364,400		500,000
	Actual Spend to Date					0			101,500	38,900	140,400					140,400
Corsham Mansion House	Forecast Profile Spend				26,200	26,200	4,700	25,000	130,000	94,500	254,200	2,169,600	50,000			2,500,000
	Actual Spend to Date				26,200	26,200			91,000	64,500	155,500					181,700
A350 Dualling Chippenham Bypass	Forecast Profile Spend					0	193,000	155,000	161,000	161,000	670,000	1,133,854	2,683,246	2,612,900		7,100,000
	Actual Spend to Date					0			667,000		667,000					667,000
Ultra Fast Broadband	Forecast Profile Spend					0					0	1,000,000				1,000,000
	Actual Spend to Date					0					0					0
Salisbury Plain Heritage Centre	Forecast Profile Spend					0					0	425,000	925,000			1,350,000
	Actual Spend to Date					0					0					0
Swindon Museum and Art Gallery	Forecast Profile Spend					0					0	425,000	925,000			1,350,000
	Actual Spend to Date					0					0					0
LGF Sustainable Transport (LSTF)	Forecast Profile Spend	16,000	99,000	73,000	1,038,800	1,226,800	-409,000	322,000	158,000	1,015,000	1,086,000	1,437,200				3,760,000
	Actual Spend to Date	16,000	99,000	73,000	1,038,800	1,226,800	-409,000	322,000	158,000	1,015,000	1,086,000					2,312,800
M4 Junction 16	Forecast Profile Spend	80,000	86,000	54,000	656,000	876,000	-125,000	812,000	904,000	3,094,000	4,685,000	3,479,000		-3,120,000		5,920,000
	Actual Spend to Date	80,000	86,000	54,000	656,000	876,000	-125,000	812,000	904,000	2,594,500	4,185,500					5,061,500
Rapid Transit	Forecast Profile Spend					0			27,000	99,000	126,000	3,321,000	3,283,000	3,120,000		9,850,000
	Actual Spend to Date					0			27,000	28,500	55,500					55,500
Swindon Bus Exchange	Forecast Profile Spend					0					0	737,000	2,063,000	200,000		3,000,000
	Actual Spend to Date					0					0					0
Wiltshire College - Salisbury	Forecast Profile Spend					0					0	2,300,000	2,300,000	2,300,000	6,930,000	13,830,000
	Actual Spend to Date					0					0					0
Wiltshire College - Lackham	Forecast Profile Spend					0					0	1,360,000	1,360,000	1,360,000	4,120,000	8,200,000
	Actual Spend to Date					0					0					0
Maltings & Central Car Park - Salisbury	Forecast Profile Spend					0					0	1,250,000	1,250,000	1,250,000	2,309,682	6,059,682
	Actual Spend to Date					0					0					0
TOTAL Forecast Profile		96,000	185,000	127,000	4,791,000	5,199,000	483,645	2,546,955	1,780,000	4,463,500	9,274,100	20,837,654	14,839,246	10,370,000	16,459,682	76,979,682
TOTAL Actual		96,000	185,000	127,000	4,791,000	5,199,000	-416,700	1,134,000	2,575,300	4,976,800	8,269,400	0	0	0	0	13,468,400
Grant Annual						7,450,000					10,214,948	19,279,293	16,330,160	8,167,812	16,627,417	77,069,630

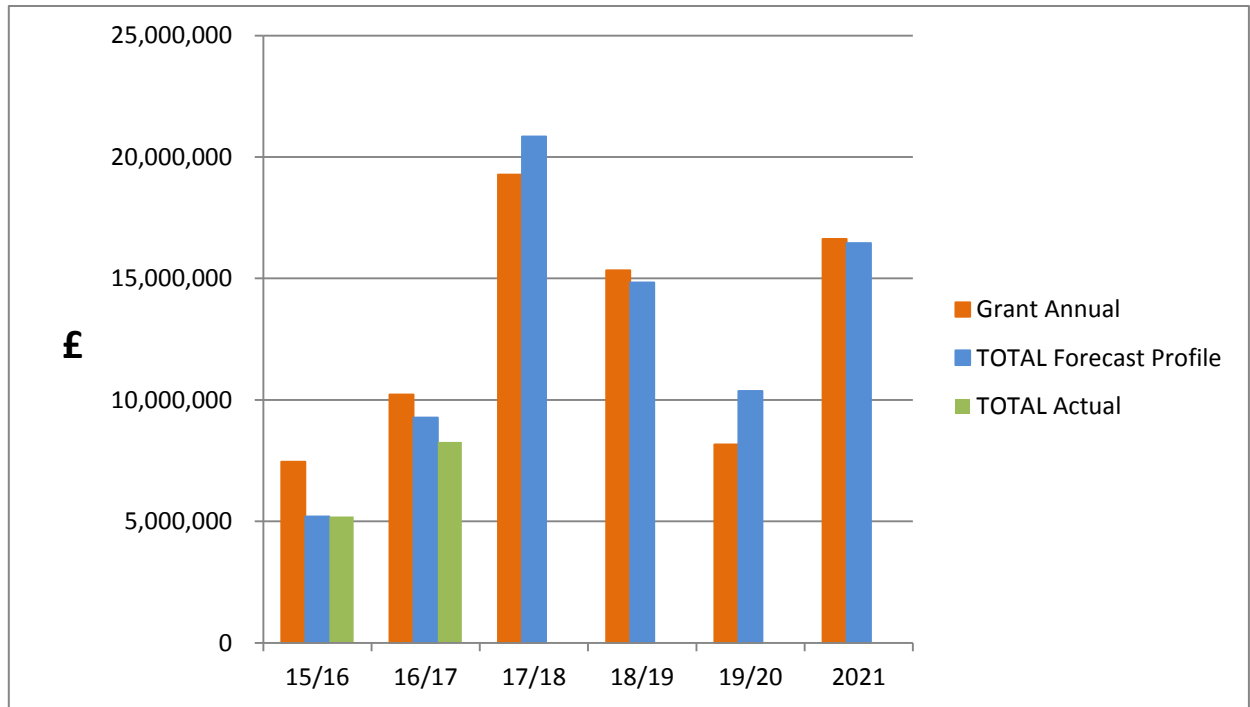


Figure 1a

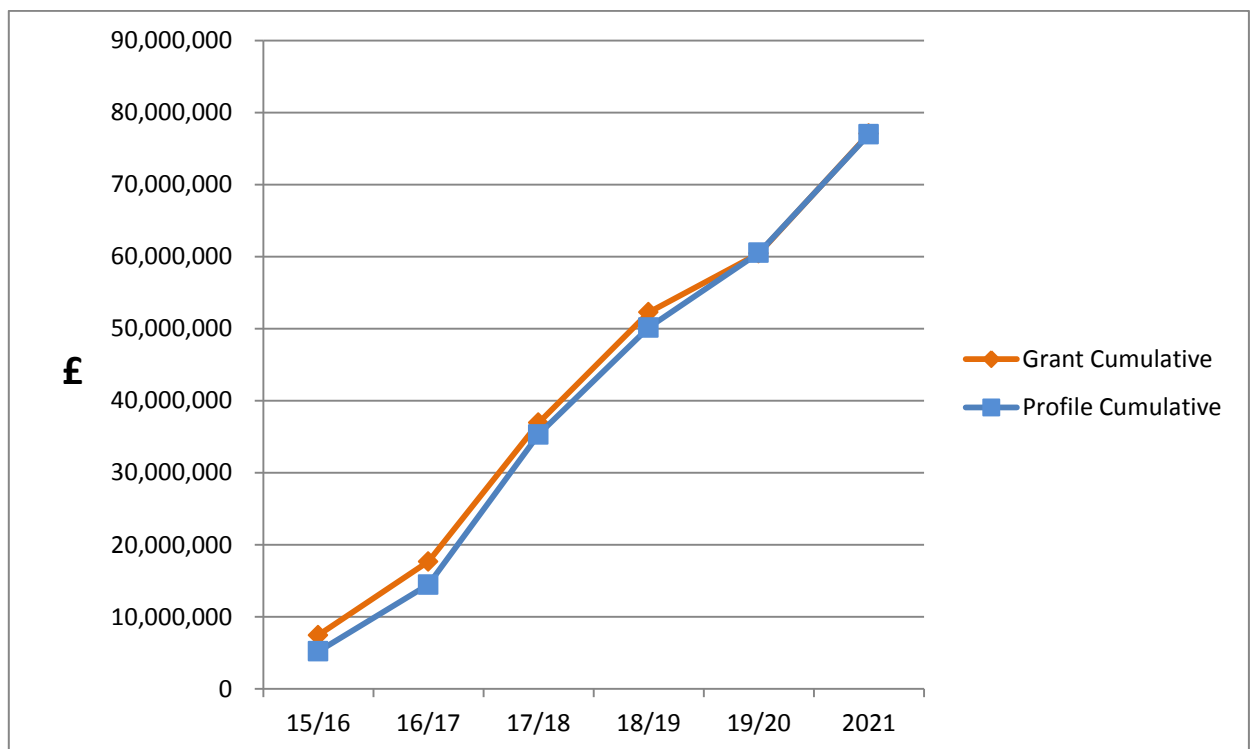


Figure 1b

2. LGF – DfT Projects

- 2.1 The following New Eastern Villages projects, while LGF projects, are funded by DfT with separate funding conditions, so are accounted for separately:
- NEV – Greenbridge Roundabout
 - NEV – West Of A419 (Package 2)
 - NEV – Geat Stall Bridge
 - NEV – A420 Gablecross
- 2.2 Table 2 shows the actual spend for each project at the 16/17 financial year end (green lines) against what had been forecast to be spent during the course of the year (blue lines). At the bottom of the table is the total of all the project lines, plus the profile of the grant that we receive from DfT (shown in the orange line). These total lines are shown graphically in Figure 2a.
- 2.3 Figure 2b also shows the position of total cumulative forecast spend against the total cumulative grant.
- 2.4 It should be noted that the spend in 15/16 was cashflowed by Swindon Borough Council.
- 2.5 Allowing for the 15/16 cashflowed money, at year end 16/17 there was a total underspend of £2,438,200 against the allocated grant amount. This is due to slippage to the A420 Gablecross project. Updated forecast profiling information has been requested from the NEV team for all NEV projects so that discussions can be held with DfT and arrange for the grant profile to be changed accordingly.

Table 2

		Q1 15/16	Q2 15/16	Q3 15/16	Q4 15/16	Total 15/16	Q1 16/17	Q2 16/17	Q3 16/17	Q4 16/17	Total 16/17	17/18	18/19	19/20	20/21	TOTAL
Green Bridge Roundabout - COMPLETE	Forecast Profile Spend			145,000	446,500	591,500	612,000	796,500			1,408,500					2,000,000
	Actual Spend to Date			145,000	446,500	591,500	612,000	796,500			1,408,500					2,000,000
West of A419 - Package 2	Forecast Profile Spend					0					0			500,000	1,500,000	2,000,000
	Actual Spend to Date					0					0					0
A420 Corridor	Forecast Profile Spend				40,500	40,500	22,000	-22,000		21,300	21,300	509,200	1,500,000	429,000		2,500,000
	Actual Spend to Date				40,500	40,500	22,000	-22,000		21,300	21,300					61,800
Great Stall Bridge	Forecast Profile Spend					0					0	500,000	1,761,000	4,696,000	643,000	7,600,000
	Actual Spend to Date					0					0					0
TOTAL Forecast Profile		0	0	145,000	487,000	632,000	634,000	774,500	0	21,300	1,429,800	1,009,200	3,261,000	5,625,000	2,143,000	14,100,000
TOTAL Actual		0	0	145,000	487,000	632,000	634,000	774,500	0	21,300	1,429,800	0	0	0	0	2,061,800
Grant Annual						0					4,500,000	500,000	3,500,000	4,100,000	1,500,000	14,100,000

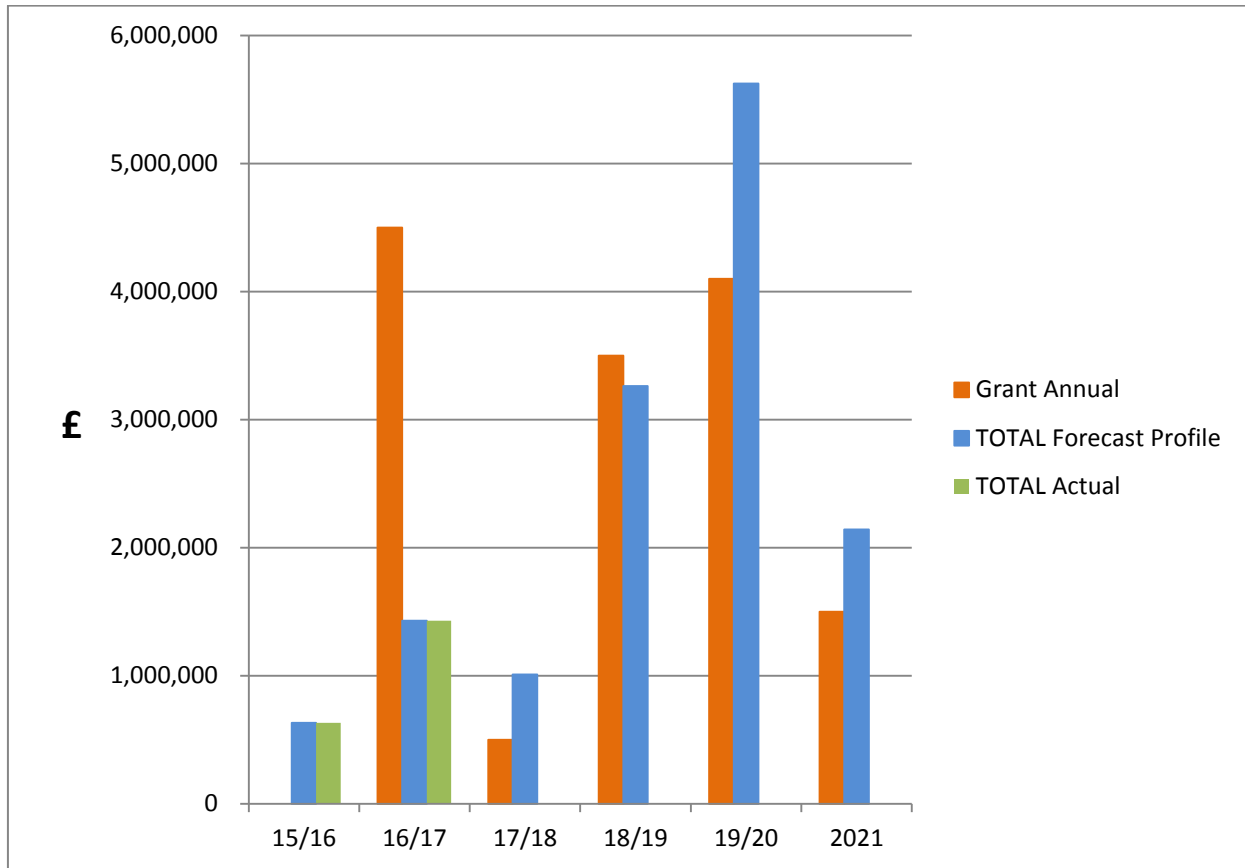


Figure 2a

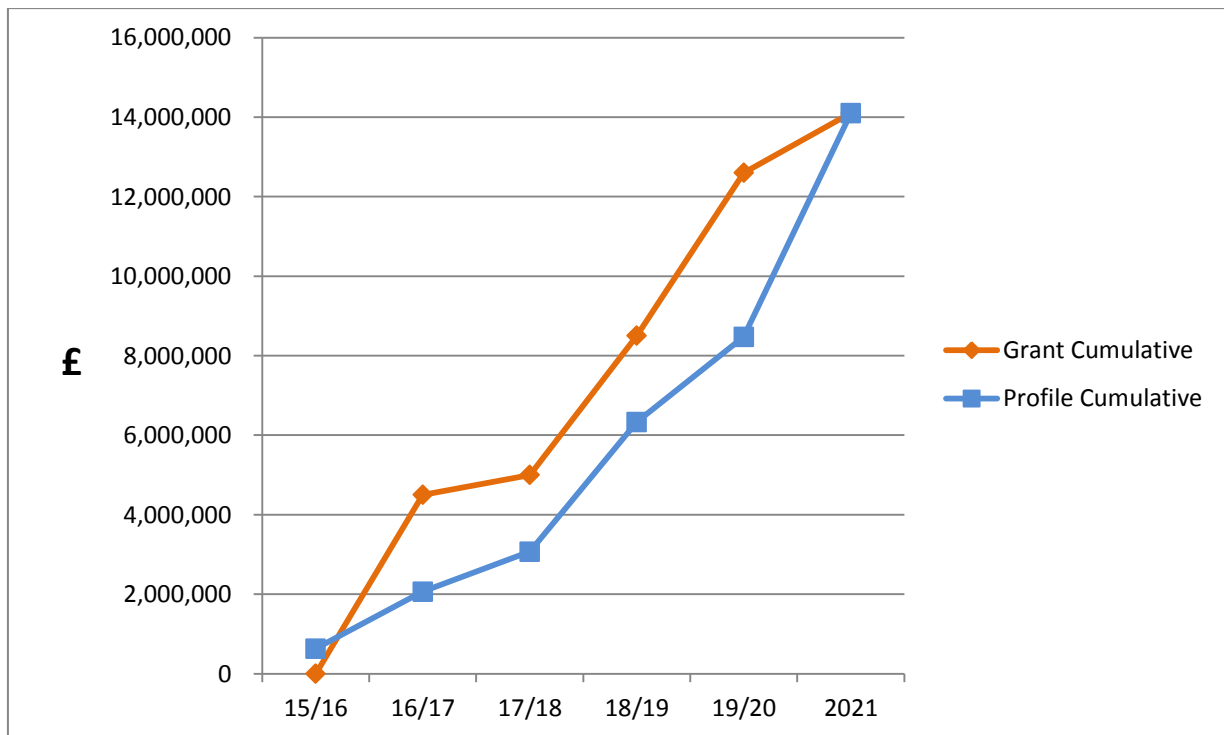


Figure 2b

3. DfT Retained Projects

3.1 The following projects have been retained by the DfT who require project status reporting as well as them controlling the grant payments:

- NEV – Business Case
- NEV – Southern Connector Rd
- NEV – White Hart Junction
- Chippenham Station Hub
- Whichelstowe Western Access

3.2 Table 3 shows the actual spend for each project at the 16/17 financial year end (green lines) against what had been forecast to be spent during the course of the year (blue lines). At the bottom of the table is the total of all the project lines, plus the profile of the grant that we receive from DfT (shown in the orange line). These total lines are shown graphically in Figure 3a.

