Swindon & Wiltshire
LOCAL ENTERPRISE PARTNERSHIP

AGENDA

Board Meeting

Date: **Wednesday, 28 November 2018**
Venue: **Committee Room 6, Civic Offices, Euclid Street, Swindon, SN2 QD**

Membership:		**Attendance**
Board Members:	Amanda Burnside (AB) Col Andrew Dawes (AD) Doug Gale (DG) Shahina Johnson (SJ) John Mortimer (JM) - Chairman Alex Reed (AR) David Renard (DR) Adam Schallamach (AS) Baroness Scott of Bybrook OBE (JS) Mark Smith (MS) Peter Wragg (PW) – Deputy Chairman	To leave by 10.15am
Advisors to the Board:	Alistair Cunningham (AC) Susie Kemp (SK)	
Observers to the Board:	Cllr Pauline Church (PCh) Cllr Oliver Donachie (OD)	
In attendance:	Paddy Bradley (PB) Parvis Khansari (PK) Tim Martienssen (TM) Leanne Sykes (LS) Philippa Venables (PV)	
Guest(s):	Karen Leigh, BEIS Representative Representatives from Clark Holt, solicitors	
Chairman:	John Mortimer (JM)	
Minutes:	Deborah House (DKH)	

Item	Timing	Topic	Paper No.	Lead	Type of Report
1.0	9.30am	Welcome / Apologies / Conflicts of Interest		JM	
2.1 2.2	9.35am	• Draft Board Minutes of 19 September 2019 • Matters Arising not covered in the agenda	Paper 2.1 Verbal	JM JM	

Item	Timing	Topic	Paper No.	Lead	Type of Report
3.0	9.45am	Submitted Questions	Paper 3.0	JM	
4.0	**10am**	**Local Growth Deal**			
4.1	10am	• Commissioning Group Project Highlight reports	Paper 4.1	ID	For information
4.2	10.05am	• Finance Report – Programme budgets	Paper 4.2	ID	For information
4.3 4.4	10.10am	• New Eastern Villages (NEV) • Swindon Museum & Art Gallery (SMAG)	Paper 4.3 Paper 4.4	SK / PV SK /PV	For approval
5.0	**10.40am**	**Strategic Developments**			
5.1	10.40am	**SWLEP Incorporation** • Acquiring a legal personality; the SWLEP as an incorporated body	Paper 5.1	PB	For information
5.2	10.45am	**Economic Planning** • Energy Strategy	Paper 5.2 Presentation	MS / PV	For approval
6.0	**11am**	**SWLEP Core Activity**			
6.1 6.2	11am	• Chairman's update • Director's Report	Paper 6.1 Paper 6.2	JM PB	For information For information
7.0	**11.05am**	**AOB** Date of next Board meeting: **Wednesday, 23 January 2019** **PLEASE NOTE AFTERNOON MEETING (1pm-4pm)** Committee Rooms, Monkton Park, Chippenham, SN15 1ER **Future meeting dates:** **PLEASE NOTE THAT WE ARE IN THE PROCESS OF REVIEWING MEETING LOCATIONS.** **Wednesday, 20 March 2019** Kennet Room, County Hall, Bythesea Road, Trowbridge, BA14 8JN **Thursday, 23 May 2019** Alamein Suite, City Hall, Malthouse Lane, Salisbury, SP2 7TU **Wednesday, 24 July 2019** Ceres Hall, The Corn Exchange, Market Place, Devizes, SN10 1BN		JM	

Item	Timing	Topic	Paper No.	Lead	Type of Report
		Thursday, 26 September 2019 Auditorium, Aspire Business Centre, Ordnance Road, Tidworth, SP9 7QD **Wednesday, 27 November 2019** Location to be advised			
	11.05am	Comfort Break			
	11.05am	**Close of Public Meeting**			
	11.20am	**Board Workshop**			
8.0	**11.20am**	Acquiring a legal personality; the SWLEP as an incorporated body	Presentation	Clark Holt	For discussion
9.0	**12.20pm**	GPIF	Paper 9.1	PC	For information
	12.30pm	**Close of Part 2 of Meeting**			

Swindon & Wiltshire LOCAL ENTERPRISE PARTNERSHIP	**Minutes SWLEP Board Meeting Wednesday, 19 September 2018**

Attendance	
Board Members:	Amanda Burnside (AB) Col Andrew Dawes (AD) George Gill (GG) Shahina Johnson (SJ) – left at 10.55am John Mortimer (JM) - Chairman Alex Reed (AR) David Renard (DR) Adam Schallamach (AS) Baroness Scott of Bybrook OBE (JS) Peter Wragg (PW) – Deputy Chairman
Advisers to the Board	Alistair Cunningham
Observers to the Board	Cllr Pauline Church (PCh) Cllr Oliver Donachie (OD)
In attendance	Paddy Bradley (PB), SWLEP Director Tim Martienssen (TM), Wiltshire Council Leanne Sykes (LS), Wiltshire Council Philippa Venables (PV), Swindon Borough Council
Guest(s):	Sally Burnett (SB), Swindon Borough Council Ian Durston (ID), SWLEP Karen Leigh, BEIS Debby Skellern (DS), SWLEP General Nick Eeles (NE), Chairman, Royal Artillery Museum Project Richard Walters (RW), Wiltshire Council
Apologies	
Board Members:	Doug Gale (DG) Mark Smith (MS) Jonathan Webber (JW)
Advisors to the Board	Susie Kemp (SK) Parvis Khansari (PK)
Chair:	John Mortimer
Minutes:	Deborah House (DKH)
Location:	Rooms D001/002, Wiltshire College, Cocklebury Road, Chippenham, SN15

Item	Narrative	Deadline
1.0	**Welcome / Apologies / Conflicts of Interest**	
	The meeting opened at 9.45am. JM welcomed attendees to the meeting. In particular welcomes were extended to: • Karen Leigh, Assistant Director at BEIS, to her first SWLEP Board meeting. Karen was the link to the Communities and Local Growth	

Item	Narrative	Deadline
	Unit (CLoG) and was the SWLEP BEIS Representative. In addition, Karen was responsible for the National Growth Hub programme and had assumed responsibility for the delivery of the Commonwealth Games; • General Nick Eeles, who would be presenting the final proposal for the Royal Artillery Museum (RAM); • Robin McGowan (Salisbury BID) and Andy Rhind-Tutt (Salisbury Chamber of Commerce), attending as members of the public, for their interest in the South Wiltshire Recovery Plan and The Maltings Project; • Cllr Sandie Webb, Leader of Chippenham Town Council, Cllr Nick Murry, Wiltshire Councillor (Chippenham Monkton) and Jeff Harris, local Chippenham resident, all attending as members of the public, with interest in the Chippenham Station Hub Sadlers Mead project and the meeting would hear from them shortly. In addition, there were a number of residents from the Monkton Park area present. Apologies were noted. JM reminded attendees of the Conflict of Interests policy: • he re-iterated his Conflict regarding Junction 17 and with a potential beneficiary of a GPIF loan; • PW re-iterated his Conflict as a Trustee of the Royal Artillery Museum (RAM) regarding the potential allocation of Local Growth Deal funding to (RAM) and would not be taking part in the discussion (Item 4.1); • AR and SJ stated their Conflict regarding the IoT, as both Catalent and Create Studios were named partners (Item 5.3); • JS and PC stated their Conflict regarding the Chippenham Station Hub and they would not be taking part in the discussions (Item 4.1); and • AB stated her Conflict regarding LGF3 and the ongoing projects for Wiltshire College at the Salisbury and Lackham campuses.	
2.0	**Review of Minutes and Matters Arising**	
2.0 **2.1** **2.2**	**Board Membership - George Gill** GG's three-year term had come to an end at this meeting and he had decided to step down as a Board Member. However, he would continue to support the Board in implementing the Digital Strategy as a specialist adviser to the Subgroup. George was thanked for his contribution to the Board and Members looked forward to continuing to work with him. The minutes of the Board Meeting held on 25 July 2018 were reviewed and approved. **Matters Arising not on the agenda**	

Item	Narrative	Deadline
	• **The Director's terms of employment** had been agreed and would be published on the website. • **The SWLEP response to the question of potential mergers raised by the Ministerial Review** with neighbouring LEPs had been explored. There was no appetite from neighbouring LEPs or the SWLEP to merge and a full response would be submitted to Government by 28 September. Board Members would be sent a copy of the SWLEP submission.	
3.0	**Submitted Questions** The Chairman advised that no questions had been submitted within the specified time period. However, a number of emails had been received from members of the public, after the specified time period, relating the Chippenham Station Hub Project. The Chairman had acknowledged each of them and all specific questions would be answered in due course. As there was such strong interest from local residents of Sadlers Mead, it was felt that the meeting should hear those views and the Chairman invited three representatives, Cllr Sandie Webb, Cllr Nick Murry and Jeff Harries, to approach the table to give their viewpoints and concerns. Cllr Webb attended the meeting in her role as leader of the Town Council, and was not a Sadlers Mead resident. The questions Cllr Webb posed were: • What is the need-based evidence for a multi-storey car park of this size here as opposed to in the centre of town at the Bath Road site? • What were the results of the traffic analysis showing the impact that the increase in the car park capacity will have? • Where is the proposed footfall connectivity between the proposed car park and the town centre? Cllr Webb acknowledged that the scheme would enable major employers to bring staff to Chippenham, but that the scheme did not make the connection to the town centre, turned its back on the growth of Chippenham and its future sustainability and did not demonstrate good value for money. Cllr Murry asked for clarification that the questions would be made available to Board Members. Some of Cllr Murry's issues were: • that the site was the wrong location for a multi-storey carpark; • that car parking should be located both sides of the railway tracks with commuter parking to the north; • that evidence had not been presented for the additional car parking requirements; • that the additional parking spaces under the proposed office building were not included in the increased traffic statistics; • the absence of investment for the Bath Road car park scheme;	

Item	Narrative	Deadline
	• that the company planning the Residential Home (old college) could withdraw its investment; • that investment would be diverted away from other projects; • that property values and community value of the park would decline with all the anti-social problems associated with multi-story car parks; • it would do nothing to enhance the public realm; and • he questioned when the proposed third station lift would be provided. Mr Harris was attending the meeting as a resident of Monkton Park and advised he lived only 150 yards from the proposed car park. The issues he raised were on the grounds of safety and environment and some are repeated below. • What actions would be taken because of the significant increase in traffic and the impact on young children, college students and train users? • How would emergency vehicles and carers reach the ageing population on Monkton Park? • In addition to the increased traffic, the heavy construction vehicles would have detrimental impact on the condition of the roads • Public health would suffer because of pollution, and sight of the ugly carpark would reduce the value of the houses in the area. The Chairman thanked the speakers for their contribution and felt that the points made encapsulated the range of concerns that had been put forward. As a result of the strong interest, it was decided to bring the presentation of the Chippenham Station Hub Sadler's Mead Project forward in the agenda.	
4.0	**Local Growth Deal**	
4.1	**Allocation of funding** • Chippenham Station Hub TM presented to the meeting. The presentation can be found on the SWLEP website of by following the link below. https://swlep.co.uk/docs/default-source/board-meetings/2018/19-sep-2018/sadlers-mead_19_9_18.pdf?sfvrsn=b2eccb64_4 The presentation set out the phased plans for the area, including the construction of a new HQ building for Good Energy and a multi-storey car park in the context of the masterplan. TM read out a statement from Good Energy regarding its support for the scheme. Wiltshire Council was holding conversations with the owners of the land to the north of the station where additional car parking was being investigated. The ownership of the land was complex and not under Wiltshire Council's control.	

Item	Narrative	Deadline
	Details such as transport, safety and visual impact on landscape etc would go through the normal planning process, and was not the responsibility of the SWLEP Board to approve. The Retirement Home had already obtained planning permission and would therefore take primacy. The Chairman reminded the Board that it had already considered and approved the Outline Business Case (OBC) for this investment. At this meeting, the Board was being asked to approve the re-phasing of the scheme. Within the OBC, the carpark was part of the overall package and did not replace anything else outlined in the scheme. The Chairman re-iterated that the money available was time-limited. Decisions about the visual, traffic and amenity aspects of the proposed car park were beyond the scope and remit of the SWLEP; it would be up to Wiltshire Council's planning committee to make those decisions. The release of the money by the SWLEP Board would be dependent on the scheme promoter, Wiltshire Council, gaining planning permission. **The Board:** **APPROVED the updated Outline Business Case for Chippenham Station Hub to enable the progression of phase 2 works; and** **NOTED the potential release of £3.8m from the Chippenham Station Hub project for re-allocation to other projects (further information available for the November Board meeting);** • **Overview of funding re-allocation** ID spoke to the paper and gave an overview of the funding re-allocation summarised in the paper. • **Swindon Museum & Art Gallery (SMAG)** had been allocated £1.35m of funding. As the SMAG project had been unsuccessful in attracting additional Heritage Lottery Funding (HLF), the team was reviewing and developing a new proposal for the important collections. For this, SBC was requesting £250k and would release the remaining £1.1m back for re-allocation. • **Chippenham Station Hub** – There were ongoing discussions with Network Rail and GWR regarding Phases 3 and 4. Deferment of these phases may indicate a potential release of £3.8m for re-allocation. The team would come back to the November Board Meeting with further details. • **Royal Artillery Museum (RAM)** - £1.35m had already been allocated to this project and the revised proposals still required the full amount. • **The Maltings and Central Car Park** - £6.1m had previously been allocated for remediation of the car park site. After the incident in Salisbury and the retail down-turn nationally, the project was reviewed and refocused to make use of the £6.1m to regenerate land and buildings close to the Market Square and Fisherton Street. This would make a visible statement of improvement. This meant a change to the use of the allocation.	

Item	Narrative	Deadline
	• **South Wilts Recovery Plan** – there was funding to be allocated to the Recovery Plan and this would be discussed at future Board Meetings ID advised the meeting that a request for funding had already been received from Fisherton Street traders for work in the public realm. Although this was only for £20k, it, and similar schemes, should be seen in the context of the South Wiltshire economic recovery as a whole. • **Swindon Museum & Art Gallery (SMAG)** PV spoke to the paper. SBC was in the process of developing a proposal for the November Board Meeting to reflect changes to the project. SBC was disappointed not to have received Heritage Lottery Funding, but it was keen to develop a strategy to make the best of the nationally important collections. SBC would be supportive of the allocation of the £1.1m to the Salisbury Recovery Programme SBC was thanked for its proposed release of allocated of funds. **The Board:** **APPROVED £0.25m for the development of a new scheme for the Swindon Museum and Art Gallery, freeing £1.1m for re-allocation to other existing SWLEP projects, or new proposals**. • **Royal Artillery Museum (RAM)** NE presented to the meeting. The presentation could be found on the SWLEP website of by following the link below. https://swlep.co.uk/docs/default-source/board-meetings/2018/19-sep-2018/ram-presentation-to-swlep-19-sept-18-ne-final.pdf?sfvrsn=e4f1aba3_4 The team was congratulated on its perseverance with the project despite the set-back of not being granted Heritage Lottery Funding. The Museum was one piece of the economic recovery jigsaw for South Wiltshire and added value to the overall package. It would be included in the overall marketing strategy of the area. After Stonehenge, Salisbury Plain could be a major visitor attraction. This project should not be seen as simply a military museum, but the arena would lend itself to art exhibitions and outside concerts etc thus making the venue multi-functional. Several Board Members undertook a recent site visit and advised that the collection was hugely impressive and deserved to be seen by a much wider audience. DR was impressed by the plans, thought and work that had gone into the project and, although it would offer only marginal economic benefit to Swindon, thought it was a great project and should receive support. Other discussions were:	

Item	Narrative	Deadline
	• PB advised that the £1.35m allocated would be subject to conditions within the grant agreement, which would include a requirement to provide to the SWLEP the fund-raising strategy and plans to secure the long-term sustainability of the project; • a question was raised regarding the partnership agreements mentioned in the OBC and NE explained that the two other museums in Wiltshire, which held world-important collections at Salisbury and Devizes, would be linked to the museum and all would sign-post to each other. The story of 130 years of military activity on the Plain was not told anywhere else. He commented that access to Stonehenge was by timed slots, and whilst people had time on their hands, it would only be a short drive to Avon Camp to visit the museum. There would also be links into the Great West Way and partnerships with other military museums; • clarification was sought on timescales of the outputs; • PR for the project should not be just from a military perspective, but as tourist attraction and a stopping point on coach tours; • SWLEP support for the initial investment would attract other investors to the project; and • NE advised the meeting that the remaining initial funding was made up of two major donors of £1.6m each, RA and museum charity donations and that the gap of £2.25m **would** be found. **The Board:** **APPROVED £1.35m of funding for the Royal Artillery Museum project (subject to Independent Technical Advisor review of the business case and adherence to usual Assurance Framework requirements) with additional request for a plan for raising additional funding and evidence of the marketing plan.** • **South Wiltshire Recovery Plan** TM presented to the meeting giving an overview of the plans to reposition the South Wiltshire economy. The presentation could be found on the SWLEP website of by following the link below. https://swlep.co.uk/docs/default-source/board-meetings/2018/19-sep-2018/swlep-board---south-wilts-presentation-19-september-2018.pdf?sfvrsn=b13a1206_6 The aim was to diversify Salisbury's market place and address the global perceptions of the City and the wider South Wiltshire area. The retail and cultural offer were important assets, but the plans also looked at housing provision, Army Basing and transport investment. (SJ left at 10.55am) • **The Maltings and Central Carpark**	

Item	Narrative	Deadline
	Richard Walters gave a presentation to the meeting on the need to re-phase The Malting and Central Car Park scheme. The presentation could be found on the SWLEP website of by following the link below. https://swlep.co.uk/docs/default-source/board-meetings/2018/19-sep-2018/lep-board---maltings-presentation---19-sep-18.pdf?sfvrsn=fddbe44c_4 The re-phasing was proposed in the light of recent events in Salisbury and set in the context of a 5-10-year recovery plan. In addition, VisitWiltshire was leading work to develop a brand to promote the city nationally and internationally. The longer-term economic recovery plan would come back to the Board. Recovery had not stopped since the incident in March and support for businesses would continue to show the City was still open for business. In particular, JS thanked SBC for its proposed support to allocate £1.1m to Salisbury through the Recovery Plan as it was sorely needed. More events were required to keep the profile high and push the message that the City was safe, but these were expensive to hold. The community was keen to see something in hand. AC advised the meeting that tourism had dropped by 40% and footfall by 12%. The PR company, Heavenly, had been tasked with drafting an overall marketing plan. PB commented that larger, long-term strategic economic recovery was required and not smaller individual projects. Re-phasing the outcomes of the allocated £6.1m would mean that spend could be brought forward. **The Board:** **APPROVED the revised scope for the use of the £6.1m allocated to the Maltings and Central Car Park project (subject to submission of a business case, review by an ITA and adherence to the usual Assurance Framework requirements);** **TASKED the SWLEP Programme Manager with identifying suitable alternative projects to use re-allocated funding within the LGF timescale constraints.**	
4.2	**Business Cases** • Ultrafast Broadband ID spoke to the paper. **The Board:** **APPROVED the Outline Business Case for Ultrafast Broadband, enabling the release of funding to support installation work.**	
4.3	**Commissioning Group Project Highlight reports** The reports were taken as read and **the Board:**	

Item	Narrative	Deadline
	AGREED that the highlight reports were an accurate representation of the current status of all LGF projects.	
4.4	**Ensuring project delivery and spend** ID presented to the meeting. The presentation could be found on the SWLEP website of by following the link below. https://swlep.co.uk/docs/default-source/board-meetings/2018/19-sep-2018/ensuring-project-delivery-spend-4-4.pdf?sfvrsn=7fa17953_4 LGF spend was running behind profile so the Board discussed how this could be managed, including the reallocation of funding, to bring other projects forward with the Board's agreement. In this context, underspend meant the programme was behind the spend profile. It did not mean there was unused funding to be re-allocated. ID provided the Board with the rationale for tightening the management of project spend. He mentioned the number of projects running behind schedule and the potential impact of projects not using their full allocation by March 2021. The proposal was to introduce a system to warn scheme promoters when projects were below spend profile, and then, if there were no significant improvement, remove the unused LGF allocation from the project. The mechanism of how this would be run, including the Board decision-making rules, would be brought to the November Board Meeting. The Board expressed its general agreement that new procedures were necessary, but it was keen to see the mechanics of how the proposal would be implemented. **The Board:** **REQUESTED a detailed proposal paper for the Board Meeting in November 2018.**	**Nov 2018**
4.5	**Finance Report – Programme budgets** There were no questions raised regarding the paper and it was taken as read. **The Board:** **APPROVED the paper as an accurate summary of the current LGF financial position.**	
5.0	**Strategic Developments**	
5.1	**SWLEP Incorporation** • **Acquiring a legal personality; the SWLEP as an incorporated body**	