3.3 Figure 3b also shows the position of total cumulative forecast spend against the total cumulative grant.

3.4 In 15/16 there was an underspend of £440,143 against the allocated grant. In 16/17 there has been a further underspend of £340,000 against the allocated grant. This is due to a delay in the spending of the NEV White Hart Junction project. Updated forecast profiling information has been requested from the NEV team for all NEV projects so that discussions can be held with DfT and arrange for the grant profile to be changed accordingly.

Table 3

		Q1 15/16	Q2 15/16	Q3 15/16	Q4 15/16	Total 15/16	Q1 16/17	Q2 16/17	Q3 16/17	Q4 16/17	Total 16/17	17/18	18/19	19/20	20/21	TOTAL
Chippenham Station Hub	Forecast Profile Spend	23,647			4,253	27,900	0	0	322,100	0	322,100	9,650,000	6,000,000			16,000,000
	Actual Spend to Date	23,647			4,253	27,900			94,300	19,700	114,000					141,900
Wichelstowe Western Access	Forecast Profile Spend					0					0	200,000	2,340,000	10,360,000	10,000,000	22,900,000
	Actual Spend to Date					0					0					0
New Eastern Villages - Business Case	Forecast Profile Spend			79,000	302,900	381,900	57,000	-94,000	66,000	89,100	118,100					500,000
	Actual Spend to Date			79,000	302,900	381,900	57,000	-94,000	66,000	89,100	118,100					500,000
New Eastern Villages - White Hart Junction	Forecast Profile Spend					0	21,000			7,000	28,000	300,000	672,000	8,100,000	13,400,000	22,500,000
	Actual Spend to Date					0	21,000			7,000	28,000					28,000
New Eastern Villages - Southern Connector Road	Forecast Profile Spend					0					0			5,800,000	5,800,000	11,600,000
	Actual Spend to Date					0					0					0
TOTAL Forecast Profile		23,647	0	79,000	307,153	409,800	57,000	-73,000	388,100	96,100	468,200	10,150,000	9,012,000	24,260,000	29,200,000	73,500,000
TOTAL Actual		23,647	0	79,000	307,153	409,800	57,000	-73,000	160,300	115,800	260,100	0	0	0	0	669,900
Grant Annual						850,000					600,000	10,250,000	8,700,000	26,800,000	26,300,000	73,500,000

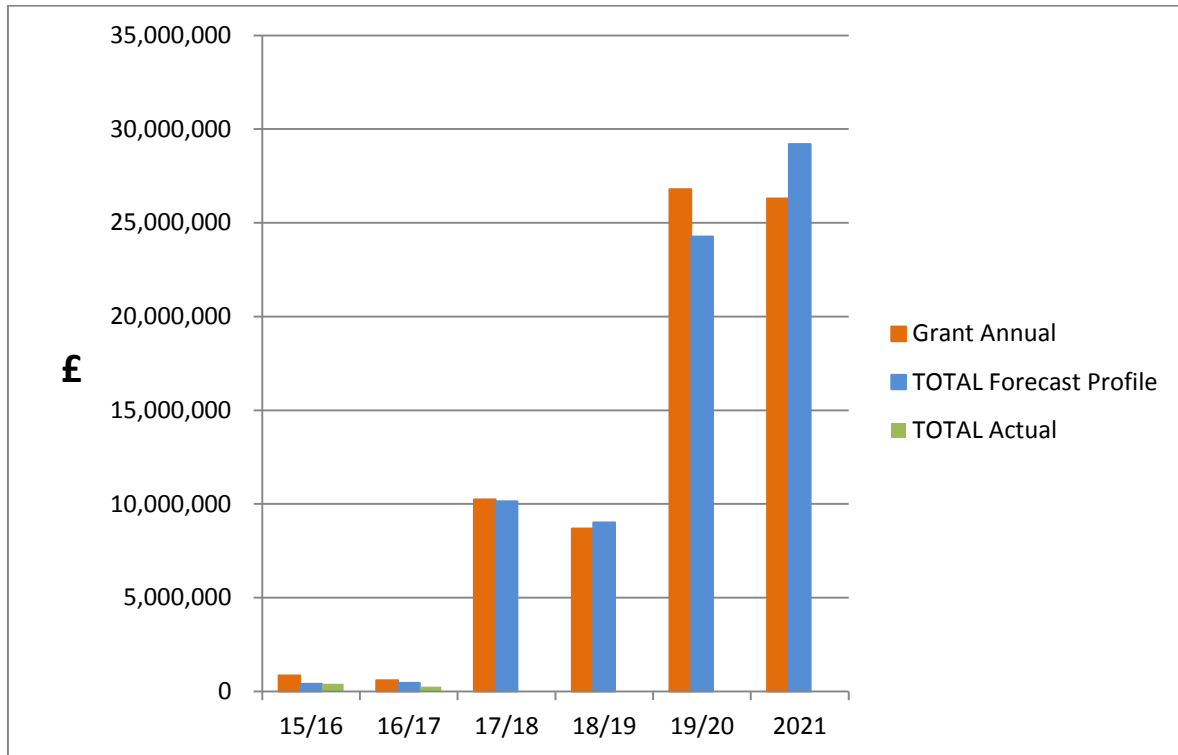


Figure 3a

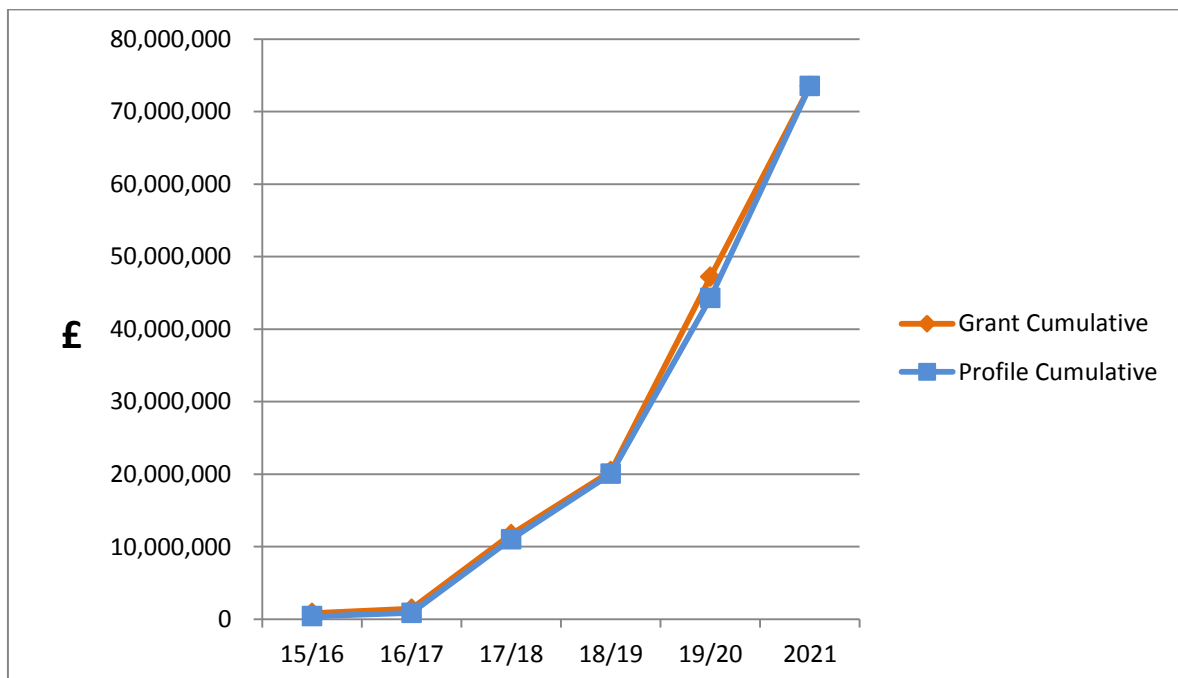


Figure 3b

Ian Durston, SWLEP Programme Manager
15 May 2017

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Meeting & Date:	SWLEP Board Meeting – Thursday, 25 May 2017		
Subject:	Update on European Investment and Structural Fund 2014-2020 programme		
Attachments:	None		
Author:	Julian Head	Total no of sheets:	4

Papers are provided for:	Approval <input type="checkbox"/>	Discussion <input type="checkbox"/>	Information <input checked="" type="checkbox"/>
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European Social Fund (ESF) progress

1. Almost 75% of the ESF allocation is contracted to five providers to support people and businesses; through training audits, workforce skills packages, employability training and social inclusion support. There are six services that provide a comprehensive support.
2. Progress towards participation targets by providers is varied. LearnDirect's *Your Time* young people's project has been reduced in scale due to delivery being behind profile.
3. Both Local Authorities are actively working with the SWLEP and directly with providers to ensure that targeted groups and in particular places receive support. Work is ongoing across the partnership to shape and improve delivery of the programme.

ESF Programme summary

ESF – Committed funds		Allocation	Contracted amount	% of allocation contracted	Remaining allocation ¹
Priority 1	Inclusive Labour Markets	£9.07m	£7.75m	85%	£1.32m
Priority 2	Skills for Growth	£7.85m	£4.89m	62%	£2.96m
Total		£16.92	£12.64m	74%	£4.28m

4. Performance varies with difficulties reported including:
 - Time taken to introduce new offers of support across the area
 - Inability of some Job Centre staff to differentiate between the various provision
 - Engaging the full public sector (for example, CCG, housing, welfare and other agencies) to fully understand, value and take-up the offer.

¹ Subject to future £:€ exchange rate and change request by Skills Funding Agency.

- Private training providers' concerns for cost-effectiveness undermining their ability to engage rural people.
 - Building Better Opportunities (Big Lottery) lack of strategic relationship with the Managing Authority affecting performance of the Building Bridges social inclusion project due to lack of certainty on compliance issues of eligibility and costs.
5. Local authority senior officers assist the SWLEP to understand the delivery patterns and provide feedback and steer to the co-funding organisations (CFO).
 6. Quarterly tripartite meetings have been established with the Skills Funding Agency (SFA) and Dept Work & Pensions co-funding organisations (CFO) to fully explore the situation of poor provision directly with providers. Big Lottery has now begun to engage.
 7. In fitting with the purpose of the programme, ESF providers need to make learning more accessible for rural people and help people who for various reasons find it difficult to engage in lifelong learning get the support they need. Partners are working to ensure easier referrals and clearer signposting to the provision from public and community agencies is achieved, in an effort to make the provision as accessible as possible to participants. Over time, it is expected providers will become more visible in the area and performance will improve. But it appears that some private providers are not fully exploring how they can make a difference and maximise the impact from the resource.
 8. Some provision has been partially sub-contracted to one or more of the three Further Education colleges in the area. None of these colleges' tenders were selected for contracts with the CFOs, but nevertheless are increasingly critical to the success of the local ESF programme.
 9. In April 2017, the SFA wrote to the ESIF sub-Committee to indicate the reduction to its Memorandum of Understanding with the Managing Authority. The un-contracted monies will become available to fund new provision with calls planned later in 2017.

European Regional Development Fund (ERDF) progress

10. There are five revenue-funded projects supporting business innovation, competitiveness and productivity, as well as the Porton Science Incubator capital project, contracted.
11. The Porton Science Incubator is running about six months behind schedule and is now due for completion later in 2017. Activity is being linked to the Health & Life Science Hub project in preparation for the first tenants in 2018.
12. The five business support projects are engaging with the SWLEP. The ERDF Technical Assistance project is setting up an ERDF Delivery Group that will strategically and operationally link the provision to the repositioned Swindon and Wiltshire Growth Hub.
13. In April, the ESIF sub-Committee advised the Managing Authority on eight proposals made in response to the call for low carbon projects. Of these, five proposals, including one linked to Growth Hub that supports SMEs to become energy efficient, and others involving renewable energy provision with improved with better storage and distribution techniques, will commence by Autumn 2017. Two proposals were rejected and another is being assessed further.

14. The ERDF Technical Assistance project has now commenced and will support the ESIF programme until 2019 by publicising and developing programme delivery.

ERDF programme summary

ERDF – Committed funds		Allocation	Committed to contracts	% of allocation contracted	Remaining allocation ²
Priority 1	Research & development	£6.72m	£4m	59%	£2.72m
Priority 3	SME Competitiveness	£4.78m	£2.21m	71%	£2.57m
Priority 4	Low Carbon Economy	£5.43m	£5m	0% ³	£5.43m
Total		£16.95m	£6.21m	37%	£10.72m

EAFRD (European Agricultural Fund for Rural Development) Progress

15. The rural Growth Programme has not seen sufficient numbers of proposals. An action plan is being put in place to address the low numbers of proposals coming through

16. A rural sub-group of the ESIF sub-Committee has been set up to advise on proposals.

Future programming

17. Work is in progress alongside local authority partners and the SWLEP secretariat, to determine a range of calls for 2017. These include:

ERDF – future calls summary

- Workspace for SMEs - call planned for June 2017
- Strategic investment service - call planned for June 2017
- Research and innovation infrastructure - call planned for November 2017
- Digital industries - call planned for either September or November 2017
- Business support package - discussions continue with the Managing Authority on use of ERDF monies to support extensions to business support projects in 2019 for:
 - SME Growth
 - LMAP Manufacturing support
 - Export for Growth

ESF – future calls summary

- Apprenticeships Hub

² Subject to future £:€ exchange rate

³ Five outline applications accepted, but contracts are not expected before September 2017

- Skills Brokerage
- Supporting employability for people with SEND (statement of education needs) and care-leavers employment

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Meeting & Date:	SWLEP Board Meeting – Thursday, 25 May 2017		
Subject:	Finance Report – other SWLEP Programmes Budgets and General Account		
Attachments:	None		
Author:	Leanne Sykes	Total no of sheets: (inc cover sheet)	5

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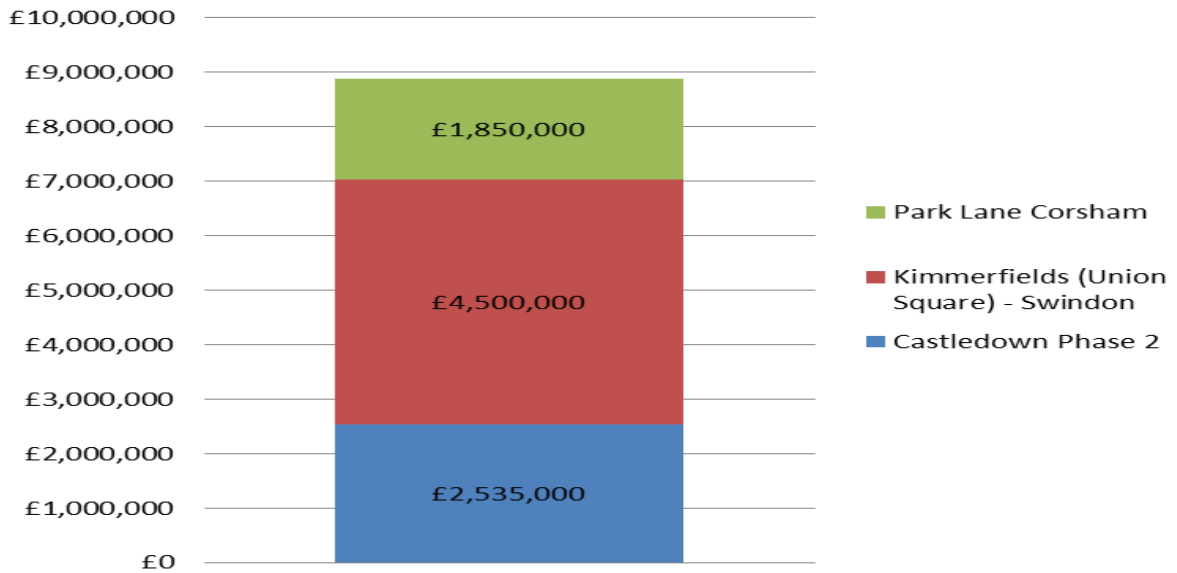
Summary & Recommendation:

1. This paper is for information and summarises the provisional outturn for SWLEP General Account and Projects for 2016/2017. Local Growth Fund provisional outturn is summarised on a separate paper.
2. **SWLEP Projects**
 - 2.1. Growing Places Investment Fund (GPIF)
 - 2.1.1. Provisional Outturn for 2016/2017 shows a balance of £6.141 million Capital Fund and £0.533 million Revenue Fund.
 - 2.1.2. Actual spend in 2016/2017 was for £0.063 million which was the final payment for Castledown following receipt of practical completion certificate. A total of £2.535 million has been released for Castledown Business Park in line with the Loan Award and Agreement.
 - 2.1.3. Due to delays with funding agreements or meeting the conditions of funding agreement no payments were released for the three other projects that had been allocated Growing Places funding.
 - 2.2. Higher Futures / Growth Hub / Swindon and Wiltshire Enterprise Adviser Network
 - 2.2.1. Provisional Outturn for 2016/2017 is as follows and showed all projects broadly online:
 - Higher Futures Actual spend in 2016/2017 £0.308 million. Balance of grant to roll forward to 2017/2018 and future years £0.698m;

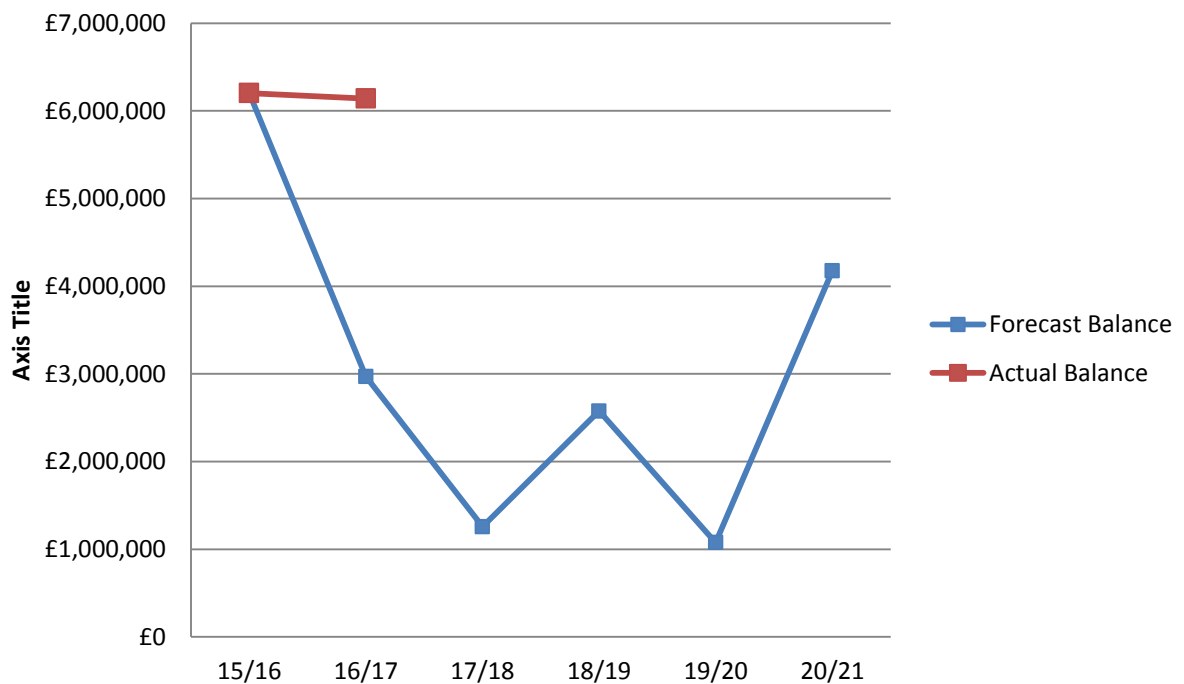
- Growth Hub Actual spend 2016/2017 £0.195 million. Balance of grant to roll forward to 2017/2018 £0.010 million as agreed with BEIS; and
- Swindon and Wiltshire Enterprise Adviser Network - actual spend £0.138 million. Balance of grant to roll forward to 2017/2018 £0.038 million.

Board Report - SWLEP Projects 31/03/2017	Approved Budget	Year to Date		
		Profiled Budget	Actual	Variance
<i>Growing Places Capital</i>				
Balance b/f 2015/2016	£6,203,737		£6,203,737	£0
Loan Repayments	£0			
Total Income	£6,203,737	£0	£6,203,737	£0
Castledown Phase 2	£0		£62,500	£62,500
Kimmerfields (Union Square) - Swindon	£150,000		£0	£150,000
Park Lane Corsham	£1,850,000		£0	£1,850,000
Porton Science Park	£0		£0	£0
J16 Wichelstowe+A60	£1,170,000		£0	£1,170,000
Total Expenditure	£3,170,000	£0	£62,500	£3,107,500
Balance Growing Places Capital	£3,033,737	£0	£6,141,237	£3,107,500
<i>Growing Places Revenue</i>				
Balance b/f 2015/2016	£541,242		£541,242	£0
Consultants	£25,000		£8,667	£16,333
Legal Fees	£20,000		£0	£20,000
Total Expenditure	£45,000	£0	£8,667	£36,333
Balance Growing Places Revenue	£496,242	£0	£532,575	£36,333
<i>Higher Futures</i>				
Balance b/f 2015/2016	£1,006,342		£1,006,342	£0
Total Expenditure	£440,700	£440,699	£308,173	£132,527
Balance City Deal	£565,642	£440,699	£698,169	£132,527
<i>Growth Hub</i>				
Total Income	£205,000		£205,000	£0
Total Expenditure	£205,000		£195,000	£10,000
Balance Growth Hub	£0	£0	£10,000	£10,000
<i>Careers & Enterprise</i>				
Total Income	£125,000		£176,006	£51,006
Total Expenditure	£125,000		£137,879	£12,879
Balance Careers & Enterprise	£0	£0	£38,127	£38,127

**Figure 1 - Growing Places Fund
2016/17**



Growing Places Fund Balance

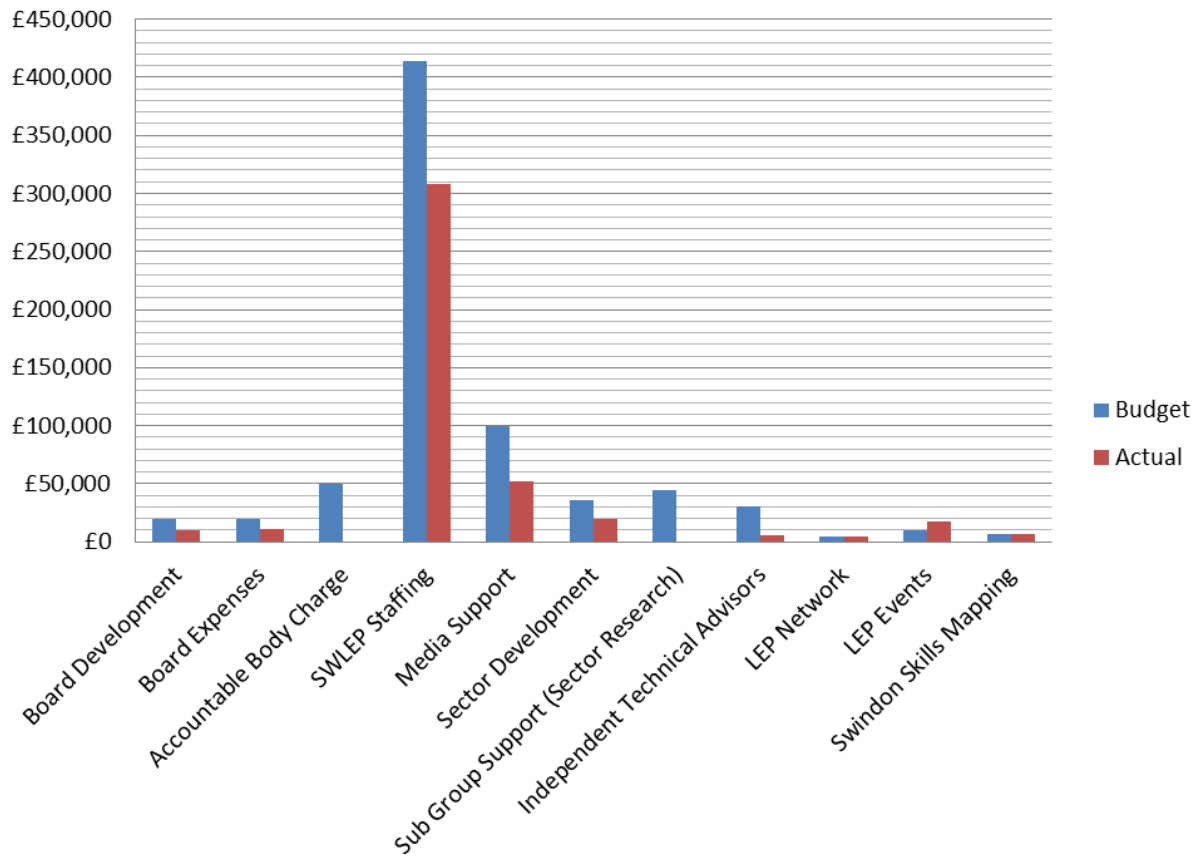


3. SWLEP General Account

- 3.1. Provisional Outturn for 2016/2017 is a balance of £0.327 million to roll forward to 2017/2018.
- 3.2. The significant underspending areas are SWLEP Staffing, Media Support and Subgroup Support as previously reported and forecast.

Board Report - General Account 31/03/2017	Approved Budget	Year to Date		
		Profiled Budget	Actual	Variance
SWLEP General Account				
Central Government				
BIS Core Funding	£250,000		£250,000	£0
Capacity Funding	£250,000		£250,000	£0
Partner Contributions				
<i>Balance b/f 2015/2016 Swindon Skills Mapping</i>	£6,667		£6,667	£0
<i>Balance b/f 2015/2016 Interest/DCLG</i>	£256,053		£256,053	£0
<i>Interest 2016/2017</i>	£50,000			£50,000
Total Income	£812,719	£0	£762,719	£50,000
Governance				
Board Development	£20,000		£9,799	£10,201
Board Expenses	£20,000		£10,757	£9,243
Accountable Body Charge	£50,000		£0	£50,000
Administration				
SWLEP Staffing	£414,200		£308,030	£106,170
Communications/Marketing				
Media Support	£100,000		£52,323	£47,677
Projects				
Sector Development	£35,800		£19,604	£16,196
Sub Group Support (Sector Research)	£45,000		£0	£45,000
Independent Technical Advisors	£30,000		£5,413	£24,588
LEP Network	£5,000		£5,000	£0
LEP Events	£10,000		£17,862	£7,862
Swindon Skills Mapping	£6,667		£6,667	£0
Total Expenditure	£736,667	£0	£435,455	£301,212
Balance SWLEP General Account	£76,052	£0	£327,265	£251,212

Figure 4 - SWLEP General Account 2016/17



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Meeting & Date:	SWLEP Board Meeting – Thursday, 25 May 2017		
Subject:	Commissioning Group Highlight Reports		
Attachments:	None		
Author:	Ian Durston	Total no of sheets: (inc cover sheet)	76

Papers are provided for:	Approval <input type="checkbox"/>	Discussion <input checked="" type="checkbox"/>	Information <input type="checkbox"/>
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Summary & Recommendation:

I. Summary

- I.1 Highlight Reports for each project and an overall summary table are presented for all LGF and other LEP projects.
- I.2 There is a high risk of delay to the Mansion House (Corsham) project due to objections to the planning application being received from statutory bodies. The planning application will therefore be called in by the Secretary of State with an unknown effect on timescales.
- I.3 Construction dates for the M4 Junction 17 project have moved (now May – December 2017) due to requirements from Highways England to notify the public of the work before commencement.
- I.4 A change control for Swindon Bus Exchange has been approved by the Commissioning Group. This reflects revised project timescales and associated financial profiling.
- I.5 The completion of the New Eastern Villages business case has been delayed post discussions with DfT and Atkins.

**LEP Programmes
Highlight Report to Commissioning Group (10 May 2017)**



Local Growth Fund (Growth Deals 1 and 2)

Project Ref	Project Name	Lead Delivery Partner	Previous	Current	Notes
LGF/1516/001/A350	A350 Improvements	WC	Complete	Complete	
LGF/1516/002/A429	A429 Malmesbury	WC	Complete	Complete	
LGF/1516/004/PSP	Porton Science Park	WC	AG	AG	Construction has commenced – completion due December 2017.
LGF/1516/005/LSTF	LGF Sustainable Transport Package	SBC	G	AG	Some minor elements of 16/17 programme being completed.
LGF/1617/001/A350	A350 Dualling Bypass (Badger – Brook + Chequers)	WC	G	G	Full Business Case submitted to LEP. Construction due to start in May 2017 if approved.
LGF/1617/003/SRT	Swindon Rapid Transit	SBC	AG	AG	Wichelstowe draft business case in circulation with internal SBC officers .
LGF/1617/006/JNC16	M4 Junction 16	SBC	AR	AG	Construction in progress. On track for completion in March 2018.
LGF/1617/007/MH	Mansion House (Corsham)	WC	AG	AR	Objection has been raised by Georgian Group putting planning timescales at risk. Planning Committee meeting on 24 th May, but even if approved will be called in by Secretary of State.
LGF/1617/008/SBX	Swindon Bus Exchange	SBC	R	G	Design review completed in March. Change Control approved by Commissioning Group with new timescales and associated financial profiling.
LGF/1617/009/YWA	A350 Yarnbrook/ West Ashton Relief Rd	WC	G	G	New project programme and financial profiling approved. Project on track to new timescales.

**LEP Programmes
Highlight Report to Commissioning Group (10 May 2017)**



LGF/16/17/010/JNC17	M4 J17 Capacity Improvement	WC	G	AG	Full Business Case submitted to LEP. Construction due to start in August 2017 if approved - this is later than originally planned (June 2017) due to Highways England requirements for notice of work. Completion is now due for December 2017 (previously August 2017).
LGF/1617/009/UFB	Ultra Fast Broadband	WC	G	G	Tender process in final stages with contract signature imminent.
LGF/1617/010/SPHC	Salisbury Plain Heritage Centre	WC	G	G	Dependent on result of application for Heritage Lottery Funding Highlight Report to be produced if project goes ahead.
LGF/1617/011/SMAG	Swindon Museum and Art Gallery	SBC	G	G	Dependent on result of application for Heritage Lottery Funding Highlight Report to be produced if project goes ahead.

Financial Summary:

£Ms	2016/2017				Total
	Q1	Q2	Q3	Q4	
LGF Profile	0.484	2.547	1.780	4.464	9.274
LGF Actual	-0.417	1.134	2.575	4.977	8.269

Local Growth Fund (Growth Deal 3)

Project Ref	Project Name	Lead Delivery Partner	Previous	Current	Notes
LGF/1718/001/WCS	Wiltshire College - Salisbury	Wiltshire College	NA	G	JOA Consulting appointed by Wiltshire College as project managers. Initial 'stage 1' planning work underway.
LGF/1718/002/WCL	Wiltshire College - Lackham	Wiltshire College	NA	G	JOA Consulting appointed by Wiltshire College as project managers. Initial 'stage 1' planning work underway.
LGF/1718/003/CCPM	Salisbury Central Car Park and Maltings	WC	NA	G	Approval given by Wiltshire Council cabinet to enter into a delivery arrangement to secure the comprehensive development of the whole site on terms to be agreed with TH Real Estate. Pre planning technical work due for completion in November 2017.

Financial Summary:

£Ms	2017/2018				Total
	Q1	Q2	Q3	Q4	
LGF Profile					
LGF Actual					

Note: Will be populated when profiling figures available from all projects in next Highlight Reports.

Department for Transport – LGF (Growth Deal 1)

Project Ref	Project Name	Lead Delivery Partner	Previous	Current	Notes
LGF/1516/003/EV (i)	New Eastern Villages - Great Stall Bridge	SBC	AG	AG	Design work progressing. Preliminary design completion imminent.
LGF/1516/003/EV (iia)	New Eastern Villages - Greenbridge Roundabout (Package 1)	SBC	Complete	Complete	
LGF/1516/003/EV (iib)	New Eastern Villages -West of A419 (Package 2)	SBC	G	G	No work currently being carried out. Preliminary design due Dec 2018.
LGF/1516/003/EV (iii)	New Eastern Villages A420 Gablecross	SBC	AR	AG	Strategic modelling ongoing. Additional capacity at junction requiring review and refinement of design options.

Financial Summary:

£Ms	2016/2017				Total
	Q1	Q2	Q3	Q4	
LGF Profile	0.634	0.775	0	0.021	1.430
LGF Actual	0.634	0.775	0	0.021	1.430

**LEP Programmes
Highlight Report to Commissioning Group (10 May 2017)**



Department for Transport - Retained

Project Ref	Project Name	Lead Delivery Partner	Previous	Current	Notes
LGF/1516/003/EV (iv)	New Eastern Villages Southern Connector Road	SBC	G	G	Design work progressing to plan. Cost estimate being reviewed as changes in planned road alignment may impact on cost.
LGF/1516/003/EV (v)	New Eastern Villages White Hart Junction	SBC	G	G	Cost estimates currently being reviewed following refinement of design scope.
LGF/1516/003/EV (vi)	New Eastern Villages Business Case	SBC	G	AG	Discussions held with DfT and Atkins on business case schedule – completion now moved to June 2018 (from May 2017) – in line with Southern Connector Rd and White Hart Junction timescales.
LGF/1617/002/WI	Wichelstowe Infrastructure	SBC	G	AG	Some stakeholders remain keen to pursue other scheme options not recommended by the stage 1 options appraisal. Programme at risk until resolved.
LGF/1617/004/CSH	Chippenham Station Hub	WC	AG	AG	OBC for Phase 1 now to be submitted to July 2017 Board to allow more consultation to take place. Work on Phase 2 OBC has begun.

Financial Summary:

£Ms	2016/2017				Total
	Q1	Q2	Q3	Q4	
LGF Profile	0.057	-0.073	0.388	0.096	0.468
LGF Actual	0.057	-0.073	0.16	0.116	0.260

**LEP Programmes
Highlight Report to Commissioning Group (10 May 2017)**



City Deal

Project Ref	Project Name	Lead Delivery Partner	Previous	Current	Notes
LGF/1516/006/CD	Higher Futures	WC & SBC	AR	AR	Achievement of outputs is proving slow. Paper being produced for Commissioning Group and Board on model for project going forward.

Careers and Enterprise Company (CEC)

Project Ref	Project Name	Lead Delivery Partner	Previous	Current	Notes
LEP/GEN/001/CEC	Enterprise Advisor Network	WC & SBC	G	G	Project going well with 44 schools/colleges & 40 Enterprise Advisers engaged. Mentoring also now underway.

Department of Business Energy and Industrial Strategy (BEIS)

Project Ref	Project Name	Lead Delivery Partner	Previous	Current	Notes
LEP/GEN/002/GH	Growth Hub	LEP	AR	AG	RIKA Digital proposal for new portal agreed at March board meeting. Work now beginning.

Financial Summary: Please see individual reports

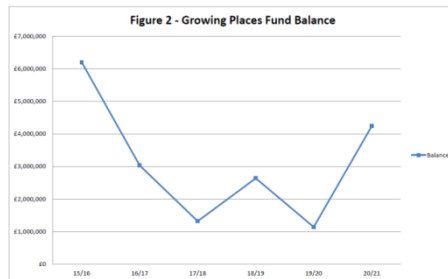
**LEP Programmes
Highlight Report to Commissioning Group (10 May 2017)**



Growing Places Infrastructure Fund (GPIF)

Project Ref	Project Name	Lead Delivery Partner	Previous	Current	Notes
LEP/GPIF/001/CAS	GPIF – Castledown Business Park	WC	G	G	£2.54m loan paid to project in 14/15. Repayment when funding is required to satisfy the drawdown requirements of other projects as they come forward, or for open call.
LEP/GPIF/002/KIM	GPIF - Kimmerfields	FSL	AR	AR	Funding agreement has been signed, but release of monies was dependent on recipient entering into their own funding agreement with a developer by the end of 2016. A request from Swindon Borough Council has been granted to defer this requirement to March 2018. SBC/FSL to decide if loan still required.
LEP/GPIF/003/PL	GPIF – Park Lane Corsham	Bath ASU	AR	AG	Delays have been experienced in signing the funding agreement due to issues with the security provided by the recipient. A funding agreement is now with Bath ASU for review and signature.
LEP/GPIF/004/WCH	GPIF - Wichelstowe	SBC	AG	AR	There have been issues with the recipient over the complexity of the required funding agreement. A more simplified version is being looked at with discussions taking place between recipient and Ashfords. SBC to decide if loan still required.