Item	Narrative	Deadline
	PB spoke to the paper. A slightly updated recommendation was included on the supplementary paper 5.1a circulated. Independent legal advice had been engaged by SWLEP to support the process; at present for Articles of Association only, but further elements would be investigated. The LEP Network and the Ministry of Housing, Community and Local Government (MHCLG) had established a joint steering group and subgroups to oversee the transition nationally. The Board discussion focussed on: • the fact that funding support would be available from BEIS to assist the move to incorporation for which SWLEP could bid; • the role of elected officials and unitary officers as potential Directors of the new Company; • transition to the new Company and the position of existing Board Members; and • the relationship between the new Company and the Accountable Body, whichever LA took on that role. **The Board:** **APPROVED the proposal to establish the Swindon and Wiltshire Local Enterprise Partnership as a company limited by guarantee;** **AUTHORISED the Director, working with the Chairman to implement the activities identified in paras 4.25 to 4.26 which will enable the SWLEP to attain a legal personality by becoming a company limited by guarantee on or before 1st April 2019; and** **AGREED to allocate a budget of up to £70,000, which will include some one-off costs in the 2018-19 financial year to establish the SWLEP as a company limited by guarantee.**	
5.2 **5.3**	**Economic Planning** • **Digital Strategy** GG spoke to the paper. He strongly believed it was a good piece of work, reflected the aims of the Strategic Economic Plan (SEP) and provided a good evidence base. It would act as a good springboard to take deliverables forward. GG would now refocus his attention to identify the specific investments that were needed for delivery. Thanks were extended to Debby Skellern for overall co-ordination of the project. **The Board:** **AGREED to adopt the Swindon and Wiltshire Digital Capabilities Strategy 2018.** • **Update from Higher Education Task Group** AB spoke to the paper with input from SB.	

Item	Narrative	Deadline
	The prospectus for the multi-campus University was being drafted and would be presented at the November Board meeting for discussion and approval. The delivery of the University would start as a federated model in the first instance. The Department for Education had approved the proposal for Wiltshire College to be called a University Centre, although it would not have degree awarding powers at the start. Congratulations were offered to Wiltshire College on this status, which would lead to a change of branding in the future. The college would be looking to work in partnership with other businesses and organisations. With the SWLEP investment in Salisbury and Lackham campuses, Wiltshire College was now delivering six degrees, including a new life sciences degree coming on stream next year. In the short–term, the priority was the submission for Stage 2 of the Institute of Technology (IoT). This had been slightly delayed as the guidance documents for the bid process were still outstanding. It was considered to be an ambitious, but achievable plan. **The Board:** **NOTED the progress to date.**	
6.0	**SWLEP Core Activity**	
6.1 **6.2**	• **Chairman's update** The list of meetings the Chairman had attended since the last meeting was in the published Board pack. No additional questions were raised. • **Director's Report** Activities were listed in the published Board pack and taken as read. No additional questions were raised.	
7.0	**AOB**	
	None.	
	Date of next meeting / Closing remarks	
	The next meeting was scheduled for Wednesday, 28 November 2018 at 9.30am in Committee Room 6, Swindon Borough Council Civic Offices, Euclid Street, Swindon, SN2 2JH.	
	Future Meetings **Wednesday, 23 January 2019 – PLEASE NOTE AFTERNOON MEETING (1PM-4PM)** Committee Rooms, Monkton Park, Chippenham, SN15 1ER **PLEASE NOTE THAT WE ARE IN THE PROCESS OF REVIEWING MEETING LOCATIONS.**	

Item	Narrative	Deadline
	Wednesday, 20 March 2019 Kennet Room, County Hall, Bythesea Road, Trowbridge, BA14 8JN **Thursday, 23 May 2019** Alamein Suite, City Hall, Malthouse Lane, Salisbury, SP2 7TU **Wednesday, 24 July 2019** Ceres Hall, The Corn Exchange, Market Place, Devizes, SN10 1BN **Thursday, 26 September 2019** Auditorium, Aspire Business Centre, Ordnance Road, Tidworth, SP9 7QD **Wednesday, 27 November 2019** Location to be advised	
	CLOSE of meeting 12.25pm.	

Submitted Questions

From CPRE Wiltshire, Charmian Spickernell, CPRE Wiltshire Vice Chair

Question One

We do have an overall query about how many jobs have been created in Wiltshire and Swindon in the last six years. This may be one that should be directed more at the Councils rather than SWELP although it is probably of interest to SWLEP?

Response

We use a national database called NOMIS. This the acronym that has replaced what was known as the National Online Manpower Information System. NOMIS is run by the Office of National Statistics (ONS). Unfortunately, ONS has changed the way it collects data so the two datasets are not continuous; there is 2012-2015 and then 2015-2016. You will see that the 2015 figures vary due to a change in the methodology so somewhere in the region of 35,000-38,000 more people were in employment in 2016 compared to 2012 which was the low point for the recession.

Employment also includes those which were self- employed over the VAT threshold, Managing Directors etc. Employees are those employed by a company excluding the former

Year	Employment BRES 2012-2015	Employment BRES 2015-2016	Employees BRES 2012-2015	Employees BRES 2015-2016
2012	294000		283,000	
2013	298000		288,000	
2014	313000		304,000	
2015	315000	318000	307,000	
2016		332000		323000
Change	Change 35,000-38,000		Change 37,000-40,000	

The table below shows economic, business and employment data across our Growth Zones.

Key Statistics	Swindon – M4 Zone	A350 Zone	Salisbury – A303 Zone	Chippenham and Corsham	Rest of Swindon and Wiltshire	SWLEP
GVA% SWLEP	55	24	13	7	15	-
Employees 2016	165,255	85,400	45,300	24,100	51,100	323,000
% employees in knowledge-based industries	23	19	25	16	14	21
No. businesses as % SWLEP	43.5	30.1	13.2	6.2	19.4	-
Total number of businesses	14,300	9,900	4,300	2,000	6,400	32,800
% micro (0-9 employees)	90.3	92.6	88.5	90.1	91.3	91.0
% small (10-49 employees)	7.8	6.0	9.7	7.9	6.8	7.3

Questions regarding Sadlers Mead

The SWLEP received email correspondence from 21 individuals prior to the Board Meeting regarding the Chippenham Station Hub, Sadlers Mead Project. These individuals were residents of the area, county and town councillors and a developer. The type of questions and concerns raised are listed below:

- the car park will be an eye-sore and will have a negative impact on the area;
- the car park will have a negative impact on house prices in the area;
- the car park will spoil the local environment, located next to an historic park in a Conservation Area;
- is the car park needed? It is not in the right place for people using the town centre;
- the car park will lead to an increase traffic on Station Hill and cause further congestion;
- the corner of the Sadlers Mead road passing the entrance to the car park is dangerous and a potential location for accidents;
- should we not be encouraging sustainable transport rather than catering for more cars on the roads; and
- the station area is already over-developed and does not require further development.

Individuals have received a response to their emails and a sample is attached.

Swindon & Wiltshire
LOCAL ENTERPRISE PARTNERSHIP

15 November 2018

Via email

Dear

Sadlers Mead Car Park

Thank you very much for the email you sent prior to our September Board Meeting in relation to the planned car park on the Sadlers Mead site. The SWLEP received a number of emails on the subject, all covering similar themes, so I trust that the responses below cover the concerns raised in your correspondence.

The SWLEP also listened to the objections from three representatives of the local community at the Board Meeting. It was clarified that SWLEP funding for the project is dependent on a successful planning application and that the planning process would consider any objections to the scheme. When it comes to the planning application for a SWLEP-funded scheme, it is the responsibility of the scheme promoter (in this case Wiltshire Council) to submit a scheme as part of the planning process. While not responsible for design details, the SWLEP is keen to ensure that all stakeholder views are heard as part of the planning process, and for this scheme has specifically directed the scheme promoter to ensure that wide public consultation is carried out.

Yours sincerely

Patrick Bradley

Paddy Bradley
Director

Monkton Park | CHIPPENHAM | SN15 1ER
Web-site: www.swlep.co.uk

1. **The car park will be an eye-sore and will have a negative impact on the area.**

Clearly the issue of whether the car park is an eye-sore is a subjective one, but the design team has been very conscious that multi-storey car park design has a poor reputation. The intention is therefore to clad the car park with natural materials sympathetic to the surrounding area. Also, that planting alongside the car park will be maximised to provide as much natural screening as possible.

The car park will be managed by Wiltshire Council, which will look to prevent any anti-social behaviour issues through their normal countermeasures.

2. **The car park will have a negative impact on house prices in the area.**

The car park is part of the wider Chippenham Station development scheme, which aims to improve facilities and the public realm in the station to cater for future forecast increases in passenger numbers. As the neighbourhood develops into a vibrant area of business and education, coupled with the electrification of the Great Western line, our view is that these improvements will increase house prices, rather than reduce them.

3. **The car park will spoil the local environment, located next to an historic park in a Conservation Area.**

The suitability of the location of the car park with regards to any designations in the area will be assessed as part of the planning application.

4. **Is the car park needed? It is not in the right place for people using the town centre.**

The Sadlers Mead scheme is part of a wider project to improve Chippenham Station and its surrounding area, in particular to address the forecast increased numbers of rail passengers using the station and the associated demand for extra car parking spaces. As such, we see the Sadlers Mead site as a suitable location for station car parking as well as for the Olympiad and other facilities in the immediate area. It is not specifically intended for use by visitors to the town centre, though they could do so if they wished.

5. **The car park will lead to an increase traffic on Station Hill and cause further congestion.**

A traffic survey has been carried out and will be scrutinised as part of the planning application process. The results of this survey will be a key element of determining how many spaces will be acceptable in the car park.

6. **The corner of the Sadlers Mead road passing the entrance to the car park is dangerous and a potential location for accidents.**

The suitability of the location of the car park with regards to safety will be assessed as part of the planning application. There are a number of measures that can be implemented, such as road furniture, signage etc, to ensure that the design of the area meets safety requirements.

7. **Should we not be encouraging sustainable transport rather than catering for more cars on the roads.**

The SWLEP is a keen promoter of sustainable transport and has invested in a number of cycling and bus schemes in the Swindon and Wiltshire area. We have also recently commissioned a Local Energy Strategy which, amongst other things, will look at how the development of hydrogen and electric-powered vehicles can be supported in the area.