Financial Summary: Graph shows that cash flow results in >£1m available for additional project/s






Key

Project Status

	Red	Amber Red	Amber Green	Green
	R	AR	AG	G

See below for RAG rating methodology

Direction of Travel

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

Milestones

BLUE – complete, **GREEN** - on track, **AMBER** - at risk, **RED** – will be late/is late.

RAG Rating

		Impact			
		1 (Low)	2	3	4 (High)
Probability	1 (Likely)				
	2				
	3				
	4 (Unlikely)				

The RAG reporting is based on the composite elements of probability and impact (see chart to the left) and splits in to the following categories:

- **GREEN:** Project considered being on track, to time, quality and cost.
- **AMBER-GREEN:** Project considered at risk of minor to medium impacts on time, scope and/or cost – requires small mitigating action.
- **AMBER-RED:** Project considered at risk of medium to major impacts on time, scope and/or cost – requires mitigating action.
- **RED:** Project considered at serious risk of significant impact on time, scope and/or cost. Immediate mitigating action required.

RAG Scoring

RAG rating	Cost	Scope	Time
	<ul style="list-style-type: none"> • Minor cost variance on initial project cost may be present. • <1% change in total project cost 	<ul style="list-style-type: none"> • Deliverables and project scope remains unaltered. 	<ul style="list-style-type: none"> • Minor project slippage may be present but total project delivery remains on track. • <30 days total slippage.
	<ul style="list-style-type: none"> • Project is experiencing or expected to experience minor cost increases. • >1% but <5% on total project cost. 	<ul style="list-style-type: none"> • Project is experiencing or is expected to experience small changes to scope and outputs delivered. 	<ul style="list-style-type: none"> • Project is experiencing or is expected to experience slippage. • >30 days but <90days total project slippage
	<ul style="list-style-type: none"> • Project is experiencing or is expected to experience major increases in total project costs • >5% but <10% on total project cost. 	<ul style="list-style-type: none"> • Project is experiencing or is expected to experience major changes to scope and outputs delivered. 	<ul style="list-style-type: none"> • Project is experiencing major slippage and is due to deliver the project outputs and outcomes late. • >90 days slippage but <6 Months total project slippage.
	<ul style="list-style-type: none"> • Project is experiencing or is expected to experience significant and major cost increases. • >10% on total project cost. 	<ul style="list-style-type: none"> • Project is experiencing or is expected to experience significant change to scope and outputs delivered. 	<ul style="list-style-type: none"> • Project is suffering significant and major delays to delivery. • >6 Months total project slippage.

Principles of Overall Project RAG Status

- The 'lowest' rating against any of the 3 areas of Cost, Scope or Time will be used for the overall project RAG rating.

Local Growth Fund (Growth Deals 1 and 2)

**LEP Programmes
Highlight Report to Commissioning Group (10 May 2017)**



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

Project Description

First phase of construction of Science Park, comprising 42,500 sq. ft. of laboratory and office space and related infrastructure.

What does our path look like? (Milestones)

Milestone	Baseline	Revised Baseline (if applicable)	Forecast / Actual
Start on site	May 2016	Oct 2016	Oct 2016
Start construction of the frame for the building	Dec 2016	Dec 2016	Dec 2016
Commence full marketing (soft marketing already on-going)	Apr 2016	Jan 2017	Jan 2017
Complete construction of the frame	Apr 2017	Apr 2017	May 2017
Complete the external envelope	June 2017	June 2017	Aug 2017
Complete the internal work and electrical live testing	Sept 2017	Sept 2017	Nov 2017
Completion of incubation and innovation centre	Aug 2017	Oct 2017	Dec 2017

Are we on track? (Issues/Risks)

G – Works: Works are progressing well on site and the building is on track for completion and handover on 15.12.17. Work on the concrete frame is nearing completion. Concrete columns and shear walls are under construction to the north side of the building and works are about to commence to the south side on this aspect of the construction. The pre-cast concrete stairs for the building have been delivered and will be installed shortly in line with the programme. The Clerk of Works (who oversees the quality of the build) is satisfied with the works.

G – Marketing: Website scheduled for deployment in early May. Brochure prepared and hoarding commissioned. UK Science Parks Association profile updated and with publishers. On-going engagement with prospective tenants. Further marketing to be developed linked to new Science Park structure once confirmed.

G – Management: Business Plan for Science Park has been considered by Wiltshire Council Cabinet and the executive decision making bodies of the Stakeholder groups. First claims for drawdown from LGF and ERDF have been

**LEP Programmes
Highlight Report to Commissioning Group (10 May 2017)**



made.

What are we spending?

Total project budget of £9.6m is made up of £4m of LGF funding, £2.6m of Wiltshire Council funding, and £3m ERDF funding.

£Ms	2015/2016	2016/2017	2017/18	Total
LGF Profile		£2.2m	£1.8m	£4.0m
Actual		£1.86m		

Total project spend to date: £3.4m

Total project cost: £9.6m

What have we done in the past 2 months?

- Worked with prospective occupiers to confirm occupational terms and user requirements for incubation and Grow On space
- Put in claim requests for LGF and ERDF grant funds
- Paid invoices from the contactors
- Submitted all tender documentation to DCLG at their request

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

- Continue to progress discussions with prospective occupiers; seek to agree heads of terms and progress to contract.
- Ongoing build programme and financial management
- Launch website
- Set date and make arrangements for onsite ceremony

Change Control Notification History

Change Control 1 (CR002)

Agreed in February 2016

Change of schedule to complete in 2016/17 rather than March 2016 with associated financial re-profiling.

Change Control 2 (CR008)

Submitted in October 2016

Changes requested to schedule with completion moved to October 2017 with associated financial re-profiling

**LEP Programmes
Highlight Report to Commissioning Group (10 May 2017)**



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

Project Description

Package of sustainable transport schemes (Eastern Flyer cycle/pedestrian route including Covingham Drive cycle route, also 2 crossings at County Road and Garrard Way)

What does our path look like? (Gantt Chart)			Are we on track? (Issues)
2016/17 Eastern Flyer	Planned	Forecast/Actual	<p>2016/17 Eastern Flyer AG – Delivery programme schedule – The majority of the scheme elements have now been completed. Snagging and surface treatment still required in sections plus commissioning of newly installed signals.</p> <p>2017/18 G Programme – Scheme development underway to include town centre missing links to connect Flyer Routes. Sustrans report on route options completed in March 2017. Based on this the detailed programme and scheme detail is being finalised in consultation with the Swindon Bicycle User Group prior to securing final approval with the relevant SBC Cabinet Member.</p> <p>G Budget – LTP Capital funding will underpin any undelivered schemes. Committed/delivered figures close to projections.</p>
Options assessment	March 16	March 16	
Define package of works	April 16	April 16	
Prelim drawings	May 16	May 16	
Hand over for detail design PD	May 16	June 16	
TP consultation route wide	May 16	May 16	
C2 surveys	July 16	July 16	
Procurement	July/August 16	July/August 16	
Deliver improvement	March 17	April 17	
2016/17 crossings			
Define package of works	April 16	April 16	
Agree delivery mechanism	May 16	May 16	
Handover project delivery	May 16	October	
Deliver improvements	March 17	April 17	
2016/17 Covingham Drive cycle route			
Options assessment	March 16	March 16	
C2 survey	March 16	March 16	
Scope of prelim design highlighting	April 16	April 16	

**LEP Programmes
Highlight Report to Commissioning Group (10 May 2017)**



risks		
TP Consultation internal and external	April/May 16	June 16
Prelim design	May 16	May 16
Handover for detail design PD	May 16	June 16
Planning Application	July 16	July 16
Detailed design	July 16	July 16
Procurement	September 16	October 16
Deliver improvements	March 17	March 17
2017/18 Programme	Planned	Forecast/Actual
Sustrans report on Town Centre cycling route options	March 2017	March 2017
Review route options in consultation with Swindon BUG	May 2017	May 2017
Secure Cabinet Member approval for 2017/18 programme	June 2017	June 2017
Commission design of scheme(s)	July 2017	July 2017
Completion of design	Sept 2017	Sept 2017
Procurement	Sept 2017	Sept 2017
Scheme construction / delivery	March 2018	March 2018

**LEP Programmes
Highlight Report to Commissioning Group (10 May 2017)**



What are we spending?

Forecast £Ms	2015/2016	2016/2017				2017/18	TOTAL
		Q1	Q2	Q3	Q4		
LGF Capital Profile	1.227	-0.318	.322	.158	1.015	1.346	3.75
Actual spend incurred	1.227	-0.318	.322	.158	1.015		2.404

Total project budget = £3.75m made up of £3.75m LGF

What have we done this month (Progress)

- Completion of Covingham cycle/footway
- Work has commenced on the 2017/18 programme
- Scheme snagging

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

- Completion of 2016/17 schemes on site – snagging works and signals commissioning
- Development of 2017/18 works programme including consultation with the Swindon BUG
- Agree 2017/18 programme with SBC Cabinet Member (post General Election)

**LEP Programmes
Highlight Report to Commissioning Group (10 May 2017)**



Project Ref	Project Name	Project Manager	Lead Delivery Partner	Previous	Current	Direction
LGF/1617/001/A350	A350 Chippenham Bypass Dualling (Badger-Brook & Chequers)	Robert Murphy	Wiltshire Council	G	G	

What does our path look like? (Gantt Chart)			Are we on track? (Issues/Risks)
Milestone	Baseline	Forecast/Actual	<p>G – Time / Cost/ Quality</p> <ul style="list-style-type: none"> A Risk Register has been prepared as part of the draft FBC, comprising 40 specific risks. A risk budget has been calculated based on a combination of the estimated cost of each risk being realised and the probability of each risk becoming reality. The quantified risk budget is £0.408 million, representing approximately 15% of the scheme construction costs.
Complete detailed design (for procurement)	Nov 2016	Nov 2016	
OJEU Contract Award Notice	Mar 2017	Apr 2017	
Full Business Case (FBC) submission	Mar 2017	Mar 2017	
FBC approval	Apr 2017	May 2017	
Start of construction works contract	May 2017	May 2017	
Main construction start	Jun 2017	Jul 2017	
Construction Phase: Chequers Rbout to Cepen Park South Rbout	Nov 17	Nov 17	
Construction Phase: Brook Rbout to Badgers Rbout	Dec 17	Dec 17	
Construction Phase: West of Chequers Rbout	Feb 2018	Feb 2018	
Construction Phase: East of Chequers Rbout	Mar 2018	Mar 2018	
Construction Phase: North of Cepen Park South Rbout	Mar 2018	Mar 2018	
Construction Phase: South of Chequers Rbout	Aug 2018	Aug 2018	
Construction complete	July 2018	Aug 2018	
Opening date	Aug 2018	Aug 2018	

**LEP Programmes
Highlight Report to Commissioning Group (10 May 2017)**



What are we spending?

Total project budget of £7.1m is made up of £7.1m of LGF funding.

£Ms	2014/15	2015/16	2016/2017	2017/2018	2018/2019	2019/20	Total
LGF Profile			£0.670m	£1.134m	£2.683m	£2.613m	£7.1m
Actual	£0.0398m	£0.0974m	£0.699m				£0.836m

Total project spend to date: £0.836m

What have we done this month (Progress)

- ITTs returned by 2pm 28 February.
- ITT assessment undertaken.
- Held meeting with ITA to discuss draft FBC on 16 March.
- Draft FBC sent to ITA on 27 March.
- 'A350 Chippenham Phase 3 and M4 Junction 17 Improvement contract award' report presented and approved by Wiltshire Council Cabinet at its meeting on 4 April.
- Scheme included in presentations to Michelle Donelan MP on 2 February and Chippenham Area Board on 13 March.
- Further site supervision and advance works actions developed / progressed.

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

- Consider ITA comments on draft FBC.
- Produce a Frequently Asked Questions paper and include an article in the Wiltshire Council Parish Newsletter.
- Publish the draft FBC on the SWLEP's website.
- Obtain Accountable Body's S151 Officer approval of Value for Money statement.
- Draft FBC to be presented to Commissioning Group at meeting on 10 May.
- Draft FBC to be presented for approval to SWLEP Board at meeting on 24 May.
- Prepare documents and / or hold meetings related to pre-construction matters (e.g. traffic management, method statements, statutory undertakers, advise adjacent residents and businesses).

Change Control Notification History

Change Control 1 (CR003)

Agreed in March 2016

Changes to scheme schedule with completion in August 2018 (previously reported at September 2019).
Also changes to overall scheme cost but no change to LGF financial requirements.

Change Control 2 (CR019)

Submitted in January 2017

Changes requested to drawdown schedule to enable the grant agreement to be updated.

**LEP Programmes
Highlight Report to Commissioning Group (10 May 2017)**



Project Ref	Project Name	Project Manager	Lead Delivery Partner	Previous	Current	Direction
LGF/1617/003/SRT	Rapid Transit	James Jackson	Swindon Borough Council	AG	AG	

Project Description

Bus priority measures on the strategic bus corridors linking Wichelstowe, NEV and North Swindon to the town centre

What does our path look like? (Gantt Chart)			Are we on track? (Issues)
Wichelstowe Corridor Schemes	Planned	Forecast/Actual	<p>Summary and overview This programme sets out the detail related to the first Bus Rapid Transit route between Wichelstowe and Swindon Town Centre. This is to be delivered during the period 2017/18. During the period 2017/18 an options assessment report for the second corridor will be undertaken. The scheme between Tadpole Farm in north Swindon and the town centre will be defined ready for delivery in 2018/19. Finally a third corridor between New Eastern Villages and the town centre will have an options assessment undertaken during 2018/19, this will take into account the final agreed “design and access strategy” being developed as part of the DfT retained schemes business case.</p> <p>AG – Programme – High Level consultation has taken place. Preliminary designs have been refined following this and consultation on detailed proposals for Old Town and Mannington have been modelled further following opposition to Old Town proposals.</p> <p>Following this consultation, three schemes are being taken forward for delivery in 2017/18, these being the Mannington Roundabout improvements, improvements to the bus facilities at Regent Circus will be developed to support the town centre regeneration, and bus priority measures on Pipers Way.</p> <p>AG – Business Case – Wichelstowe Draft Business Case in circulation with internal officers.</p>
Wichelstowe - Options Assessment report	March 2016	March 2016	
Public/Old Town Consultation stage 1	September 2016	September 2016	
Prepare base model for option testing	October 2016	October 2016	
Appraisal Specification report sent to Independent Technical Adviser	Sept 2016	Sept 2016	
Define Appraisal methodology for LEP	November 2016	November 2016	
Mannington Roundabout further modelling options	November 2016	February 2017	
Old Town further modelling of scheme options	November 2016	February 2017	
Preliminary Design Old Town, Pipers Way, Mannington	December 2016	January 2017	
Develop and submit Business Case	March 2017	March 2017	
Public/Old Town consultation stage 2	January 2017	November 2016	

**LEP Programmes
Highlight Report to Commissioning Group (10 May 2017)**



Seek approval for scheme designs from Strategic Highways Programme Board/LEP	February 2017	April 2017	<p>G – Budget – Majority of 16/17 spend committed. Final figure TBC.</p>
Review and upgrade software and/or setup/calibration for bus priority at Groundwell Road, Wootton Bassett Road, East Wichel Way.	April 2017	April 2017	
Handover to project delivery for detailed design.	April 2017	April 2017	
Commence process and preparation for start of the procurement exercise.	April 2017	April 2017	
Submission of updated Business Case for 2017/18 scheme programme to SWLEP	May 2017	May 2017	
Completion of detailed design of 2017/18 scheme	August 2017	August 2017	
Appointment of Contractors for scheme construction	September 2017	September 2017	
Commencement of construction	October 2017	October 2017	
Completion of construction and scheme opening	March 2018	March 2018	
2018/19 Programme – Tadpole Farm			
Review Tadpole Farm Options Report	June 2017	June 2017	
Agree long-list of scheme options	June 2017	June 2017	
Prepare concept designs for long-list schemes	August 2017	August 2017	
Consultation on concept schemes and agreement of short-listed schemes	September 2017	September 2017	
Appraisal Specification Report prepared for SWLEP	October 2017	October 2017	

**LEP Programmes
Highlight Report to Commissioning Group (10 May 2017)**



Modelling commissioned and undertaken for the short-listed schemes	December 2017	December 2017
Preliminary design for short-listed schemes	January 2018	January 2018
Consultation on short-listed schemes	February 2018	February 2018
Cabinet approval for 2018/19 programme	March 2018	March 2018

What are we spending?

	2016/17	2017/2018	2018/2019	2019/2020	TOTAL
Profiled LGF	.16	3.28	3.28	3.12	9.85
Actual LGF	.126				0.126

Total project budget = £9.85m made up of £9.85m LGF

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"> • Programme – Further consultation and communication with key stakeholders. • Scheme progress – Further development of preliminary designs for scheme options identified within the OAR • Consulted on the detailed proposals for Old Town and Mannington (February 2017) • Completion of modelling for Old Town and Mannington (February 2017) 	<ul style="list-style-type: none"> • Commission detailed design for Mannington, Pipers Way and Regents Circus schemes • Completion of business case and submission to ITA/LEP • Agreement to proceed following consultation with Lead Member and SRO. • Develop programme for 17/18 for delivery and development of schemes • Review Tadpole Farm Options Report to commence the process of identifying the 2018/19 programme.
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Change Control Notification History

Change Control 1 (CR017)
Submitted in October 2016 - Temporary transfer of £3.12m budget to Jnc 16 project

**LEP Programmes
Highlight Report to Commissioning Group (10 May 2017)**



Project Ref	Project Name	Project Manager	Lead Delivery Partner	Previous	Current	Direction
LGF/1617/006/JNC16	M4 Junction 16	Tim Mann	Swindon Borough Council	AG	AG	

Project Description

Junction improvements at Junction 16 of the M4, to increase capacity and reduce congestion

What does our path look like? (Milestones)

Milestone	Forecast	Actual
Mobilise and start construction	Oct 2016	Oct 2016
Complete eastbound offslip	July 2017	July 2017
Complete westbound offslip	September 2017	September 2017
Complete GWW works	November 2017	November 2017
Complete construction	Mar 2018	Mar 2018

Are we on track? (Issues/Risks)

AG – Construction – Major earthworks commenced in March. This is susceptible to wet weather and therefore presents a risk to the programme. Other significant risks include performance of statutory undertakers.
G – Programme – On track for completion March 2018.
G – Project Mgt – Comms are ongoing and being well received.