The car park is a necessary part of encouraging more people to use the train, which we do see as a key part of a sustainable transport approach, especially with the current electrification programme. Also, one of the phases of the wider Chippenham Station project is improving the station forecourt to improve the access for buses serving the station and also the facilities for cyclists using the station.

8. **The station area is already over-developed and does not require further development**

The amount of development in the area will be considered as part of the planning application process. The aim of the overall Chippenham Station project funded by the SWLEP is to develop a vibrant area of business and education around the station which we think will improve the area and provide a gateway to the town that does it justice.

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

Swindon & Wiltshire LOCAL ENTERPRISE PARTNERSHIP	**Board Meeting** **28 November 2018** **Paper Number 4.1**

Security Level:	Confidential ☐	Restricted ☐	Unclassified ☒	Commercially Sensitive ☐

Meeting & Date:	SWLEP Board Meeting – Wednesday, 28 November 2018		
Subject:	Highlight Reports		
Attachments:	None		
Author:	Ian Durston	**Total no of sheets:** (inc cover sheet)	14

Papers are provided for:	Approval ☐	Discussion ☐	Information ☒

1. Purpose

Highlight reports on the status of each LGF project (and other LEP projects) are presented to the SWLEP Board in order to communicate the status of all projects and to demonstrate that projects are being managed in line with the LEP Assurance Framework. The highlight reports produced for each project that have been reviewed and approved by the SWLEP Commissioning Group. Copies of the individual highlight reports can be found on the SWLEP website by clicking on the 'SWLEP Project Summary Report' icon at the top of the page on the following link:

https://swlep.co.uk/projects

2. Summary

Six projects have been identified by the Steer Davies Gleave review as 'focus' projects that warrant specific attention in this summary. They are:

Chippenham Station Hub

Initial development work is commencing on the Phase 5 (Station Forecourt) and Phase 1b (Northern Access Lift).

For phase 2, a Heads of Terms has been agreed with Good Energy for their building on Sadlers Mead and a planning application has now been submitted for this and the car park on the same site. Objections to this phase of the project (particularly the car park) were raised by local residents at the September SWLEP Board meeting. There is a risk that the traffic survey carried out will require traffic mitigation

measures to be included as part of the project, with an associated cost. It has been decided not to include a basement level in the design.

Work is being carried out by WSP, in conjunction with GWR and Network Rail, to look at different options for the phase 3 and 4 car parks to the north and south of the railway line (e.g. using modular construction to allow for later additions) which may result in some work now being feasible on the phases within the overall £16m budget.

A350 Yarnbrook / West Ashton

Funding to cover the associated cost increase has been successfully granted by the Housing Infrastructure Fund. Completion of the clarification process with Homes England/Deloitte/Cushman & Wakefield is still ongoing (started in March 2018). Work on the Section 106 agreement is in progress. The procurement process for a construction contractor is underway – due for completing in December 2018.

Salisbury Central Car Park and Maltings

A proposal put to the September Board to use the £6.1m of LGF funding to work for plots closer to the Maltings Shopping Centre was agreed and work is now progressing on this basis. An Outline Business Case is being developed for approval at the January 2019 Board meeting and a planning submission is to be made in December 2018.

Swindon Bus Boulevard

A change control for the project was approved at the September Commissioning Group detailing the revised elements of the project that the LGF funding will be spent on (surveys, design, temporary bus station delivery), the associated milestones and the associated financial profiling. Some of this work (construction work to support the temporary bus facility) is now able to be carried out earlier than expected, which will be to the benefit of the overall LEP spend profile.

However, for the overall project, estimated costs have increased, specifically for the diversion of telecommunications cables running along Fleming Way. This has added a significant risk to the project.

New Eastern Villages

Southern Connector Rd – The Housing Infrastructure Fund application is progressing with a business case to be submitted in December. A change control is being submitted to this Commissioning Group for re-profiled milestone dates and acceleration of associated activities. However, a number of risks remain and are increasing in severity:

- HIF funding is not yet secured;

- land assembly is still in progress, with any objections leading to a CPO process;
- planning submission has not yet been made; and
- agreement on technical matters required from third parties (Environment Agency, Highways England).

A420/Gablecross - Land acquisition is still in progress. A change control is being submitted to the Commissioning Group for re-profiled milestone dates and acceleration of associated activities.

Wichelstowe Southern Access

The procurement process for the project is in progress with the tender documentation now issued and a contractor forecast to be appointed by February 2019. Construction is on track for completion by March 2021.

Highlight Reports are available for all other projects. The following statistics summarise the status across all of the projects:

- Six LGF projects have completed
- There are 19 live LGF projects covered by the highlight reports
- Five projects (26%) are rated GREEN
- Six projects (32%) are rated AMBER GREEN
- Two projects (10%) are rated AMBER RED
- Six projects (32%) are rated RED
- Four projects have improved their RAG rating since the last report, and two have deteriorated.

3. Recommendations

The Board is asked to approve that the highlight reports are an accurate representation of the current status of all LGF projects.

Local Growth Fund – Focus Projects

Project Ref	Project Name	Lead Delivery Partner	Previous	Current	Notes
LGF/1617/004/CSH	Chippenham Station Hub	WC	R	AR	Initial development work is commencing on the Phase 5 (Station Forecourt) and Phase 1b (Northern Access Lift). Phase 2 planning application has now been submitted. Work now being carried out to investigate possible approach to phases 3 and 4 (car parks to north and south of railway).
LGF/1617/009/YWA	A350 Yarnbrook/ West Ashton	WC	G	G	Work is progressing to procure building contractor. Clarification process for HIF fund is still ongoing (started March 2018).
LGF/1718/003/CCPM	Salisbury Central Car Park and Maltings	WC	R	G	An Outline Business Case is being developed for approval at the January 2019 Board meeting and a planning submission is to be made in December 2018.
LGF/1617/008/SBX	Swindon Bus Boulevard	SBC	R	AR	Project re-baselined following approval of new scope for LGF element. However, for the overall project, estimated costs have increased, adding a significant risk to the project.
LGF/1516/003/EV (iv)	New Eastern Villages Southern Connector Road	SBC	R	R	The Housing Infrastructure Fund application is progressing with a business case to be submitted in December. A change control is being submitted to this Commissioning Group for re-profiled milestone dates and acceleration of associated activities. However, a number of risks remain and are increasing in severity.
LGF/1516/003/EV (iii)	New Eastern Villages A420 Gablecross	SBC	R	R	Land acquisition is still in progress. A change control is being submitted to this Commissioning Group for re-profiled milestone dates and acceleration of associated activities.
LGF/1617/002/WI	Wichelstowe Southern Access	SBC	AR	AG	The procurement process for the project is in progress with the tender documentation now issued and a contractor forecast to be appointed by February 2019. Construction is on track for completion by March 2021.

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	**Complete**	**Complete**	
LGF/1617/001/A350	A350 Dualling Bypass (Badger – Brook + Chequers)	WC	**AG**	**AG**	In final stages. Small slippage due to electrical connection works. Forecast completion in November 2018.
LGF/1617/007/MH	Mansion House (Corsham)	WC	**G**	**G**	In final stages of construction - completion forecast for November 2018. Focus now on model to operate the facility going forward - George Gill and Shahina Johnson involved in working group.
LGF/16/17/010/JNC17	M4 J17 Capacity Improvement	WC	**Complete**	**Complete**	
LGF/1617/009/UFB	Ultra Fast Broadband	WC	**AG**	**AG**	Build underway, though review underway of sites to be included following the wider deployment of Superfast in the area prior to this project.
LGF/1516/005/LSTF	LGF Sustainable Transport Package	SBC	**AG**	**AG**	Construction work on Queens Drive toucan crossing is now complete. Spring Gardens footway-cycleway to complete December 2018.
LGF/1617/003/SRT	Swindon Rapid	SBC	**AR**	**R**	Construction work on all elements of Wichelstowe phase in

	Transit				progress but behind original schedule. Development work in progress on Tadpole Farm and NEV schemes.
LGF/1617/006/JNC16	M4 Junction 16	SBC	**Complete**	**Complete**	
LGF/1617/010/SPHC	Royal Artillery Museum	WC	**N/A**	**G**	Detailed design beginning and tender documentation for build phase to be published in November 2018.
LGF/1617/011/SMAG	Swindon Museum and Art Gallery	SBC			Project under review – proposal for scope of use of £250,000 LGF money to be submitted to November Board meeting.

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	**AG**	**AG**	Refurbishment work (contract 1) contractor now on site. New build (contract 2) procurement in progress.
LGF/1718/002/WCL	Wiltshire College - Lackham	Wiltshire College	**G**	**G**	Stage 2 design work awarded to AWW and underway. Planning application in development.

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**	**R**	Change Control being submitted to this Commissioning Group to defer project and move funding to White Hart Junction and Gable Cross projects.
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	**AG**	**AG**	Work progressing on business case.

Department for Transport - Retained					
Project Ref	**Project Name**	**Lead Delivery Partner**	**Previous**	**Current**	**Notes**
LGF/1516/003/EV (v)	New Eastern Villages White Hart Junction	SBC	**R**	**R**	Change Control being submitted to this Commissioning Group for revised milestones and accelerated associated activities. Significant risks becoming more severe: land assembly, work with Network Rail.
LGF/1516/003/EV (vi)	New Eastern Villages Business Case	SBC	**R**	**R**	OBC due to be submitted to January 2019 Board Meeting.

City Deal

Project Ref	Project Name	Lead Delivery Partner	Previous	Current	Notes
LGF/1516/006/CD	Higher Futures	WC & SBC	AG	AG	Target numbers of learners remain a challenge – increasing but behind profile. Achieved over 230 learners on higher and degree apprenticeships.

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	59 schools/colleges & 50 Enterprise Advisers engaged. Focussed on getting schools/colleges to assess their careers provision against the Gatsby benchmarks. Shona Taylor appointed to run Careers Hub (for schools to share experience).

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	G	G	Currently focussing on development of telephone triage service and face to face service, and piloting a physical presence in Salisbury.

Growing Places Infrastructure Fund (GPIF)					
Project Ref	**Project Name**	**Lead Delivery Partner**	**Previous**	**Current**	**Notes**
LEP/GPIF/001/CAS	GPIF – Castledown Business Park	WC	**Complete**	**Complete**	£2.54m loan now repaid.
LEP/GPIF/002/WD	GPIF – Woods Group	Woods Group	**AG**	**AG**	£1,279,235 loan agreement re-signed post issues with security. Repayment to SWLEP by end March 2021.

Key

Project Status

	Red	Amber Red	Amber Green	Green
	R	AR	AG	G

See below for RAG rating methodology

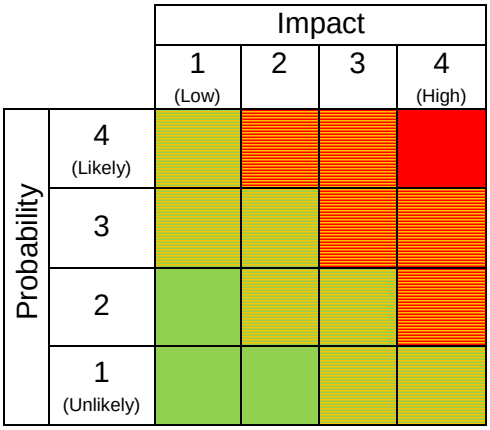
Direction of Travel

- 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



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:

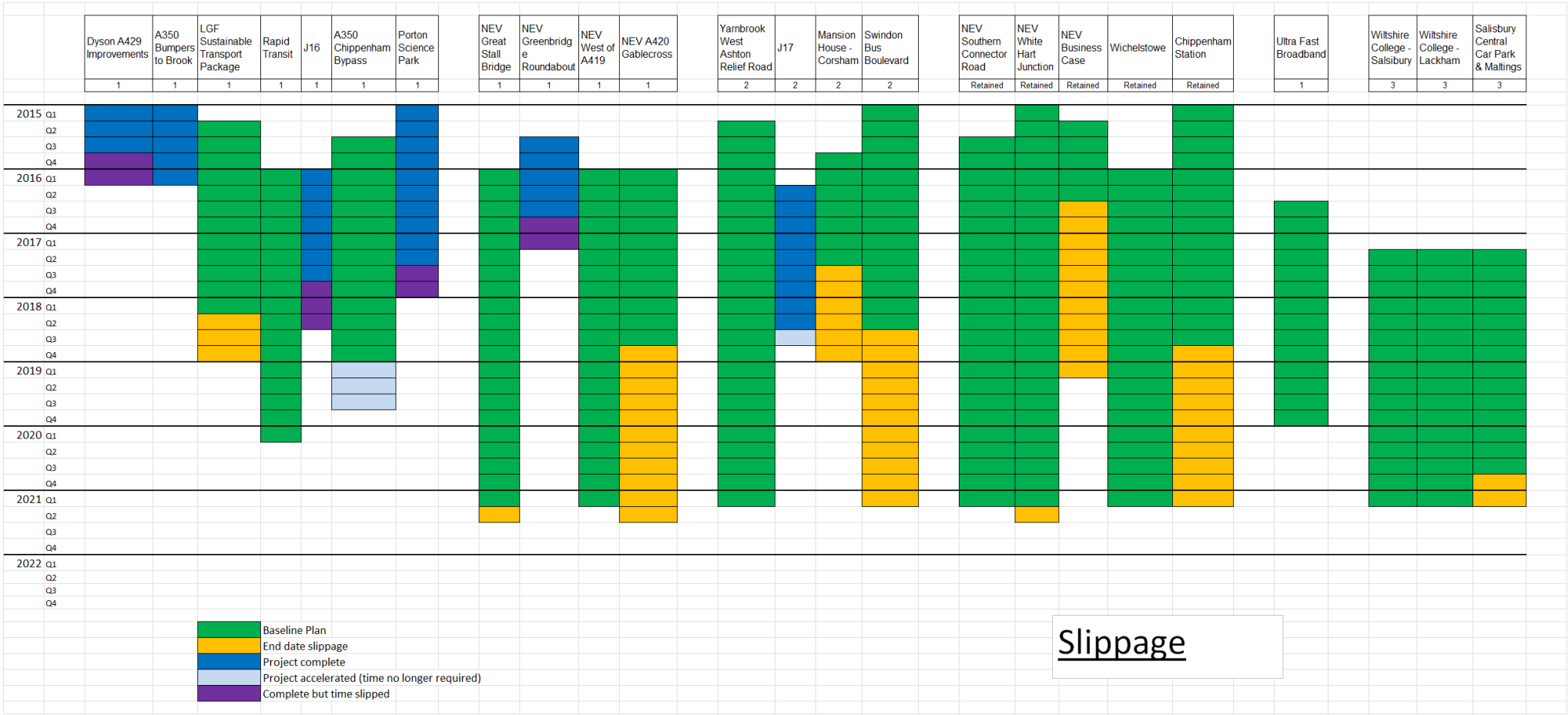
- **GREEN:** Project considered being on track, to time, quality and cost.
- **AMBER-GREEN:** Project considered at risk of minor to medium impacts on time, scope and/or cost – requires small mitigating action.
- **AMBER-RED:** Project considered at risk of medium to major impacts on time, scope and/or 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
	• Minor cost variance on initial project cost may be present. • <1% change in total project cost	• Deliverables and project scope remains unaltered.	• Minor project slippage may be present but total project delivery remains on track. • <30 days total slippage.
	• Project is experiencing or expected to experience minor cost increases. • >1% but <5% on total project cost.	• Project is experiencing or is expected to experience small changes to scope and outputs delivered.	• Project is experiencing or is expected to experience slippage. • >30 days but <90days total project slippage
	• Project is experiencing or is expected to experience major increases in total project costs • >5% but <10% on total project cost.	• Project is experiencing or is expected to experience major changes to scope and outputs delivered.	• 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.
	• Project is experiencing or is expected to experience significant and major cost increases. • >10% on total project cost.	• Project is experiencing or is expected to experience significant change to scope and outputs delivered.	• 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.


Dyson A429 Improvements
A350 Bumpers to Brook
LGF Sustainable Transport Package
Rapid Transit
J16
A350 Chippenham Bypass
Porton Science Park
NEV Great Stall Bridge
NEV Greenbridge Roundabout
NEV West of A419
NEV A420 Gablecross
Yarnbrook West Ashton Relief Road
J17
Mansion House - Corsham
Swindon Bus Boulevard
NEV Southern Connector Road
NEV White Hart Junction
NEV Business Case
Wichelstowe
Chippenham Station
Ultra Fast Broadband
Wiltshire College - Salsibury
Wiltshire College - Lackham
Salisbury Central Car Park & Maltings
1 1 1 1 1 1 1 1 1 1 2 2 2 2 Retained Retained Retained Retained Retained 1 3 3 3
2015 Q1 Q2 Q3 Q4
2016 Q1 Q2 Q3 Q4
2017 Q1 Q2 Q3 Q4
2018 Q1 Q2 Q3 Q4
2019 Q1 Q2 Q3 Q4
2020 Q1 Q2 Q3 Q4
2021 Q1 Q2 Q3 Q4
2022 Q1 Q2 Q3 Q4
Baseline Plan
End date slippage
Project complete
Project accelerated (time no longer required)
Complete but time slipped
Slippage

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Swindon & Wiltshire LOCAL ENTERPRISE PARTNERSHIP	**Board Meeting** **28 November 2018** **Paper Number 4.2**

Security Level:	Confidential ☐	Restricted ☐	Unclassified ☒	Commercially Sensitive ☐

Meeting & Date:	SWLEP Board Meeting – Wednesday, 28 November 2018		
Subject:	LGF Finance Summary		
Attachments:	None		
Author:	Ian Durston	**Total no of sheets:** (inc cover sheet)	11

Papers are provided for:	Approval ☐	Discussion ☐	Information ☒

1. Purpose

This paper summarises the current financial status across the various streams of LGF funding.

2. Summary

For LGF projects, the underspend situation continues – that is, while the total project spend requirement is the same, the project is not spending the grant money as quickly as originally forecast. The current forecast underspend figure for the end of 2018/19 financial year is £14.59m, broadly the same as the figure at the September Board Meeting.

All projects still forecast that all LGF money will be spent by March 2021.

LGF DfT projects and DfT Retained projects are broadly in line with expected spend, though with significant spend required in the final two years (19/20 and 20/21) of the LGF timescales.

3. Recommendations

To approve this paper as an accurate summary of the current LGF financial position.

4. LGF Finance Summary

4.1 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
- Chippenham Station Hub (now un-retained)

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 (SMAG)
- Ultra Fast Broadband

Growth Deal Round 3

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

4.2 Table 1 shows the actual spend for each project to date against what is forecast to be spent during the course of the year (blue lines). The actual spend figures shown for 2017/18 are the final year end figures. 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.

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

4.4 The total underspend against the grant profile (that is, while the total project spend requirement is the same, the project is not spending the grant money as quickly as originally forecast) at the end of 2017/18 was £12.96m.

4.5 The current forecast underspend figure for the end of 2018/19 financial year is £14.59m.

4.6 The projects with a significant contribution to the underspend situation are Swindon Bus Boulevard, Swindon Rapid Transit and Chippenham Station Hub. The two museum projects and the Wiltshire College projects are also contributors (though these are not due to delays to the projects).

4.7 All projects still forecast that all LGF money will be spent by March 2021.

4.8 £1.1m of LGF funding is now unallocated to a specific project after being released by the Swindon Museum and Art Gallery project, though it has in principle been earmarked for the Salisbury and South Wiltshire area.

4.9 It should be noted that BEIS has awarded £89,630 of grant over and above the forecast profiling of all projects. How this money is to be used is to be determined.