What are we spending?

£Ms	2014/15	2015/16	2016/2017				Total	2017/18	2018/19	2019/20	Total
			Q1	Q2	Q3	Q4					
Profile (LGF)	0.28	0.88	-0.13	0.81	0.90	3.09	4.69	3.479		-3.12	5.92
Actual / predicted	0.28	0.88	-0.13	0.81	0.90	2.56*					5.3

*subject to latest invoice

Total project budget = £12.613m made up of £5.92m LGF and £6.69m SBC/developer contributions.

£3.12m to be paid back to Rapid Transit budget in 2019/20.

What have we done this month?

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

**LEP Programmes
Highlight Report to Commissioning Group (10 May 2017)**



- Construction – Works continue on the M4 Eastbound offslip, Westbound offslip, the southern section of the roundabout and south of the junction. Good progress is being made. Construction of temporary access to Upper Studley Farm complete.
- Project Mgt – Continued comms including some significant publicity due to the start of the muck shift and a senior management site visit.

- Construction – Complete works to the eastbound offslip and continue works throughout the rest of the site.
- Project Mgt – Continue comms (TM, ongoing)

Change Control Notification History

Change Control 1 (CR017)
Submitted in October 2016
Temporary transfer of £3.12m budget from Rapid Transit project

**LEP Programmes
Highlight Report to Commissioning Group (10 May 2017)**



Project Ref	Project Name	Project Manager	Lead Delivery Partner	Previous	Current	Direction
LGF/1617/007/MH	Mansion House (Corsham)	Kaz Van Den Berg	Wiltshire Council	AG	AR	

Project Description

Renovation and conversion of Mansion House building in Corsham to create incubation space for businesses working within the digital or innovation sectors and teaching space to facilitate the opportunity to deliver both higher-education courses and schools engagement.

What does our path look like? (Milestones)				Are we on track? (Issues/Risks)
Milestone	Baseline	Revised Baseline (if applicable)	Forecast/ Actual	<p>Programme</p> <p>AR – Planning application was submitted in November 2016 - Mansion House Planning Application Link.</p> <p>Two objections have been (the Georgian Group and the Ancient Monument Society).</p> <p>If Wiltshire Council is minded to approve the planning application at Strategic Planning Committee it must submit it to the Secretary of State to consider the objections of the Statutory Consultees – in this case the Georgian Group and the Ancient Monuments Society. There is no way of knowing how long the application will be with the Secretary of State – this could be a few weeks to several months.</p> <p>Project Managers ARUP are preparing alternative plans and risk assessments to reflect potential delays. Milestones will be updated once these are developed.</p> <p>An update will be provided to the SWLEP after the Planning Committee.</p>
Appoint Project Team	Nov/Dec 2015	Feb 2016	Feb 2016	
Detailed design	May 2016	Oct 2016	Oct 2016	
Submit planning application	May 2016	Nov 2016	Nov 2016	
Tender issue (PIN)	June 2016	Dec 2016	Dec 2016	
Planning application approval	July 2016	Feb 2017	May 2017	
Stage 1 Contract award	Sept 2016	May 2017	April 2017	
Stage 2 Contract award	n/a	n/a	July 2017	

**LEP Programmes
Highlight Report to Commissioning Group (10 May 2017)**



Construction commence	Sept 2016	June 2017	July 2017	
Construction complete	June 2017	Dec 2017	Jan 2018	

What are we spending?

Total project budget of £2.5m is made up of LGF funding only. As a local match contribution Wiltshire Council has invested the building, valued at between £1million and £1.5million in to the project.

£Ms	2014/15	2015/2016	2016/2017	2017/18	2018/19	Total
LGF Profile		£0.030m	£0.254m	£2.170m	£0.050m	£2.5m
Actual	£0.001m	£0.030m	£0.146m			£0.177m

Total project spend to date £0.177m

What have we done this month?

- Operational market engagement event (10 March)
- Conclusion of planning re-consultation on amended designs

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

- Strategic Planning Committee (May)
- Continue to work with Planning Officers regarding referral to Secretary of State.

Change Control Notification History

Change Control 1 (CR001)

Agreed in September 2015.
Changes to scope and deliverables.

Change Control 2 (CR009)

Submitted in October 2016
Changes to schedule. Updating the project schedule in line with what ARUP have prepared. Project completion December 2017.

**LEP Programmes
Highlight Report to Commissioning Group (10 May 2017)**



Project Ref	Project Name	Project Manager	Lead Delivery Partner	Previous	Current	Direction
LGF/1617/008/SBX	Swindon Bus Exchange	Simon Bridgen	Swindon Borough Council	R	G	

Project Description
New bus exchange facility to improve connectivity in and around the town, also to improve the attractiveness of the town centre

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

Milestone	Baseline	Revised Baseline	Forecast/Actual
Funding Approval (SBC)	2014	Complete	Completed
Legal Agreement with Bus Operators	2014	Complete	Completed
LGF approval	2014	Complete	Completed
CPO for land approved	Jan 2016	Complete	Completed
Carfax Car Park demolition completed	Jan 2016	Complete	Completed
Concept Design Review completed and stakeholder engagement undertaken		Mar 2017	March 2017
Detailed design completed and reserved matters planning application submitted	Mar 2016	Jun 2017	June 2017
Stopping up Order for Bus Exchange granted	Apr 2016	Sept 2017	September 2017
Planning permission granted	Jul 2016	Sept 2017	September 2017
Build Contract procured	Sept 2016	Mar 2018	March 2018
Temporary Bus Station construction start	Dec 2016	Aug 2018	August 2018
Temporary Bus Station	March 2017	Oct 2018	October 2018

AR – Programme: The CPO process has now been successfully concluded with the dismissal of the Judicial Review against the decision to grant the CPO. This means that the land acquisition process can now be progressed.

The Health Centre element of the scheme is generally progressing to programme, but the handover date of the new building to the NHS has been put back to May 2017. The slippage was caused by delays in the discharge of planning conditions and with the grant of the pavement/highways licence.

A change control has been submitted for new programme timescales and associated financial profiling.

AR – Design: The design review of the Bus Exchange options has been completed, and the emerging designs have been discussed with both major bus operators (Stagecoach and Thamesdown) during February. The resulting options are undergoing further stakeholder consultation prior to commencing the detailed design process.

**LEP Programmes
Highlight Report to Commissioning Group (10 May 2017)**



opens			
Construction start on site	September 2016	Oct 2018	October 2018
Bus Exchange construction completes	May 2018	June 2019	June 2019

What are we spending?

£Ms	2016/2017				2017/18	2018/19	2019/20	Total
	Q1	Q2	Q3	Q4				
Profile (LGF)	0	0	0	0	0.737	2.063	0.2	3.00
Actual (against LGF)	0	0	0	0				

Total project budget = £6m made up of £3m LGF and £3m SBC/Developer contribution

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

- | | |
|--|--|
| <ul style="list-style-type: none"> • Construction of the new Health Centre is nearing completion. • The design review of Bus Exchange and Fleming Way options has been completed, with the final report received from the consultants. • The process of enforcing the CPO and progressing the land acquisition is proceeding. | <ul style="list-style-type: none"> • Complete the review of Bus Exchange options with key stakeholders, including SBC Councillors and Kimmerfields development partners. • Prepare the design brief ready for issue once the design options have been agreed following stakeholder discussion. • Produce updated cost estimates for the preferred option. |
|--|--|

Change Control Notification History

Change Control 1 (CR022)
Approved May 2017 – Revised timescales and associated financial profiling.

**LEP Programmes
Highlight Report to Commissioning Group (10 May 2017)**



Project Ref	Project Name	Project Manager	Lead Delivery Partner	Previous	Current	Direction
LGF/1617/009/YWA	A350 Yarnbrook/West Ashton Relief Road	Martin Aldam	Wiltshire Council	G	G	

Project Description

Construction of a relief road from the A350 in the Yarnbrook and West Ashton area located to the south east of Trowbridge. The scheme will unlock the Ashton Park development of 2,600 homes and 15ha of employment land.

What does our path look like? (Gantt Chart)

Milestone	Baseline	Revised Baseline (if applicable)	Forecast / Actual
OBC approval	Apr 2015	Apr 2015	Apr 2015
Planning application submission by developer	May 2015	May 2015	May 2015
Outline planning permission approval	Feb 2016 to May 2016	Apr 2018	Apr 2018
Procurement / Tendering	Sept 2016 to Feb 2017	Dec 2018 ¹	Dec 2018
Develop Full Business Case	Oct 2016 – May 2017	Dec 2018	Dec 2018
FBC submission to SWLEP Board	May 2017	Jan 2019	Jan 2019
FBC approval	July 2017	Mar 2019	Mar 2019
Construction	Apr 2018 – Mar 2021	Apr 2019 to Apr 2021	Apr 2019 to Apr 2021

Are we on track? (Issues/Risks)

G – Programme

The project is on track. There are no current issues to report.

¹ Procurement and Tendering exercise will be carried out by the Developer. LEP role is to ensure VFM.

**LEP Programmes
Highlight Report to Commissioning Group (10 May 2017)**



What are we spending?

Total project budget of £17.094m (to be refined on completion of the FBC) is made up of £5.5m of LGF funding, and £11.594m private sector funding.

£Ms	2016/2017	2017/2018	2018/2019	2019/2020	2020/21	Total
LGF Profile	£0.117m			£2.283m	£3.1m	£5.5m
Actual	£0.117m					£0.117m

Total project spend to date: £0.117m

What have we done this month (Progress)

- Further consideration of the Ashton Park planning application including phasing of the development in relation to the provision of the YWARR.

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

- Continue to work through the planning application process (Michael Kilmister, Development Control Team Leader (Central)).
- Ongoing discussions with the Ashton Park developer regarding scheme delivery (Phil Tilley, Highways Development Control Officer).

Change Control Notification History

Change Control 1 (CR020)
Agreed in March 2017
Revised schedule to update the project milestones.

**LEP Programmes
Highlight Report to Commissioning Group (10 May 2017)**



Project Re	Project Name	Project Manager	Lead Delivery Partner	Previous	Current	Direction
LGF/16/17/010/JNC17	M4 J17 Capacity Improvement	Kingsley Hampton	Wiltshire Council	G	AG	

What does our path look like? (Gantt Chart)				Are we on track? (Issues/Risks)
Milestone (* = critical path date)	Baseline	Revised Baseline (if applicable)	Forecast / Actual	<p>G - A Risk Register has been prepared as part of the draft FBC, comprising 48 specific risks. A risk budget has been calculated based on a combination of the estimated cost of each risk being realised and the probability of each risk becoming reality. The quantified risk budget is £0.117 million.</p> <p>AR - Construction milestones have been updated based on HE requirements and as a result of the tendering and contracting phase.</p>
Signal specification sent to Highways England/ Skanska	Sept 2016	Sept 2016	Sept 2016	
Outline Business Case (OBC) complete	Sept 2016	Oct 2016	Oct 2016	
Complete detailed design (for procurement)*	Sept 2016	Oct 2016	Oct 2016	
Issue invitations to submit Participation Requests	Oct 2016	Oct 2016	Oct 2016	
OBC approval	Nov 2016	Nov 2016	Nov 2016	
Prior Information Notice (PIN) published*	Dec 2016	Dec 2016	Dec 2016	
Tender recommendation*	Feb 2017	Feb 2017	Feb 2017	
Full Business Case (FBC) submission*	Feb 2017	Feb 2017	Feb 2017	
FBC approval*	Jan 2017	Mar 2017	May 2017	
Main construction start*	June 2017	June 2017	Aug 2017	
Construction complete*	Oct 2017	Aug 2017	Dec 2017	
Opening date	Oct 2017	Aug 2017	Dec 2017	

What are we spending?

Total project budget of £1.18m is made up of £0.5m of LGF funding, and £0.68m Highways England funding.

£Ms	2016/2017	2017/2018	2018/2019	2019/2020	Total
LGF Profile	£0.136m			£0.364m	£0.5m
Actual	£0.14m				£0.14m

Total project spend to date: £0.14m

What have we done this month (Progress)

- Full Business Case (FBC) received from Atkins
- Scheme included in presentations to Michelle Donelan MP on 2 February and Chippenham Area Board on 13 March.
- Further site supervision and advance works actions developed / progressed.
- Report on scheme and tender outcome presented to Wiltshire Council Cabinet meeting on 4 April.
- Sent FBC to Independent Technical Advisor (ITA) for comments
- ITA returned 07/04/17

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

- Revised FBC to be presented to SWLEP Transport Infrastructure Subgroup at meeting on 24 April.
- Produce a Frequently Asked Questions paper and include an article in the Wiltshire Council Parish Newsletter.
- Publish the draft FBC on the SWLEP's website.
- Obtain Accountable Body's S151 officer approval of Value for Money statement.
- Draft FBC to be presented to Commissioning Group at meeting on 10 May.
- Draft FBC to be presented for approval to SWLEP Board at meeting on 24 May.
- Prepare documents and / or hold meetings related to pre-construction matters (e.g. traffic management, method statements, statutory undertakers, advise adjacent residents and businesses).

Change Control Notification History

Change Control 1 (CR010)

Submitted in October 2016

Changes requested to schedule. To enable M4 Junction 17 Improvements to be delivered and completed in 2017/18 instead of 2019/20 as originally planned. Project completion scheduled for August 2017.

Change Control 2 (CR018)

Submitted in January 2017

Changes requested to drawdown schedule to enable the grant agreement to be updated.

**LEP Programmes
Highlight Report to Commissioning Group (10 May 2017)**



Project Ref	Project Name	Project Manager	Lead Delivery Partner	Previous	Current	Direction
LGF/1617/009/UFB	Ultrafast Broadband Procurement	Sarah Cosentino	Wiltshire Council (Wiltshire Online (WOL) Team)	G	G	

Project Description

To procure and deploy an Ultrafast / NGA broadband solution in Wiltshire.

What does our path look like? (Milestones)

Milestone	Baseline	Forecast/Actual
BDUK "B2" Assurance Checkpoint passed	Nov 2016	Nov 2016
OJEU ITT Scheduled Launch	Nov 2016	Nov 2016
Closing date for Bidder Signed "Expression of Interest"	Dec 2016	Dec 2016
ITT Bidder Response deadline	Feb 2017	Feb 2017
Bidder Evaluation Process	Mar 2017	Apr 2017
Contract Finalisation	Mar 2017	Apr 2017
BDUK Assurance Checkpoint "C"	Mar 2017	Apr 2017
Contract Signature / Sealing	Apr 2017	Apr 2017

This timeline currently considers the procurement process only, as known by the Project & Procurement Team. As an iterative process, more information will follow regarding deployment milestones, phasing of roll-out, etc., once the delivery model has been received and the contract has been awarded to a supplier.

Are we on track? (Issues/Risks)

- G – **Programme:** ITT launched – On schedule.
- G – **Contract Finalisation Process** – Complete
- G – **BDUK Assurance Board – Checkpoint "C"** – Complete
- G – **Contract Signature / Sealing** – In progress

**LEP Programmes
Highlight Report to Commissioning Group (10 May 2017)**



What are we spending?

Total project budget of £3m is made up of **£1m** of LGF grant funding, (plus **£2m** of BDUK grant funding.)

£Ms	2018/19	2019/20	Total
LGF Profile	£0.5m	£0.5m	£1m
Actual			

What have we done in the past 2 months?

- ITT response deadline – 20th February.
- Evaluate bidder responses – 21st Feb – 21st March.
- Commence Local Body initial governance – 21st March.
- Bidders notified of evaluation outcome – 21st March.
- Standstill period – 28th March – 7th April.
- Contract finalisation – 21st March – 20th April.
- DCMS Approvals (Checkpoint “C”) including State Aid and Funding – 21st March – 20th April 2017.
- Ultrafast Bid Evaluation Report prepared, submitted and approved by the GWB Board.
- Completed the necessary Grant agreements with both BDUK and SWLEP.

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

- Continuing DCMS Approvals (Checkpoint “C”) including State Aid and Funding – > 20th April 2017.
- BDUK / National Competence Centre – Checkpoint “C” State Aid Assurance Board. 20th April 2017.
- Local Body final governance & Contract Award – w/c 24th April 2017.
- Contract Signature / Sealing – w/c 24th April 2017.
- Change Control for amended LGF Payment Profile (see above), now that we have sight of the confirmed supplier deployment plans.

Change Control Notification History

N/A No Previous Change Control History

Local Growth Fund (Growth Deal 3)

**LEP Programmes
Highlight Report to Commissioning Group (10 May 2017)**



Project Ref	Project Name	Project Manager	Lead Delivery Partner	Previous	Current	Direction
LGF/1718/001/WCS	Salisbury Campus Redevelopment.	JOA Consulting Jeff Owen	Wiltshire College Adrian Ford	NA	G	

Project Description

Construction, Life Sciences, Engineering & HE Centre new build extension & refurbishment works

What does our path look like? (Milestones)

Milestone	Baseline	Revised Baseline (if applicable)	Forecast/ Actual
RIBA Stage 1 Design Brief	March-May 17		
RIBA Stage 2 Concept Design	tbc		
RIBA Stage 3+ Developed Design	tbc		
Planning	tbc		
Tender (OJEU – main works)	tbc		
Stage 4 Contractor Technical Design	tbc		
Stage 5 Construction	tbc		
RIBA Stage 6 Handover	tbc		
RIBA Stage 7 In Use	tbc		

Are we on track? (Issues/Risks)

Programme: [G] A detailed programme is being defined as part of the Stage 1 Brief. Firm dates to be reported next period.