Table 1

		15/16	16/17	17/18	Q1 18/19	Q2 18/19	Q3 18/19	Q4 18/19	Total 18/19	19/20	20/21	TOTAL
A350 Bumpers Farm - COMPLETE	Original Grant Request	835,000	835,000									1,670,000
	Forecast Profile Spend	1,670,000										1,670,000
	Actual Spend to Date	1,670,000										1,670,000
A429 Malmesbury - COMPLETE	Original Grant Request	1,400,000										1,400,000
	Forecast Profile Spend	1,400,000										1,400,000
	Actual Spend to Date	1,400,000										1,400,000
Porton Science Park - COMPLETE	Original Grant Request	4,000,000										4,000,000
	Forecast Profile Spend	0	1,862,200	2,137,800					0			4,000,000
	Actual Spend to Date	0	1,862,200	2,137,800					0			4,000,000
A350 West Ashton/Yarnbrook	Original Grant Request									2,900,000	2,600,000	5,500,000
	Forecast Profile Spend	0	117,300	0				387,000	387,000	2,000,000	2,995,700	5,500,000
	Actual Spend to Date	0	117,300	0					0			117,300
M4 Junction 17 - COMPLETE	Original Grant Request										500,000	500,000
	Forecast Profile Spend	0	140,400	359,600					0			500,000
	Actual Spend to Date	0	140,400	359,600					0			500,000
Corsham Mansion House	Original Grant Request		1,900,000	600,000								2,500,000
	Forecast Profile Spend	26,200	155,500	373,300	457,153	1,162,258	249,609	28,126	1,897,146	47,854		2,500,000
	Actual Spend to Date	26,200	155,500	373,300	331,914	771,578	209,346		1,312,838			1,867,838
A350 Duallling Chippenham Bypass	Original Grant Request			2,370,000					2,370,000	2,360,000		7,100,000
	Forecast Profile Spend	0	667,000	2,863,400	1,800,000	1,572,082			3,372,082	197,518		7,100,000
	Actual Spend to Date	0	667,000	2,863,400	1,313,400	1,720,373	470,872		3,504,645			7,035,045
Ultra Fast Broadband	Original Grant Request			1,000,000								1,000,000
	Forecast Profile Spend	0	0	0				500,000	500,000	500,000		1,000,000
	Actual Spend to Date	0	0	0					0			0
Royal Artillery Museum	Original Grant Request			425,000					925,000			1,350,000
	Forecast Profile Spend	0	0	0					0	1,350,000		1,350,000
	Actual Spend to Date	0	0	0					0			0
Swindon Museum and Art Gallery	Original Grant Request			250,000								250,000
	Forecast Profile Spend	0	0	0					0	250,000		250,000
	Actual Spend to Date	0	0	0					0			0
LGF Sustainable Transport (LSTF)	Original Grant Request	1,250,000	1,250,000	1,250,000								3,750,000
	Forecast Profile Spend	1,226,800	1,086,000	941,200	2,800	97,000	150,000	246,200	496,000			3,750,000
	Actual Spend to Date	1,226,800	1,086,000	941,200	3,000	96,000			99,000			3,353,000
M4 Junction 16 - COMPLETE	Original Grant Request		6,080,000	2,960,000						-3,120,000		5,920,000
	Forecast Profile Spend	875,800	4,185,500	3,978,700					0	-3,120,000		5,920,000
	Actual Spend to Date	875,800	4,185,500	3,978,700					0			9,040,000
Rapid Transit	Original Grant Request		164,000	3,283,000					3,283,000	3,120,000		9,850,000
	Forecast Profile Spend	0	55,500	799,200	139,800	500,000	1,600,000	1,625,500	3,865,300	5,130,000		9,850,000
	Actual Spend to Date	0	55,500	799,200	253,300	389,000			642,300			1,497,000
Swindon Bus Boulevard	Original Grant Request			1,100,000					1,700,000	200,000		3,000,000
	Forecast Profile Spend	0	0	67,100	40,000	60,000		715,000	815,000	1,000,000	1,117,900	3,000,000
	Actual Spend to Date	0	0	67,100	40,000	60,000			100,000			167,100
Wiltshire College - Salisbury	Original Grant Request			2,300,000					2,300,000	2,300,000	6,930,000	13,830,000
	Forecast Profile Spend	0	0	670,000	144,000	120,000	1,074,159	1,511,841	2,850,000	4,830,000	5,480,000	13,830,000
	Actual Spend to Date	0	0	670,000	144,000	120,000			264,000			934,000
Wiltshire College - Lackham	Original Grant Request			1,360,000					1,360,000	1,360,000	4,120,000	8,200,000
	Forecast Profile Spend	0	0	237,070	43,130	72,000	643,835	1,103,965	1,862,930	1,569,000	4,531,000	8,200,000
	Actual Spend to Date	0	0	237,070	43,130	72,000			115,130			352,200
Maltings & Central Car Park - Salisbury	Original Grant Request			1,250,000					1,250,000	1,250,000	2,310,000	6,060,000
	Forecast Profile Spend	0	0	283,100				1,686,900	1,686,900	4,000,000	90,000	6,060,000
	Actual Spend to Date	0	0	283,100		6,988	3,785		10,773			293,873
Chippenham Station Hub	Original Grant Request	350,000		2,160,000					5,000,000	5,000,000	3,490,000	16,000,000
	Forecast Profile Spend	27,900	114,000	178,100	60,000	1,100,000	260,000	80,000	1,500,000	5,000,000	9,180,000	16,000,000
	Actual Spend to Date	27,900	114,000	178,100	53,600	48,948	48,423		150,971			470,971
Unallocated	Original Grant Request			175,000					925,000			1,100,000
	Forecast Profile Spend	0	0	0					0	1,100,000		1,100,000
	Actual Spend to Date	0	0	0					0			0
	Grant Annual	7,800,000	10,214,948	21,439,293					20,870,160	16,117,812	16,627,417	93,069,630
	TOTAL Forecast Profile	5,226,700	8,383,400	12,888,570	2,686,883	4,683,340	3,977,603	7,884,532	19,232,358	23,854,372	23,394,600	92,980,000
	TOTAL Actual	5,226,700	8,383,400	12,888,570	2,182,344	3,284,887	732,426	0	6,199,657	0	0	32,698,327

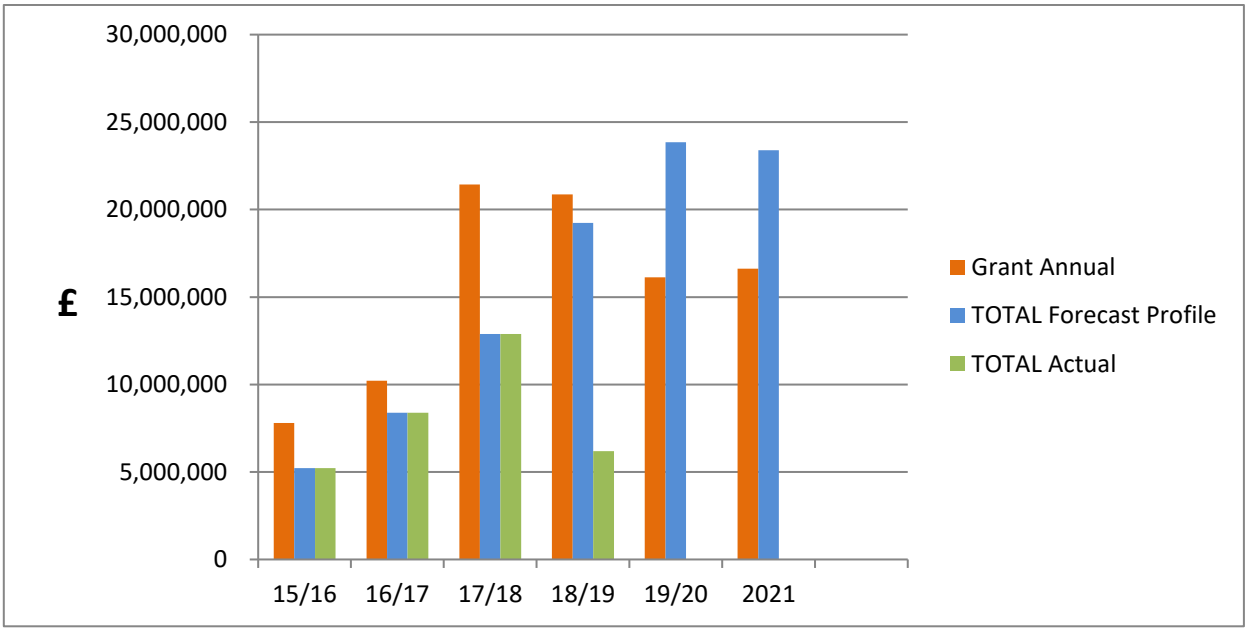

Figure 1a

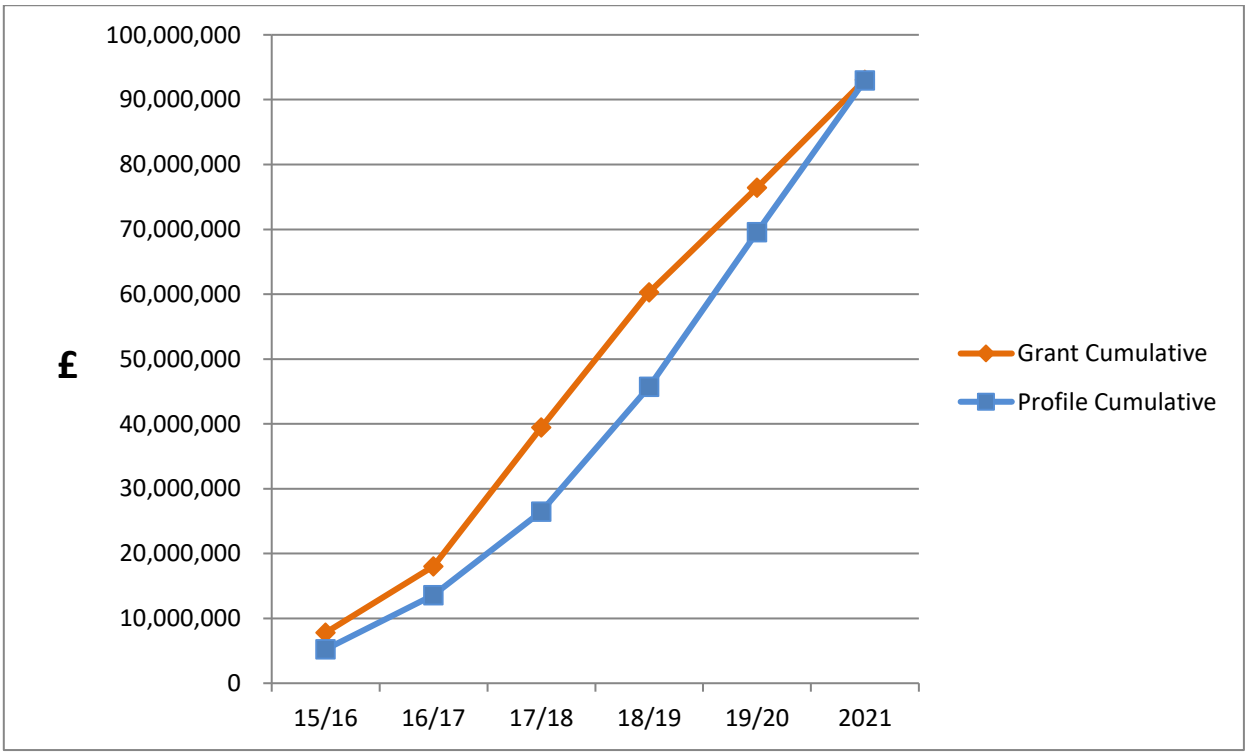

Figure 1b

5. LGF – DfT Projects Summary

5.1 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 – Great Stall Bridge
- NEV – A420 Gablecross

5.2 Table 2 shows the actual spend for each project to date (green lines) against what had been forecast to be spent during the course of the year (blue lines). The actual spend figures shown for 2017/18 are the final year end figures. 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.