Cost: [G] A detailed cost plan and cashflow, capped within the OBC funding allowance, to be reported next period.

Scope: [G] A detailed brief for Stage 2 concept design is being prepared.

**LEP Programmes
Highlight Report to Commissioning Group (10 May 2017)**



What are we spending?

The total project costs are estimated to be £14.8m (including VAT, contingency and an allowance for inflation).
The College contribution is £1m capital. LEP contribution is £13.8m capital.

	20017/2018				2018/2019				2019/2020				
£Ms	Qtr 1	Qtr 2	Qtr 3	Qtr 4	Qtr 1	Qtr 2	Qtr 3	Qtr 4	Qtr 1	Qtr 2	Qtr 3	Qtr 4	Total
Profile (LGF)													
Actual (against LGF)													

Cashflow forecast to be confirmed next reporting period, to align with the agreed programme.

What have we done in the past 2 months?

- Project start-up workshop meeting.
- Commence Stage 0 & 1 duties.
- Project team site visit.
- Receive 'user' brief
- Schedule of accommodation is being defined.
- Block plan mass & volume design appraisal
- Cost plan reviews on SOA and associated works.
- Assess overall programme and key dates.
- MEP site inspection.
- Establish existing site survey and record information (limited).

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

- Agree the SOA/works within the capped funding
- Agree block plan mass/volume/location.
- Prepare cost plan.
- Prepare detailed programme
- Prepare design team fee enquiries
- Prepare Stage 1 report.
- Seek approval to proceed to Stage 2.
- Commence site survey

Change Control Notification History

None reported at this time.

**LEP Programmes
Highlight Report to Commissioning Group (10 May 2017)**



Project Ref	Project Name	Project Manager	Lead Delivery Partner	Previous	Current	Direction
LGF/1718/002/WCL	Lackham Campus; Agri-Tech Centre & Associated Works	JOA Consulting Jeff Owen	Wiltshire College Adrian Ford	NA	G	

Project Description

New build agricultural technology centre, infrastructure and upgrade works.

What does our path look like? (Milestones)

Milestone	Baseline	Revised Baseline (if applicable)	Forecast/ Actual
RIBA Stage 1 Design Brief	March-May 17		
RIBA Stage 2 Concept Design	tbc		
RIBA Stage 3+ Developed Design	tbc		
Planning	tbc		
Tender (OJEU – main works)	tbc		
Stage 4 Contractor Technical Design	tbc		
Stage 5 Construction	tbc		
RIBA Stage 6 Handover	tbc		
RIBA Stage 7 In Use	tbc		

Are we on track? (Issues/Risks)

Programme: [G] A detailed programme is being defined as part of the Stage 1 Brief. Firm dates to be reported next period.

Cost: [G] A detailed cost plan and cashflow, capped within the OBC funding allowance, to be reported next period.

Scope: [G] A detailed brief for Stage 2 concept design is being prepared.

**LEP Programmes
Highlight Report to Commissioning Group (10 May 2017)**



What are we spending?

Total project funding is £9.2m (including VAT, contingency and an allowance for inflation).
Wiltshire College to provide a £1m capital. SW LEP to provide £8.2m capital contribution. The new facilities are located on College-owned land.

	20017/2018				2018/2019				2019/2020				Total
£Ms	Qtr 1	Qtr 2	Qtr 3	Qtr 4	Qtr 1	Qtr 2	Qtr 3	Qtr 4	Qtr 1	Qtr 2	Qtr 3	Qtr 4	
Profile (LGF)													
Actual (against LGF)													

Cashflow forecast to be confirmed next reporting period, to align with the agreed programme.

What have we done in the past 2 months?

- Project start-up workshop meeting.
- Commence Stage 0 & 1 duties.
- Project team site visit.
- Receive 'user' brief
- Schedule of accommodation is being defined.
- Block plan mass & volume design appraisal
- Cost plan reviews on SOA and associated works.
- Assess overall programme and key dates.
- MEP site inspection.
- Establish existing site survey and record information (limited).

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

- Agree the SOA/works within the capped funding
- Agree block plan mass/volume/location.
- Prepare cost plan.
- Prepare detailed programme
- Prepare design team fee enquiries
- Prepare Stage 1 report.
- Seek approval to proceed to Stage 2.
- Commence site survey

Change Control Notification History

None reported at this time.

**LEP Programmes
Highlight Report to Commissioning Group (10 May 2017)**



Project Ref	Project Name	Project Manager	Lead Delivery Partner	Previous	Current	Direction
LGF/1718/003/CCPM	The Maltings	Richard Walters	Wiltshire Council	N/A	G	

Project Description

The first and major transformational phase of the Maltings and Central Car Park Regeneration Scheme seeks to redevelop the Central Car Park and Coach Park site for a mix of commercial (retail and leisure) and residential uses.

What does our path look like? (Milestones)

Milestone	Baseline	Revised Baseline (if applicable)	Forecast/Actual
Pre planning design / technical work / consultation	Nov 2017		Nov 2017
Planning application submission	Dec 2017		Dec 2017
Planning consent	Apr 2018		Apr 2018
Contractor procurement and site mobilisation	Aug 2018		Aug 2018
Construction start on site	Sept 2018		Sept 2018
Practical completion and scheme opening	Oct 2020		Oct 2020

Are we on track? (Issues/Risks)

G - Contractual Arrangements Approval given by Wiltshire Council cabinet to enter into a delivery arrangement to secure the comprehensive development of the whole site on terms to be agreed with TH Real Estate , the owners of the Maltings shopping centre

G - Design and Planning The principles of development are well established in the council's Core Strategy. Wiltshire Council is working with TH Real Estate to bring forward proposals to go out to consultation later in the year.

**LEP Programmes
Highlight Report to Commissioning Group (10 May 2017)**



What are we spending?

£Ms	2016/17	2017/2018				2018/19	2019/20	2020/21	Total
	0	Q1	Q2	Q3	Q4				
LGF Profile	0	£0.31m	£0.25m	£0.25m	£0.25m	£1.0m	£1.0m	£3m	£6.06m
Actual	0	£0.06m							£0.06m

Total Project spend to date: £0.06m
Total project cost: £85.4 million

Wiltshire Council is developing a mechanism to enable remediation works to be completed ahead of drawdown of the total LGF grant allocation.

What have we done in the past 2 months?

- Approval given by Wiltshire Council cabinet to enter into a delivery arrangement to secure the comprehensive development of the whole site on terms to be agreed with TH Real Estate, the owners of the Maltings shopping centre

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

- Agree commercial terms of a land deal with TH Real Estate
- Work with TH Real Estate towards development proposals for the site to go out to consultation with the community later in the year

Change Control Notification History

No change control notifications submitted to date

Department for Transport – LGF (Growth Deal 1)

**LEP Programmes
Highlight Report to Commissioning Group (10 May 2017)**



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

Project Description

New bridge across the A419 connecting the NEV site with East Swindon

What does our path look like? (Milestones)				Are we on track? (Issues/Risks)
Milestone	Baseline	Revised Baseline	Forecast/Actual	<p>AG – Cost</p> <ul style="list-style-type: none"> Atkins are currently reviewing the cost estimates and concept design for the scheme. <p>AG – Project scope</p> <ul style="list-style-type: none"> The outcome of the modelling review for NEV may result in a change of scope from the original scheme. Options to be considered for the specification include the bridge being open to all traffic rather than the original scope of public transport, pedestrian and cycle use only. This will be considered as part of the comprehensive access strategy. <p>G – Programme</p> <ul style="list-style-type: none"> On programme
Viability Review	n/a	March 2016	March 2016	
Preliminary design completed	July 2016	March 2017	March 2017	
Planning application granted	August 2017	October 2017	October 2017	
(SoS call in/Public Inquiry)	August 2018	October 2018	October 2018	
D&B Tender Process	n/a	December 2017	December 2017	
Detailed Design	August 2019	December 2018	December 2018	
Construction commence	January 2021	January 2021	January 2021	
Construction complete	May 2022	May 2022	May 2022	

**LEP Programmes
Highlight Report to Commissioning Group (10 May 2017)**



What are we spending?

	15-16	16-17				Total	17/18	18/19	19/20	20/21	TOTAL
		Q1	Q2	Q3	Q4						
Approved LGF Profile	0	0	0	0	0	0.5	1.761	4.696	0.643	7.6	
Actual Spend Incurred	0	0	0	0	0						

Total project budget= £17.922m made up of £7.6m LGF and £10.322m SBC/developer contribution

What have we done in the last 2 months

- Worked with Atkins to develop design scopes.

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

- Confirm how the scheme design integrates as part of the comprehensive access strategy and, in particular, with the proposed improvements to White Hart Junction, as the two schemes intersect at Merlin Way.

Change control Notification History

Change Control 1 (CR013)

Agreed in October 2016

Change of schedule to accommodate design and build programme. End dates are unchanged but interim milestones have moved. Change control request for spend profile to follow.

**LEP Programmes
Highlight Report to Commissioning Group (10 May 2017)**



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	Peter Morgan	Swindon Borough Council	G	G	

Project Description

Traffic management measures and junction improvements within East Swindon

What does our path look like? (Milestones)

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

Are we on track? (Issues / Risks)

G – Cost – Project still within original predicted budget. Scheme spend estimated to start in 2019/20. Anticipated LEP grant of £0.5m in 19/20 and £1.5m in 20/21.
G - Quality – Currently no issues with quality.
G – Time – Programme still on original path.

What are we spending?

	15-16	16-17				Total	17/18	18/19	19/20	20/21	21/22	TOTAL
		Q1	Q2	Q3	Q4							
Approved LGF Profile	0	0	0	0	0	0	0	0.500	1.500	0	2.000	
Actual Spend Incurred	0	0	0	0	0							

Total project budget = £2.613m made up of £2m LGF and £0.613m SBC funding/developer contributions

What have we done in the last 2 months

SBC have commissioned the business case for WHJ & SCR, this will in turn lead to the development of the necessary 2014 base strategic model and 2026 forecast model which is essential to inform the package 2 works.

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

N/A

**LEP Programmes
Highlight Report to Commissioning Group (10 May 2017)**



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

What does our path look like? (Milestones)	Are we on track? (Issues/Risks)																					
<table border="1"> <thead> <tr> <th>Milestone</th> <th>Baseline</th> <th>Forecast/Actual</th> </tr> </thead> <tbody> <tr> <td>Feasibility modelling</td> <td>October 2016</td> <td>October 2016</td> </tr> <tr> <td>Preliminary design</td> <td>March 2017</td> <td>March 2017</td> </tr> <tr> <td>D&B Tender Process</td> <td>December 2017</td> <td>December 2017</td> </tr> <tr> <td>Detailed design</td> <td>August 2018</td> <td>August 2018</td> </tr> <tr> <td>Construction commence</td> <td>September 2018</td> <td>September 2018</td> </tr> <tr> <td>Construction complete</td> <td>August 2019</td> <td>August 2019</td> </tr> </tbody> </table>	Milestone	Baseline	Forecast/Actual	Feasibility modelling	October 2016	October 2016	Preliminary design	March 2017	March 2017	D&B Tender Process	December 2017	December 2017	Detailed design	August 2018	August 2018	Construction commence	September 2018	September 2018	Construction complete	August 2019	August 2019	<p>AG – Costs</p> <ul style="list-style-type: none"> Feasibility modelling identified additional junction capacity required, resulting in a need to review and refine the design options for the scheme which may in turn impact upon scheme costs. Atkins cost estimate is under review. <p>AR – Quality</p> <ul style="list-style-type: none"> Modelling identifies that additional junction capacity is required, resulting in a need to review and refine the design options for the scheme. <p>AG – Time</p> <ul style="list-style-type: none"> Delays have occurred with strategic modelling. Once results are received, Atkins will progress preliminary design and programme. Change control submitted.
Milestone	Baseline	Forecast/Actual																				
Feasibility modelling	October 2016	October 2016																				
Preliminary design	March 2017	March 2017																				
D&B Tender Process	December 2017	December 2017																				
Detailed design	August 2018	August 2018																				
Construction commence	September 2018	September 2018																				
Construction complete	August 2019	August 2019																				

What are we spending?

	15-16	16-17				17/18	18/19	19/20	20/21	21/22	TOTAL
		Q1	Q2	Q3	Q4						
Approved LGF Profile	0.041	0.022	-0.022	0.000	0.021	0.509	1.5	0.429			2.500
Actual Spend Incurred (LGF)	0.041	0.022	-0.022	0.000	0.021						0.062

Total project spend to date = £0.062m out of a total project budget of £5.37m

**LEP Programmes
Highlight Report to Commissioning Group (10 May 2017)**



What have we done in the last 2 months	What do we need to do in the next 2 months (Actions)
<ul style="list-style-type: none"> • Reviewed the modelling report from CH2M • Atkins reviewing CH2M cost estimate for JMP design 	<ul style="list-style-type: none"> • Progress options for Gablecross junction design based on the output from the modelling work • Recommend a preferred solution for preliminary design • Commence Utility Investigations • Commence Environmental Impact Assessment (EIA) screening • Pre-application consultation with the Local Planning Authority.
<p align="center">Change control Notification History</p>	
<p><u>Change Control 1 (CR012)</u> Agreed in October 2016 Change of schedule to accommodate design and build programme. End dates are unchanged but interim milestones have moved. Change control request for spend profile to follow.</p> <p><u>Change Control 2 (CR021)</u> Submitted in March 2017 Change of financial profiling in accordance with above change control regarding milestones as above.</p>	

Department for Transport - Retained

**LEP Programmes
Highlight Report to Commissioning Group (10 May 2017)**



Project Ref	Project Name	Project Manager	Lead Delivery Partner	Previous	Current	Direction
DFT/1516/003/EV(iv)	New Eastern Villages Southern Connector Road	Tom Campbell	Swindon Borough Council	G	AG	↑

Project Description

New link road connecting the NEV with the A419 at Commonhead Interchange

What does our path look like? (Milestones)

	Baseline	Revised Baseline	Forecast/Actual
Preliminary survey work	n/a	January 2016	February 2016
Preliminary design (Stage 2)	February 2016	May 2017	May 2017
Planning Consent	April 2017	November 2017	November 2017
Land acquisition (CPO) complete	August 2017	February 2019	February 2019
(SoS call in/Public Inquiry)	May 2018	November 2018	November 2018
D&B Tender Process	n/a	June 2018	June 2018
Detailed Design	April 2019	June 2019	June 2019
Construction Commence	October 2019	October 2019	October 2019
Construction Complete	March 2021	March 2021	March 2021

Are we on track? (Issues/Risks)

- AG – Cost** – Estimate currently being reviewed as changes in the planned road alignment may impact on cost.
- AG – Quality** – Archaeological remains have been found on the indicative alignment. Liaison is underway with Historic England and the County Archaeologist on options to mitigate the impact of the scheme.
- G – Time**
- The project is on track to achieve overall construction milestone
- G – Programme**
- No Programme issues

**LEP Programmes
Highlight Report to Commissioning Group (10 May 2017)**



What are we spending?

	15-16	16-17				Total	17/18	18/19	19/20	20/21	TOTAL
		Q1	Q2	Q3	Q4						
Profile (LGF)	0	0	0	0	0	0	0	5.800	5.800	11.600	
Actual (LGF)	0	0	0	0	0						

Total project budget = £20.95m made up of £11.6m LGF and £9.35m SBC/developer contributions

• What have we done in the last 2 months

- Produced Constraints Plan and identified alternative alignment options
- Hydrogeological investigations, arboriculture, ecological and geophysical surveys
- Commissioned additional geophysical surveys
- Commenced review of construction cost estimates
- Meeting has been held with appointed land agent
- Commenced pre-application discussions with the Local Planning Authority
- Met with SBC's Highways Asset Managers to agree design standards
- Commenced Flood Risk Assessment

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

- Continue surveys programme and commission additional surveys as necessary
- Refine Constraints Plan based on information obtained from surveys
- Complete arboriculture report
- Examine highway layout options at Commonhead Interchange and at the Wanborough Road junction
- Continue Flood Risk Assessment
- Agree Planning Strategy with the Local Planning Authority
- Confirm land assembly programme
- Confirm preferred alignment for the SCR
- Complete cost estimate update
- Liaise with Canal Trust and lead consultant regarding design issues related to the Canal route.

LEP Programmes
Highlight Report to Commissioning Group (10 May 2017)



Change control notification history

Change Control 1 (CR005)

Agreed in April 2016

Slip of planning application date by 6 months

Change Control 2 (CR014)

Agreed in October 2016

Change of schedule to accommodate design and build programme. End dates are unchanged but interim milestones have moved. Change control request for spend profile to follow.

**LEP Programmes
Highlight Report to Commissioning Group (10 May 2017)**



Project Ref	Project Name	Project Manager	Lead Delivery Partner	Previous	Current	Direction
DFT/1516/003/EV(v)	New Eastern Villages White Hart Junction	Peter Morgan	Swindon Borough Council	G	G	

Project Description

Improvement of A419/A420 Interchange

What does our path look like? (Milestones)

Milestone	Baseline	Revised Baseline	Forecast/Actual
Preliminary design stage 1	February 2015	February 2015	February 2015
Preliminary design stage 2	December 2015	March 2017	March 2017
Planning application granted	February 2017	October 2017	October 2017
Land acquisition (CPO)	June 2017	October 2017	October 2017
(SoS call in/Public Inquiry)	February 2018	October 2018	October 2018
D&B Tender Process	n/a	December 2017	December 2017
Detailed design	June 2018	December 2018	December 2018
Construction commence	January 2019	March 2019	March 2019
Construction complete	February 2021	February 2021	February 2021

Are we on track? (Issues/Risks)

G – Cost

- Estimates are currently being reviewed following the refinement of the design scope
- Awaiting update on land requirements and costs

G – Quality – There are currently no issues with scheme quality

G – Time

- No programme issues

**LEP Programmes
Highlight Report to Commissioning Group (10 May 2017)**



What are we spending?

	15-16	16-17				Total	17/18	18/19	19/20	20/21	TOTAL
		Q1	Q2	Q3	Q4						
Approved LGF Profile	0	0	0	0	0.600	0.600	0.400	0	11.000	10.500	22.500
Actual Spend Incurred (LGF)	0	0	0	0	0.028	0.028					

Total project budget = £32.8m made up of £22.5m LGF and £10.3m SBC/developer contributions

What have we done in the past two months?