5.3 Figure 2b also shows the position of total cumulative forecast spend against the total cumulative grant.

5.4 A proposal is being submitted to the Board for the Great Stall Bridge project to be postponed and its LGF funding transferred to the White Hart Junction and A420 Gable Cross projects. If this is agreed, then these figures will be updated accordingly.

Table 2

		15/16	16/17	17/18	Q1 18/19	Q2 18/19	Q3 18/19	Q4 18/19	Total 18/19	19/20	20/21	TOTAL
Green Bridge Roundabout - COMPLETE	Original Grant Request		2,000,000									2,000,000
	Forecast Profile Spend	591,500	1,408,500						0			2,000,000
	Actual Spend to Date	591,500	1,408,500						0			2,000,000
West of A419 - Package 2	Original Grant Request									500,000	1,500,000	2,000,000
	Forecast Profile Spend	0	0					100,000	100,000	500,000	1,400,000	2,000,000
	Actual Spend to Date	0	0						0			0
A420 Corridor	Revised Grant Request		2,500,000									2,500,000
	Forecast Profile Spend	40,500	21,300	432,300	0	218,000	183,000	121,000	522,000	1,483,900		2,500,000
	Actual Spend to Date	40,500	21,300	432,300					0			494,100
Great Stall Bridge	Revised Grant Request			500,000						7,100,000		7,600,000
	Forecast Profile Spend	0	0	102,500	0	360,000	323,000	330,000	1,013,000	6,484,500		7,600,000
	Actual Spend to Date	0	0	102,500					0			102,500
	Grant Annual (Revised)	0	4,500,000	500,000					0	7,600,000	1,500,000	14,100,000
	TOTAL Forecast Profile	632,000	1,429,800	534,800	0	578,000	506,000	551,000	1,635,000	8,468,400	1,400,000	14,100,000
	TOTAL Actual	632,000	1,429,800	534,800	0	0	0	0	0	0	0	2,596,600

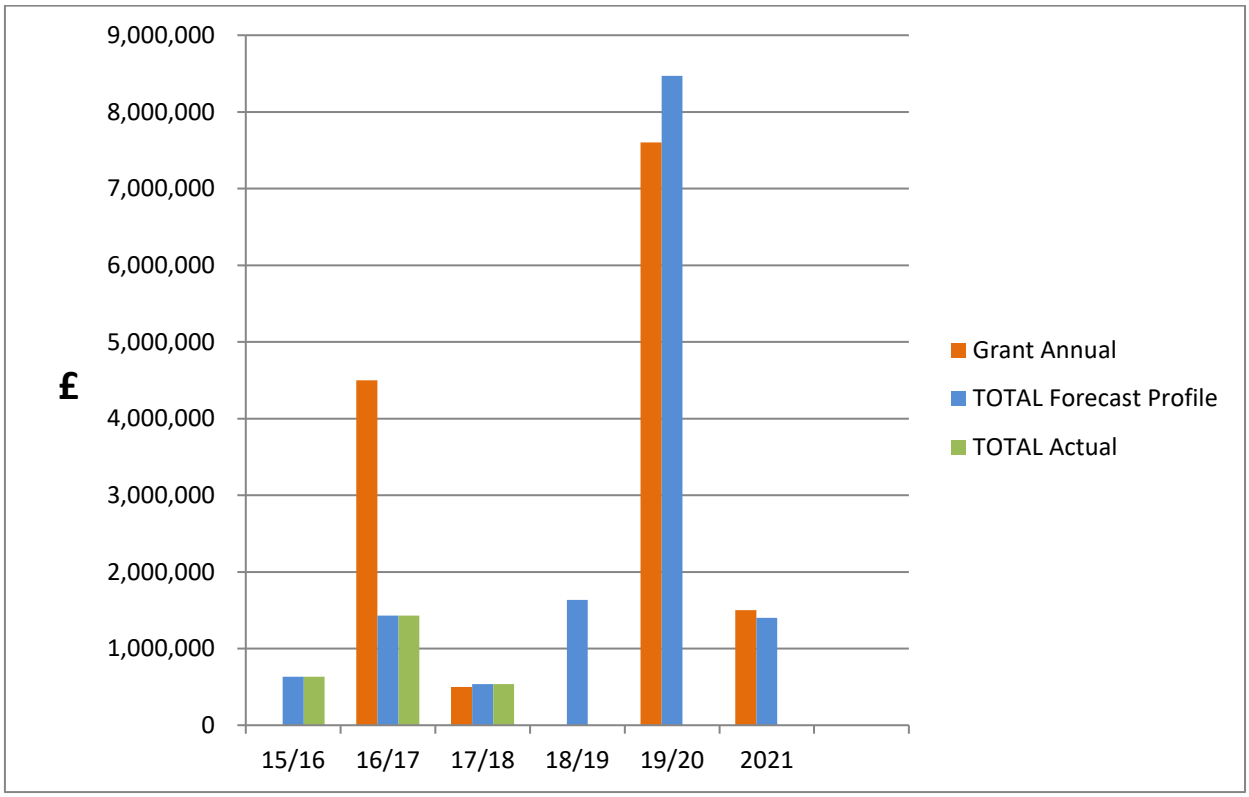

Figure 2a

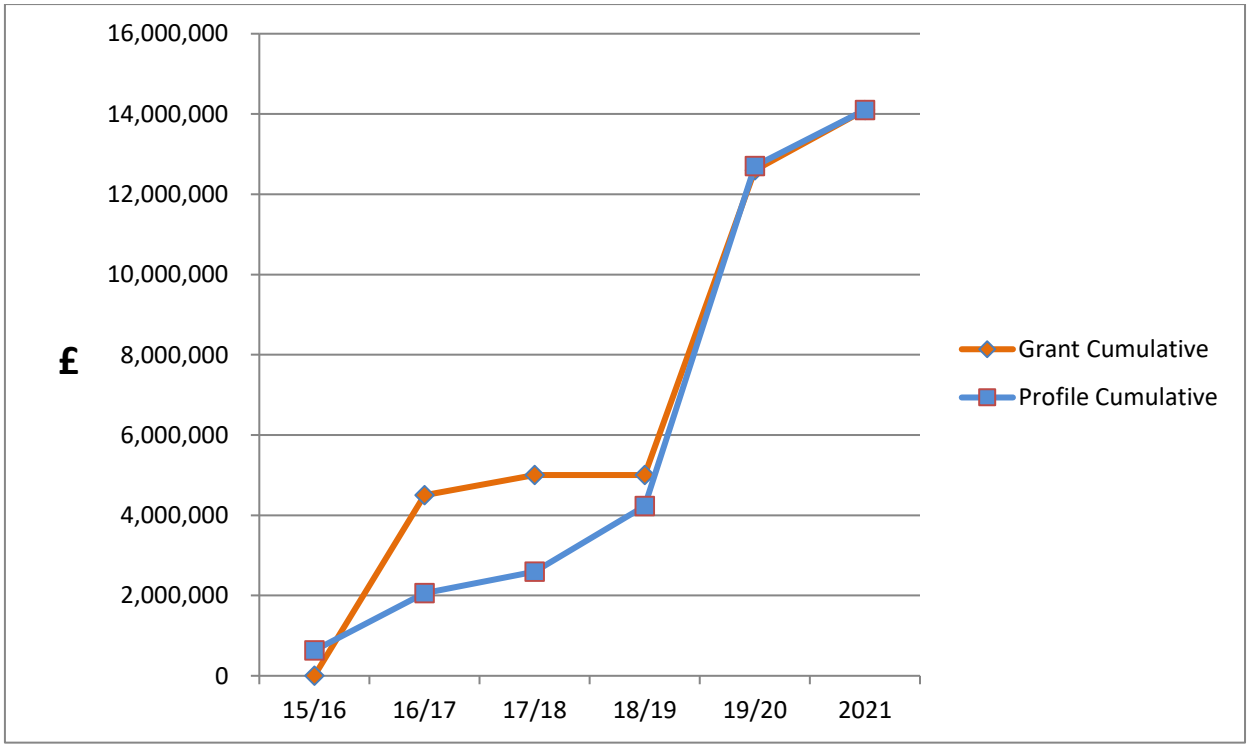

Figure 2b

6. DfT Retained Projects Summary

6.1 The following projects have been retained by the DfT which requires project status reporting as well as them controlling the grant payments:

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

6.2 Table 3 shows the actual spend for each project to date (green lines) against what had been forecast to be spent during the course of the year (blue lines). The actual spend figures shown for 2017/18 are the final year end figures. 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.

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

6.4 Spend is broadly following the profile agreed with DfT, although this is after agreeing with DfT to defer some grant payment to 2019/20 and 2020/21 - years in which the majority of the grant spend is already forecast to occur. This results in a significant amount of money to defray in two years.