- Worked with Atkins to refine design scope and costs.
- Appointed topographical survey contractor for all junction areas.

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

- Complete topographical surveys
- Produce revised design options to address specific issues including the management of local traffic movements, which will potentially change as a result of the new junction layout.

Change control notification history

Change Control 1 (CR006)

Agreed in April 2016

Slip of design milestone 2 by 6 months

Change Control 2 (CR015)

Agreed in October 2016

Change of schedule to accommodate design and build programme – end date unchanged but significant change within the programme. Spend profile change control request to follow

**LEP Programmes
Highlight Report to Commissioning Group (10 May 2017)**



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

Project Description

Preparing and presenting the Outline Business Case to DfT to secure full scheme funding approval

What does our path look like? (Milestones)

Milestone	Baseline	Revised Baseline	Forecast/Actual
Management and Commercial Case workshops completed	September 2015	September 2015	Completed
Options Appraisal Report completed	December 2015	December 2015	Completed
Appraisal Specification Report completed	December 2015	May 2016	Completed
Submission of OAR and ASR to DfT for review	December 2015	June 2016	Completed
Receipt of comments from DfT and agreement of next stage	January 2016	December 2016	Completed
Re-submission of OAR and ASR to the DfT			May 2017
Completion of modelling work for forecasting scenarios			July 2017
Submission of Strategic Outline Business Case to SWLEP and DfT			September 2017
Completion of Outline Business Case	April 2016	May 2017	June 2018

Are we on track? (Issues/Risks)

A – Programme: Meeting has been held with the DfT to discuss the programme for delivering the key Business Case milestones for the two retained schemes. Atkins have commenced work on the forecast modelling and the related Business Case documentation. The outcome of these discussions is reflected in the updated milestones, which link with the scheme delivery programmes for the White Hart Junction and the Southern Connector Road.

G – Cost: This work is currently on budget.

**LEP Programmes
Highlight Report to Commissioning Group (10 May 2017)**



What are we spending?

£Ms	2015/2016	2016/2017				2017/18	Total
		Q1	Q2	Q3	Q4		
Profile (LGF)	0.382	0.057	0.018	0.043			0.500
Actual (against LGF)	0.382	0.057	-0.094	0.066	0.089		0.500

Total project budget = £0.5m made up of £0.5m LGF

What have we done in the past 2 months?

- Meeting has been held with the DfT on 21st March including a site visit to the retained scheme locations. Included discussion of DfT requirements regarding the Business Case, and the modelling work.
- Atkins has commenced work on the Future Model scenarios to allow scheme testing as part of the Business Case development – inception meeting was held on 29th March and project meetings are being held regularly to discuss progress.

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

- Progress work on the forecasting model and the development of the scenarios for testing of the retained schemes.
- Submit the revised OAR and ASR reports to the SWLEP and DfT.

Change Control Notification History


Change Control 1 (CR016)

Agreed in October 2016

Changes requested to align with the re-baselining of other NEV schemes to accommodate design and build option

**LEP Programmes
Highlight Report to Commissioning Group (10 May 2017)**



Project Ref	Project Name	Project Manager	Lead Delivery Partner	Previous	Current	Direction
LGF/1617/002/WI	Wichelstowe Western Access	Tim Mann	Swindon Borough Council	G	AG	

Project Description
A tunnel or bridge across the M4 to provide the fourth access to the Wichelstowe development

What does our path look like? (Milestones)	Are we on track? (Issues/Risks)																					
<table border="1"> <thead> <tr> <th>Milestone</th> <th>Forecast</th> <th>Actual</th> </tr> </thead> <tbody> <tr> <td>Complete Outline Business Case</td> <td>Summer 17</td> <td></td> </tr> <tr> <td>Complete EIA (if required)</td> <td>Mid 18</td> <td></td> </tr> <tr> <td>Issue tender (ITT)</td> <td>Autumn 18</td> <td></td> </tr> <tr> <td>Appoint contractor</td> <td>Spring 19</td> <td></td> </tr> <tr> <td>Mobilise and start construction</td> <td>Spring 19</td> <td></td> </tr> <tr> <td>Complete construction</td> <td>March 21</td> <td></td> </tr> </tbody> </table> <p>Note: Detailed milestone dates to be added in next report when preferred option and associated timescales are known.</p>	Milestone	Forecast	Actual	Complete Outline Business Case	Summer 17		Complete EIA (if required)	Mid 18		Issue tender (ITT)	Autumn 18		Appoint contractor	Spring 19		Mobilise and start construction	Spring 19		Complete construction	March 21		<p>AG – Early project planning and business case work is being carried out, including engagement with DfT.</p>
Milestone	Forecast	Actual																				
Complete Outline Business Case	Summer 17																					
Complete EIA (if required)	Mid 18																					
Issue tender (ITT)	Autumn 18																					
Appoint contractor	Spring 19																					
Mobilise and start construction	Spring 19																					
Complete construction	March 21																					

What are we spending?						
£Ms	2016/2017	2017/18	2018/19	2019/20	2020/21	Total
Profile (LGF)	0	0.20	2.69	10.00	10.00	22.89
Actual / predicted						

Total project budget = £28.19m made up of £22.89m LGF and £5.3m SBC/developer contributions

**LEP Programmes
Highlight Report to Commissioning Group (10 May 2017)**



What have we done this month?	What do we need to do in the next 2 months (Actions)
<ul style="list-style-type: none"> Overall approach to next stage of scheme delivery agreed. First meeting with DfT held. Business Case development has commenced. 	<ul style="list-style-type: none"> Continue Business Case development Complete first detailed programme Engage with key stakeholders including Highways England
Change Control Notification History	
None to date	

**LEP Programmes
Highlight Report to Commissioning Group (10 May 2017)**



Project Ref	Project Name	Project Manager	Lead Delivery Partner	Previous	Current	Direction
DFT/1617/004/CSH	Chippenham Station Hub	Rory Bowen	Wiltshire Council	AG	AG	

Project Description

Enhancement of station facilities including increased car parking, railway crossing provision, retail facilities and public realm improvements.

What does our path look like? (Milestones)				Are we on track? (Issues/Risks)
Activity	Baseline Date	Revised Baseline	Forecast / Actual	<p>Programme</p> <p>AG – GWR Phase 1 delivery via business case to the LEP will now be presented to the LEP Board in July rather than the May deadline as originally envisaged. Council officers continue to work closely with GWR on business case development.</p> <p>AG – April 2017 sees commencement of the OBC for Phase 2, following some soft market testing and further technical work completed by WSP Parsons Brinckerhoff. There has been a delay in procurement of the OBC as the Council is seeking clarification on a number of points contained in the quotes received from suppliers to ensure best value and quality.</p>
Viability assessment	Dec 2016	n/a	Dec 2016	
Procurement and commence GRIP 4/OBC	Sep 2016	n/a	Apr 2017	
GWR Phase 1 Business case	Mar 2017	n/a	Jun 2017	
GWR Phase 1 Delivery approval from LEP	May 2017	n/a	Jul 2017	
Delivery of Phase 2 Outline Business Case	Jan 2017	Jul 2017	Jul 2017	
Phase 2 Planning application submitted	Dec 2016	Aug 2017	Aug 2017	
Start of works	Jul 2017	Mar 2018	Sept 2017	
Full approval application submitted to DfT	May 2017	Nov 2017	Nov 2017	
Completion of works	Jan 2019	Oct 2019	Oct 2019	

**LEP Programmes
Highlight Report to Commissioning Group (10 May 2017)**



What are we spending?

Total project budget of £34m is made up of £16m of LGF (DFT Retained) funding, £2m of Wiltshire Council funding (not secured), and £16m private sector funding (not secured).

£Ms	2015/2016	2016/2017	2017/2018	2018/2019	2019/20	Total
LGF Profile	£0.028m	£0.32m	£3m	£12.65m		£16m
Actual	£0.028m	£0.114m				£0.142m

Total project spend to date: £0.142m

What have we done in the last month?

- Project steering group updated on GWR business case proposal
- WSP Parsons Brinckerhoff working on technical note/updated ASR and feedback from DfT in relation to underlying economic assumptions
- WSP-PB going through soft market testing and re masterplanning exercise
- Continued partnership working with GWR to develop Phase 1 Delivery business case
- Scheme presented to Chippenham Area Board on the 13th March
- Award contract for delivery of OBC and outline planning application

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

- Initiate and drive OBC phase with technical input from Network rail via BAPA
- Complete GWR Phase 1 outline business case and present to LEP (July)

Change Control Notification History

Change Control 1 (CR004)

Agreed in March 2016

Changes to phase 1 schedule. Revised schedule to take into account the development and delivery of the SOBC, OAR, and AST.

Change Control 2 (CR011)

Submitted in October 2016

Changes to overall schedule with completion in October 2019.

City Deal

LEP Programmes Highlight Report to Commissioning Group (10 May 2017)



Project Ref	Project Name	Project Manager	Lead Delivery Partner	Previous	Current	Direction
LGF/1516/006/CD	Swindon & Wiltshire Higher Futures	Mandy Timbrell	LEP Partnership – SBC/WC	AR	AR	

What does our path look like? (Milestones)			Are we on track? (Issues)																																																					
Milestone	Baseline	Current Forecast Date	<p>G – Cost: Spend is within profile G – Time: Time scales for the revised plan are back to green with the team having made significant progress over the last month.</p> <p>AR – Delivery: Progress being made towards implementation. The programme is behind in relation to the achievement of learner outputs this financial year, but ahead with business engagement.</p>																																																					
Marketing/Communications																																																								
Develop menu for businesses and updated collateral for all audiences, testing with employers and HEI partners	October 2016	Complete	<table border="1"> <thead> <tr> <th></th> <th>No. of Contacts (Cumulative)</th> <th colspan="4">Stage of engagement</th> <th>Learners linked to tender</th> <th>Actual learner starts</th> <th>Predicted pipeline learners</th> </tr> <tr> <th></th> <th></th> <th>1</th> <th>2</th> <th>3</th> <th>4</th> <th></th> <th></th> <th></th> </tr> </thead> <tbody> <tr> <td>5</td> <td></td> <td></td> <td></td> <td></td> <td></td> <td></td> <td></td> <td></td> </tr> <tr> <td>November 2016</td> <td>893</td> <td>26</td> <td>5</td> <td>2</td> <td>1</td> <td>1</td> <td>45</td> <td>11</td> <td>154</td> </tr> <tr> <td>April 2017</td> <td>4178</td> <td>43</td> <td>13</td> <td>4</td> <td>5</td> <td>5</td> <td>65</td> <td>26</td> <td>260</td> </tr> </tbody> </table>								No. of Contacts (Cumulative)	Stage of engagement				Learners linked to tender	Actual learner starts	Predicted pipeline learners			1	2	3	4				5									November 2016	893	26	5	2	1	1	45	11	154	April 2017	4178	43	13	4	5	5	65	26	260
	No. of Contacts (Cumulative)	Stage of engagement								Learners linked to tender	Actual learner starts	Predicted pipeline learners																																												
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November 2016	893	26	5	2	1	1	45	11	154																																															
April 2017	4178	43	13	4	5	5	65	26	260																																															
HF website goes live	Feb 2016	Complete Jan 17																																																						
Business Engagement																																																								
Re-purpose Learner Client Engagement adviser role to focus on business engagement	February 2017	Complete	<p>Further issues/risks</p> <ul style="list-style-type: none"> Funding will only cover another 2 years at current cost, model to become self-sustaining by 2020 needs to be revised. FE Colleges view current model as competition further work to be done to ensure new model enables a truly collaborative approach. 																																																					
Use new databases to create meaningful engagements with businesses	March 2017	Complete March 17																																																						
Develop pipeline of learners to engage 17/18 through levy opportunity	March 2017	Complete March 17																																																						
Develop relationships with key intermediaries to reach micro and SMEs	Dec 2016	Complete																																																						
Military Engagement																																																								
Meet Army HQ education branch	January 2017	On Hold																																																						
Review Learner Engagement Strategy	January 2017	ON HOLD																																																						
Develop marketing collateral for military community	December 2016	Complete																																																						
Identify first cohort of military leavers/spouses / veterans	March 2017	Complete																																																						
Deliver first courses for military community	April 2017	April 2017																																																						
Learning Providers																																																								

**LEP Programmes
Highlight Report to Commissioning Group (10 May 2017)**



Convene strategic group to develop degree apprenticeships	June 2016	Complete
Engage new providers to ensure demand can be met for Serco referrals	March 2017	Complete March 2017

What are we spending? (Total Project)

£Ms	2015/2016	2016/2017				2017/18	2018/19	2019/20	Total
		Q1	Q2	Q3	Q4				
Profile (LGF)	£0.374m	£0.77m	£0.075	£0.100m	£0.100m	£0.337m	£0.347m	£0.358m	£1.768m
Actual	£0.320m	£0.078m	£0.072m	£0.111m	£0.046				£0.581m

What have we done this month (Progress)

- Developed bespoke provision for H4H which will be an ongoing programme for military 40 learners delivered by USW at Tedworth House over several years. First cohort to start imminently
- Brokered UWE as the provider for the SBC new Leadership academy and secured on-going work with Swindon Borough Council supporting the development of a plan to maximise the impact of the apprenticeship levy.
- Populated new CRM with data and beginning to embed use of the system into day to day activities. The reporting functionality is far more sophisticated.
- Wrote report for SWLEP board based on Subgroup, Commissioning Group and BEIS input with proposal for new model and outputs.
- Met with colleges and GWP to present the proposal and agree strategy for working in collaboration rather than competition.

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

- Identify other sources of income – e.g. bidding for funding to ensure Higher Futures can continue to provide a service when the grant runs out.
- Develop new project plan with clearly identified key drivers for 2017 based on agreed new programme (End of March 2017) and finalise budget for 17/18
- Follow up meeting with colleges to agree future collaborative approach
- New project outputs and deliverables to be set for Higher Futures following Board approval of proposal
- Finalise team KPIs and targets for the new programme.

**LEP Programmes
Highlight Report to Commissioning Group (10 May 2017)**



- Meeting with Col James Coote to agree military support for Higher Futures, resulting in renewed engagement from military
- Delivery of Higher Futures Insight session with ILM in March 2017 which had 39 attendees and resulted in Higher Futures being asked to input to an ILM white paper on “transitioning leadership and team working skills for service leavers”.
- Attended meetings to understand skills requirements for Boscombe Down with action plan to be developed.
- Developed proposal for a newly defined Higher Futures programme, to be presented to SWLEP Board and DFE in May.

Careers and Enterprise Company (CEC)

**LEP Programmes
Highlight Report to Commissioning Group (10 May 2017)**



Project Ref	Project Name	Project Manager	Lead Delivery Partner	Previous	Current	Direction
LEP/GEN/001/CEC	Swindon & Wiltshire Enterprise Adviser Network	Kirstie Barter (Wiltshire Council)	Wiltshire Council & Swindon Borough Council	G	G	

Project Description

The Enterprise Adviser Network is coordinating and building lasting connections between business, schools and colleges across the LEP area. Volunteer Enterprise Advisers from business work directly with school and college Senior Leadership Team to develop effective employer engagement plans ensuring young people have the skills they need to excel in education and life.

What does our path look like? (Milestones)

Milestone	Baseline	Revised Baseline (if applicable)	Forecast/Actual
Yr 2 Q2 (Jan-March 17) claim and financials to be submitted	April 2017		28 th April 2017
EAN incentive payment received	April 2017		April 2017
C&EC Mentoring Campaign has commenced April 17- June 18	April 2017		April 2017
EAN profile targets achieved	July 2017		July 2017
New Wiltshire ECs in post and induction/training underway	April 2017		April 2017
SEN schools Fairfield and	July 2017		July 2017

Are we on track? (Issues/Risks)

G – Programme: The SWEAN continues to grow its network with a 12% rise in the number of EAs recruited this academic year alone. Wiltshire Council has successfully restructured and has recently appointed two Employment & Skills Officers to act as Enterprise Co-ordinators. A carefully planned EC induction as been initiated with full support from the CEC. This will ensure that despite the imminent departure in May of our most experienced Wiltshire EC their knowledge and experience will be shared and opportunities for shadowing maximised. Martin Casey is the Acting Enterprise Coordinator for Swindon, pending decisions on future funding for the project and consequent recruitment of a new Coordinator.

G – Cost: Year 2 Quarter 2 - £19,988.53 Grant Claim & £1,716 from Kick Start. 2nd claim submitted end of April, awaiting approval from C&EC. Received £25,000 Incentive payment Mar 2017, to be split £15,000 WC & £10,000 SBC.

**LEP Programmes
Highlight Report to Commissioning Group (10 May 2017)**



Rowdeford to join the SWEAN				AG – Scope:
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What are we spending?

£Ms	2015/2016	2016/2017				2017/18	Total
		Q1	Q2	Q3	Q4		
Profile	180000	25000	20000		-		225000
Actual	175500	23088	19988				218576

Overall spend for project is now £218,576 (Including Year 2 Quarter 2- £19,988 Grant Claim & £1,716 from Kick Start fund)

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

<ul style="list-style-type: none"> • New Wiltshire ECs started on 03/04/17 • National Awareness sessions completed with 850 Wiltshire and 1000 Swindon students • CSW Mentoring programme underway with three schools identified to work with in the first quarter • New EAs being referred through CIPD • CEC/SWEAN sponsoring What Next? Careers Fair in Salisbury to increase engagement and growth of the network in the south • Ongoing 1:1 work with EAs, schools and ECs - completing needs analysis/ developing effective employer engagement strategy/increased business engagement and activities to complement the EAN • Sheldon Associates Networking Meeting (01/03/17) • Employer Engagement Networking Meeting (28/02/17) 	<ul style="list-style-type: none"> • Grant offer Sep 2017- Aug 2020 received, offer to be accepted by 31/05/17 • New ECs to build relationships within their allocated network with the division of Wiltshire area as South/West and North/East • ECs to establish EA networking/training sessions in their areas • SWEAN EC meeting 26/04/17 • ECs to visit the Solent LEP to share best practice 28/04/17 • Joining the Dots Conference 04/05/17 • New EC training in London 31/05/17 • Grow the network to include SEN schools in Wiltshire to include Fairfield and Rowdeford • Build relationships with our Virtual School to explore extending the network for the benefit of Wiltshire LAC
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**LEP Programmes
Highlight Report to Commissioning Group (10 May 2017)**



- Mock Interviews at Wiltshire College Chippenham Campus (07/03/17)
- Apprenticeship Workshop at Kingdown School (21/03/17)
- Apprenticeship Workshop at Devizes School (22/03/17)

- young people
- Targeted EA recruitment drive for priority schools/those who have joined the EAN in Year 2
- Audit of EA declarations and DBS clearances to be undertaken and gaps addressed
- Launch of Work Wiltshire website with a dedicated section for the EAN
- Evaluation and re-launch of the Employability Charter to support the work of schools and the network
- New CEC audit and development tool to be used with schools to evidence and evaluate impact
- LEP briefing paper on the direction of travel for the SWEAN 2017-2020

Change Control Notification History

N/A

Department of Business Energy and Industrial Strategy (BEIS)

**LEP Programmes
Highlight Report to Commissioning Group (10 May 2017)**



Project Ref	Project Name	Project Manager	Lead Delivery Partner	Previous	Current	Direction
LEP/GEN/002/GH	Growth Hub	Ian Durston	LEP	AR	AG	

Project Description

Provision of an online portal to sign post businesses to relevant business support provision in the area, both from the private and public sector. Supplemented by number of business support services from Unitary Authorities with Growth Hub portal acting as ‘umbrella’.

What does our path look like? (Milestones)

Milestone	Baseline	Forecast/Actual
LEP Marketing Manager in place	Sept 2016	Sept 2016
ESIF SME Growth project starts	1 Nov 2016	1 Nov 2016
Complete Portal Project Manager Commissioning	Oct 2016	Dec 2016
Complete Spec for portal development	Nov 2016	Feb 2016
Complete procurement process to appoint portal development contractor	Dec 2016	Mar 2016
Submit portal development proposal to Commissioning Group	Mar 2017	Mar 2017
Begin portal development work	Mar 2017	May 2017
Go Live of first stage of new portal	Jun 2017	Jul 2017
Formal public launch of new portal	Sept 2017	Sept 2017

Are we on track? (Issues/Risks)

G – Delivery to date: Delivery during 15/16 was in partnership with Inspire who managed portal and marketing plus face to face service (through Wiltshire Business Support Service Contract). Face to face now with ESIF SME Growth project and interim portal management to be carried out by LEP/RIKA Digital.

AG – Delivery Going Forward: Focus on development of more interactive portal using BEIS funding. RIKA Digital proposal agreed at March LEP board meeting. Project resource now being engaged and work beginning. First beta go-live at end of July to limited group of companies. Full launch end of September. Timing is quite tight. Jo Minaar has been seconded from Higher Futures team to manage the project going forward.

G – Successful Growth Hub event held of 23 March

G – Cost – 2016/17 budget all defrayed. Financial audit and service evaluation work currently underway. £205k budget for 17/18, but no funding confirmed by BEIS post end of March 2018.

**LEP Programmes
Highlight Report to Commissioning Group (10 May 2017)**



What are we spending?

£Ms	2015/16	2016/17	2017/2018				2018/19	Total
			Q1	Q2	Q3	Q4		
Profile (BEIS)	0.25	0.205	0.05	0.05	0.05	0.055	0	0.66
Actual (against BEIS)	0.25	0.205	0					0.455

What have we done in the past 2 months?

- RIKA Digital proposal agreed by LEP Board
- 23 March event run successfully
- Jo Minaar seconded to manage portal development project.
- Software for portal development purchased
- Developer interviews held
- Creative piece RFQ discussed with Procurement team

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

- Complete Creative piece RFQ and engage agency
- Appoint developers
- Run data and content pieces
- Run second event to inform businesses of progress

Growing Places Infrastructure Fund (GPIF)

**LEP Programmes
Highlight Report to Commissioning Group (10 May 2017)**



Project Ref	Project Name	Project Manager	Lead Delivery Partner	Previous	Current	Direction
LEP/GPIF/001/CAS	GPIF – Castledown Business Park	Scott Anderson	Wiltshire Council	G	G	

Project Description

Development of latest phases of 33 acre Castledown Business Park in Ludgershall (office, industrial and warehouse uses).

What does our path look like? (Milestones)

Milestone	Baseline	Forecast/Actual
Repayment of loan to LEP	TBA	

Are we on track? (Issues/Risks)

G – Status: £2.54m loan paid to project in 2014/15. Payment back to LEP originally scheduled for 2015/16 but LEP Board agreed at March 2016 Board Meeting that loan will be repaid when funding is required to satisfy the drawdown requirements of other projects as they come forward. The funding could potentially also be used in the open call process currently being instigated.

What are we spending?

£Ms	2014/15	2015/16	2016/17	2017/18
Outgoing Loan	2.54			
Repayment	TBD			

Outgoing loan has been issued

What have we done in the past 2 months?

- None

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

- None

**LEP Programmes
Highlight Report to Commissioning Group (10 May 2017)**



Project Ref	Project Name	Project Manager	Lead Delivery Partner	Previous	Current	Direction
LEP/GPIF/002/KIM	GPIF – Kimmerfields	Deborah Heenan	Forward Swindon	AR	AR	

Project Description

Regrading of Fleming Way in order to extend the Central Business District in Swindon town centre as part of the Kimmerfields development.

What does our path look like? (Milestones)			Are we on track? (Issues/Risks)														
<table border="1"> <thead> <tr> <th>Milestone</th> <th>Baseline</th> <th>Forecast/Actual</th> </tr> </thead> <tbody> <tr> <td>Enter Developer Agreement</td> <td>Dec 2016</td> <td>TBA</td> </tr> <tr> <td>Issue Loan to FSL</td> <td>Jan 2017</td> <td>TBA</td> </tr> </tbody> </table>	Milestone	Baseline	Forecast/Actual	Enter Developer Agreement	Dec 2016	TBA	Issue Loan to FSL	Jan 2017	TBA	<p>AR – Status: £4.5m funding agreement has been signed, but release of monies is dependent on recipient entering into their own funding agreement with a developer by the end of 2016. A request from Swindon Borough Council has been granted to defer this requirement to March 2018.</p>							
Milestone	Baseline	Forecast/Actual															
Enter Developer Agreement	Dec 2016	TBA															
Issue Loan to FSL	Jan 2017	TBA															
What are we spending?																	
	£Ms	2016/17	2017/18	2018/19	2019/20	2020/21	2021/22	2022/23	2023/24	2024/25							
	Outgoing Loan	0.15	0.384	1.866	2.1												
	Repayment						1.0	1.0	1.0	1.5							
Outgoing loan has not been issued – profile requires revision																	
What have we done in the past 2 months?					What do we need to do in the next 2 months (Actions)												
<ul style="list-style-type: none"> None 					<ul style="list-style-type: none"> Determine if loan still required, and if so, what profiling looks like 												

**LEP Programmes
Highlight Report to Commissioning Group (10 May 2017)**



Project Ref	Project Name	Project Manager	Lead Delivery Partner	Previous	Current	Direction
LEP/GPIF/003/PL	GPIF – Park Lane Corsham	Scott Anderson	Bath ASU	AR	AG	

Project Description

Development of facilities at Bath ASU - a pharmaceutical company based in Corsham.

What does our path look like? (Milestones)

Milestone	Baseline	Forecast/Actual
Complete Funding Agreement	Aug 2016	TBA
Issue Loan to Bath ASU	Sept 2016	TBA

Are we on track? (Issues/Risks)

AG – Status: £1.85m loan requested. Delays have been experienced in signing the funding agreement due to issues with the security provided by the recipient. Funding agreement documents have now been agreed by Wiltshire Council and are awaiting review and signature by Bath ASU legal team.

What are we spending?

£Ms	2016/17	2017/18	2018/19	2019/20	2020/21	2021/22	2022/23	2023/24	2024/25
Outgoing Loan	1.85								
Repayment			0.65	0.6	0.6				

Outgoing loan has not been issued

What have we done in the past 2 months?

- Ongoing discussions with Bath ASU

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

- Sign funding agreement
- Issue loan to Bath ASU

**LEP Programmes
Highlight Report to Commissioning Group (10 May 2017)**



Project Ref	Project Name	Project Manager	Lead Delivery Partner	Previous	Current	Direction
LEP/GPIF/004/WCH	GPIF – Wichelstowe (Jnc 16)	Tim Mann	Swindon Borough Council	AR	AR	

Project Description

Major improvements to M4 junction 16 slip roads and approaches in order to support delivery of Wichelstowe housing development..

What does our path look like? (Milestones)			Are we on track? (Issues/Risks)																
<table border="1"> <thead> <tr> <th>Milestone</th> <th>Baseline</th> <th>Forecast/Actual</th> </tr> </thead> <tbody> <tr> <td>Complete Funding Agreement</td> <td>Aug 2016</td> <td>TBA</td> </tr> <tr> <td>Issue Loan to Swindon Borough Council</td> <td>Sept 2016</td> <td>TBA</td> </tr> </tbody> </table>			Milestone	Baseline	Forecast/Actual	Complete Funding Agreement	Aug 2016	TBA	Issue Loan to Swindon Borough Council	Sept 2016	TBA	<p>AG – Status: £2.5m loan requested. There have been issues with the recipient over the complexity of the required funding agreement. A more simplified version is being looked at with discussions taking place between recipient and Ashfords. Swindon Borough Council may have other competitive sources of funding open to them.</p>							
Milestone	Baseline	Forecast/Actual																	
Complete Funding Agreement	Aug 2016	TBA																	
Issue Loan to Swindon Borough Council	Sept 2016	TBA																	
What are we spending?																			
£Ms		2016/17	2017/18	2018/19	2019/20	2020/21	2021/22	2022/23	2023/24	2024/25									
Outgoing Loan		1.17	1.33																
Repayment						2.5													
Outgoing loan has not been issued – profile requires revision																			
What have we done in the past 2 months?					What do we need to do in the next 2 months (Actions)														
<ul style="list-style-type: none"> None 					<ul style="list-style-type: none"> Determine if loan still required, and if so, what profiling looks like 														

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Meeting & Date:	SWLEP Board Meeting – Thursday, 25 May 2017		
Subject:	SWLEP Annual report 2016-17		
Attachments:			
Author:	Adam Schallamach	Total no of sheets:	2

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

- 1.1. At its meeting on 14 September 2016, the Board approved the process to produce an Annual Report to cover 2016-17. (Minute 27/ September 2016 refers.)
- 1.2. This report provides an update to the Board on progress.

2. Summary

- 2.1. There is a working group, chaired by The Vice-Chair of the SWLEP and including the Director, Communications Manager and Policy Manager.
- 2.2. At this stage, a first draft of the annual report has been compiled collating pieces written by a range of people managing SWLEP programmes and reviewing designs. This will be reviewed by the Annual Report Working Group at its meeting on 19 May 2017.
- 2.3. The proposal is to bring for approval a final draft copy ready for publishing to the Board at its meeting in July 2017.
- 2.4. Between May and July 2017, the working group will keep Board members updated on progress.

3. Recommendations

The Swindon and Wiltshire Local Enterprise Board is recommended to:

- 3.1. Note for information the update on progress in producing the SWLEP's Annual Report 2016-17.

4. Detail

- 4.1. The structure of the report is currently as follows:

- Foreword from the Chairman
- Quotes from business leaders
- Governance
- SWLEP Budget
- Swindon and Wiltshire Economy
- Growth Deals
- Growth Hub and Higher Futures
- Swindon and Wiltshire Enterprise Adviser Network Mentoring Programmes
- European Strategic Investment Fund Programme

- 4.2. Work is taking place on each of the sections, with support from those responsible for running the SWLEP programmes. The general approach will be to inform readers of what the SWLEP has done in 2016-17 and to look forward into 2017-18 and beyond. The group is considering an issue of timing to ensure that the annual Report includes accounts which meet the requirements of the Section 151 Officer of the Accountable Body. The availability of these accounts will help to determine whether the Annual Report is published in July or later in September.
- 4.3. The SWLEP's Assurance Framework 2017, which the Board adopted in February 2017, places a requirement on the SWLEP Board to produce an Annual Report. By meeting this requirement, the Board will be doing so a year ahead of the national requirement. Item 5.3 on this agenda includes a recommendation to the Board to amend the wording of its Assurance Framework to allow for publication of the Annual Report by the October of each year, rather than specifically publishing in July.
- 4.4. The working group will prepare a draft ready for publication and seek approval of the Board to proceed at the meeting on 19 July 2017, as outlined as a probable date in the report to the Board in September 2016. Between May and September 2017, the working group will keep the Board informed of progress.

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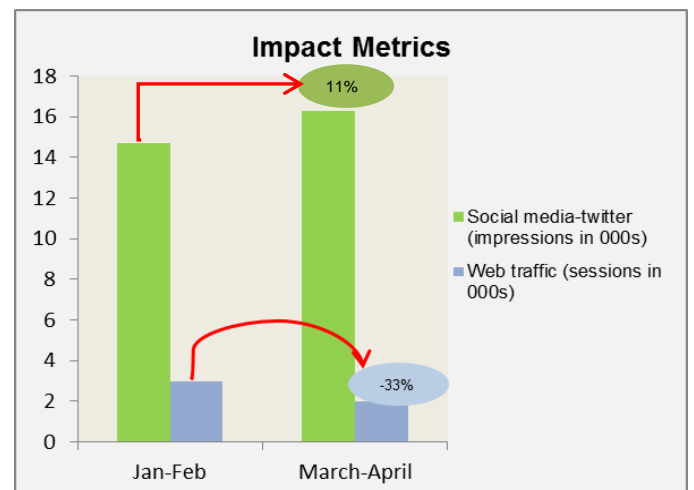
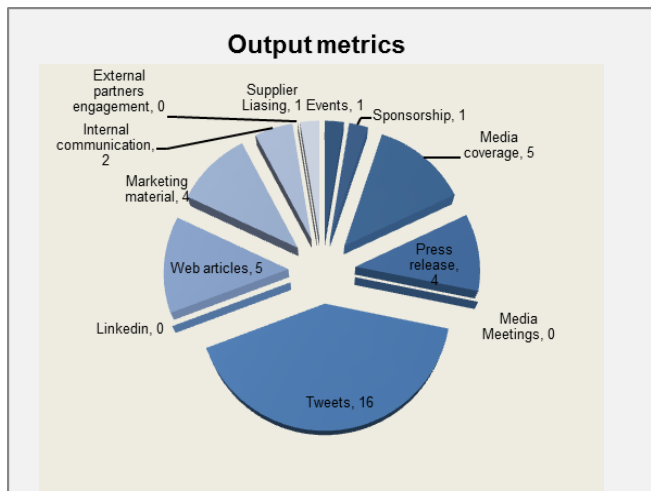
Security Level:	Confidential <input type="checkbox"/>	Restricted <input type="checkbox"/>	Unclassified <input checked="" type="checkbox"/>	Commercially Sensitive <input type="checkbox"/>
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Meeting & Date:	SWLEP Board Meeting – Thursday, 25 May 2017		
Subject:	Marketing and Communications update		
Attachments:			
Author:	Vanessa Joseph	Total no of sheets:	3

Papers are provided for:	Approval <input type="checkbox"/>	Discussion <input type="checkbox"/>	Information <input checked="" type="checkbox"/>
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Function Highlights

- Growth Hub Event - One day event attended by close to 100 local businesses, 83% of feedback says event was excellent.
- Growth Hub survey- business survey on growth hub rolled out to local businesses. Results to feed into the creation of the new digital platform for the Growth Hub.
- SWLEP annual report- planning and content collation in progress for July 2017 publication
- Events sponsorship - SWLEP sponsored breakfast at Salisbury Big Business event and held a SWLEP stall at the event expo for two days.
- SWLEP Board newsletter - Issue 4 released
- Decreased website traffic - 33% lower in period March-April 2017 over period January-February 2017 but bounce rate has also positively decreased by 4.4 percentage points
- Small increase in twitter activity - 11% increase in Twitter activity between March-April 2017.
- Increased engagement with local businesses, 61 new followers added during the March-April 2017 period.



I. SWLEP Communications – progress update (March-April 2017)

I.1. Marketing

- I.1.1. New marketing materials including pop-up stands for SWLEP and Growth Hub, SWLEP brochures, SWLEP branded give-aways and feedback cards designed and produced.
- I.1.2. In progress –
 - SWLEP Annual Report content collation and designing in progress for a July 2017 publication.

I.2. Engagement

- I.2.1. Growth Hub event on 23 March, 2017 well attended by close to 100 local businesses; 88% of attendees said speakers at the event were excellent and 83% ranked the event as excellent.
- I.2.2. The SWLEP website traffic has declined noticeably; traffic to the website has dropped by 33% from 3,011 sessions in January-February 2017 to 2,033 sessions in March-April 2017. The number of new visitors to the website has also dropped by 34% from 1,839 to 1,219 over the same period. However the bounce-rate for the website has dropped by 4.4

percentage points and people who log-on browse 8% more pages in the March-April 2017 period than the Jan-Feb 2017 period. Twitter activity has increased by 11% in the months of March-April 2017, the positive being 61 new followers added in the last two months. Many of our twitter followers actively retweet SWLEP tweets.

I.2.3. SWLEP co-sponsored Salisbury Big Business event breakfast and held a stall at the event Expo for two days generating some good exposure for the SWLEP brand in Salisbury.

I.2.4. In progress

- SWLEP is organising a series of 'Meet the Candidates' Business Breakfasts with candidates of the Parliamentary elections.
- SWLEP holding a stall at the UK wide Infrastructure Investment Expo with officers from Swindon Borough and Wiltshire Councils in Milton Keynes on 6 June 2017. The council officers will also pitch their projects seeking an investment of £1.5bn from investors at the event. Large investors like Dalmore Capital, M&G Investments, Foresight Group and an international investor delegation from China and Canada are expected to attend.

I.3 Communication

I.3.1 Press release on Growth Hub event issued. Supported the Heart of South West LEP with a quote from the SWLEP Chairman on the SW Rural Productivity Commission joint press release and also wrote a note on 'leaving the European Union' on behalf of the SWLEP Director for The Cabinet Office Communications team, which was collating information for the Prime Minister.

I.3.2 Produced news articles for the website on the Industrial Strategy, Growth Hub event and the Growth Hub survey.