Table 3

		15/16	16/17	17/18	Q1 18/19	Q2 18/19	Q3 18/19	Q4 18/19	Total 18/19	19/20	20/21	TOTAL
Wichelstowe Southern Access	Revised Grant Request			200,000					510,000	10,000,000	12,190,000	22,900,000
	Forecast Profile Spend	0	0	200,000	21,000	289,000	100,000	100,000	510,000	10,000,000	12,190,000	22,900,000
	Actual Spend to Date	0	0	200,000	21,000	68,000			89,000			289,000
New Eastern Villages - Business Case	Original Grant Request	500,000										500,000
	Forecast Profile Spend	381,900	118,100						0			500,000
	Actual Spend to Date	381,900	118,100						0			500,000
New Eastern Villages - White Hart Junction	Revised Grant Request		600,000	400,000						11,000,000	10,500,000	22,500,000
	Forecast Profile Spend	0	28,000	417,500	76,000	478,000			554,000	11,000,000	10,500,500	22,500,000
	Actual Spend to Date	0	28,000	417,500	76,000	179,000			255,000			700,500
New Eastern Villages - Southern Connector Road	Original Grant Request									5,800,000	5,800,000	11,600,000
	Forecast Profile Spend	0	0						0	5,800,000	5,800,000	11,600,000
	Actual Spend to Date	0	0						0			0
	Grant Annual	500,000	600,000	600,000	0	0	0	0	510,000	26,800,000	28,490,000	57,500,000
	TOTAL Forecast Profile	381,900	146,100	617,500	97,000	767,000	100,000	100,000	1,064,000	26,800,000	28,490,500	57,500,000
	TOTAL Actual	381,900	146,100	617,500	97,000	247,000	0	0	344,000	0	0	1,489,500

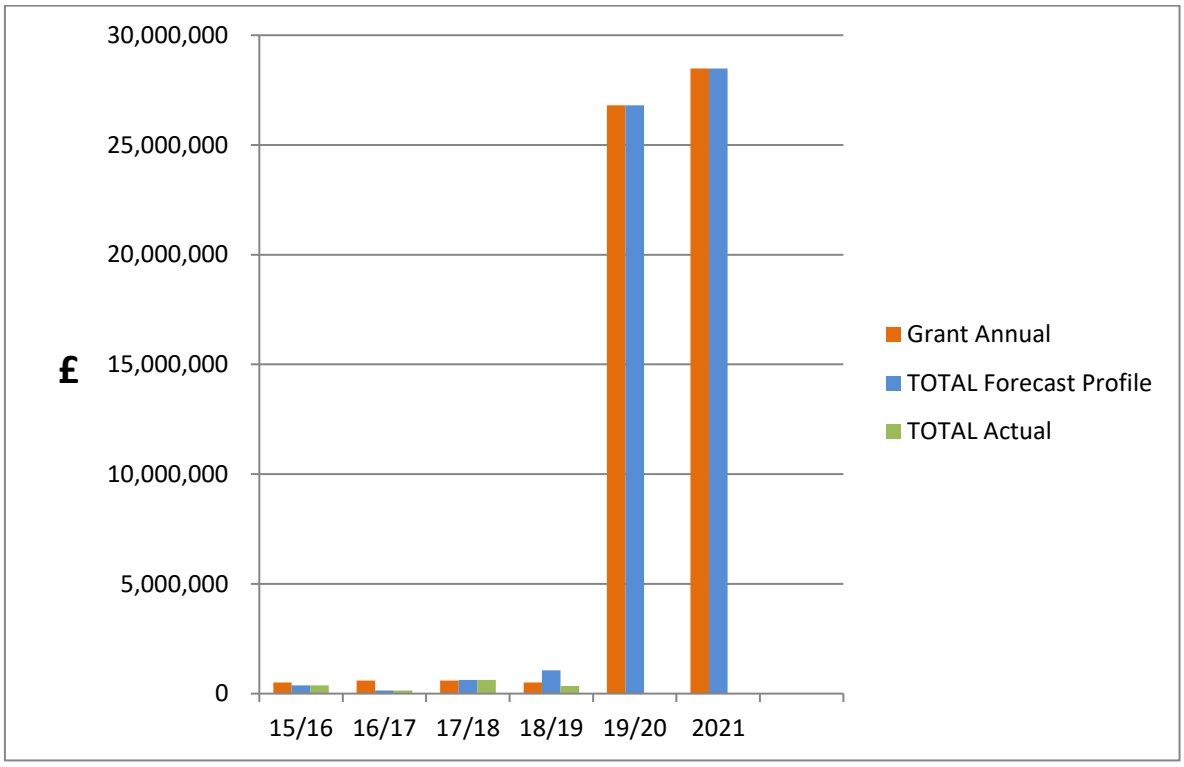

Figure 3a

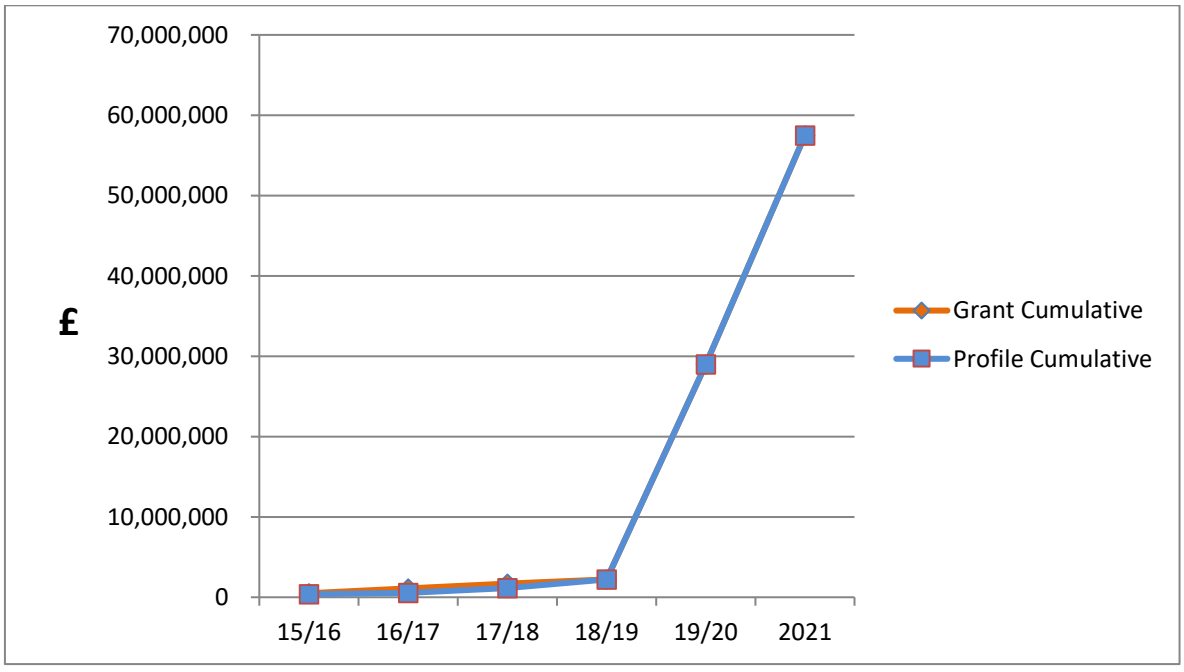

Figure 3b

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Swindon & Wiltshire LOCAL ENTERPRISE PARTNERSHIP	**Board Meeting 28 November 2018 Paper Number 4.3**

Security Level:	Confidential ☐	Restricted ☐	Unclassified ☒	Commercially Sensitive ☐

Meeting & Date:	SWLEP Board Meeting – Wednesday, 28 November 2018		
Subject:	New Eastern Villages Change Controls		
Attachments:	3 x Change Controls		
Author:	Philippa Venables	**Total no of sheets:**	15

Papers are provided for:	Approval ☒	Discussion ☐	Information

1. Purpose

1.1. The purpose of this report is to propose a set of change controls which re-profile funding for the New Eastern Villages (NEV) schemes, with a clear focus on delivery of the White Hart Junction and A420 Gablecross Junction schemes. The rationale and intended outcomes are set out below.

2. Summary - background

2.1. The current approved Local Growth Fund allocations are £22.5m for White Hart Junction (WHJ), £2.5m for Gablecross, £7.6m for Great Stall Bridge (GSB) and £11.6m for Southern Connector Road (SCR). This funding is required to enable delivery of the NEV - a strategically significant greenfield allocation for approximately 8,000 homes (with the potential to rise to c.9,500 through the planning application process).

2.2. As part of the NEV package, improvements were identified as essential to the existing highway network at WHJ and Gablecross. These schemes are fundamental to enable the level of housing anticipated to come forward; significant progress has been made by the team (see below) to enable the improvements to be delivered in a timely manner, allowing development sites to come forward.

2.3. It is essential that the delivery of WHJ and Gablecross receive maximum focus to ensure successful completion in line with the delivery of new homes and jobs. Traffic observation and current year modelling indicates that the existing highway network, particularly the A420 at Gablecross and the WHJ, require improvement now, and current problems will be exacerbated with the rate of housing coming forward: 2,380 homes north of the A420 and 370 homes at Redlands, with resolution to grant planning permission subject to s106 agreement, 1,800 homes subject to a live outline planning application at Great Stall East, approximately 2,600 homes at Lotmead, the outline planning application for which is shortly to be

resubmitted, and also land south of the District Centre on which an application is shortly anticipated.

2.4. Given the extensive negotiations that have been undertaken during the outline planning stage for development north of the A420 and Redlands, it is anticipated that the reserved matters planning applications (the detailed matters including housing types and layout) will be progressed quickly, with first completions expected in Q4 2019.

2.5. Planning permission for the employment allocation at NEV, Symmetry Park, was granted in 2015, and Unit 1 was completed earlier this year. A Reserved Matters application for Unit 2 is expected in Spring 2019. In line with the planning permission, a new junction has been created on the A420 to provide primary access to the employment and residential development parcels beyond.

2.6. With current capacity of the highway network being exacerbated, the long-term impacts and travel demands of the NEV cannot be accommodated or considered acceptable without appropriate mitigation. Further, those planning applications with 'resolutions to grant' cannot come forward in their entirety. The form of this necessary mitigation is represented in Swindon's adopted Local Plan (March 2015) and subsequent adopted NEV Infrastructure Delivery Plan, and includes infrastructure interventions that are complimentary and form a comprehensive access strategy that is required to be delivered in full.

2.7. Further, the east of Swindon hosts some key regional employers which will be affected by scheme construction but who will also benefit from the completion of works in the longer term. Honda and BMW, amongst others, require unfettered network access for linkages to Oxford and the South East. To assist with journey time reliability, particularly for "just in time" deliveries for manufacturing, the highway improvements must be planned and undertaken to mitigate disruption, with corridor (for example, the A420) improvements completed in full, rather than phased partial completion, to reduce the duration of disruption. Moreover, enabling improvements in a single 'hit' will provide the strategic infrastructure to remove the biggest barrier to housing delivery in the NEV.

3. Rationale

3.1. The issue behind the need for change control is one of timing. WHJ, Gablecross and GSB are all required to support and enable a fully built out NEV. However, it is unlikely that the required elements of GSB would be, or would need to be constructed within the spend profile parameters as it does not present a benefit or deficit to existing highway users in the short-term and will only be required as strategic traffic growth impedes sustainable mode shift. Conversely, both WHJ and Gablecross are blocking delivery of new homes and need to come forward without delay.

3.2. Local Growth Fund alone is insufficient to implement both schemes. Developer funding through S106 agreements will come forward, but timing is linked to house occupations and is therefore not expected to be received until much later and is difficult to predict with any great certainty. This causes significant cash flow

pressures through the need for temporary, but significant levels of borrowing to fund the gap.

3.3. To provide certainty to developers and the Local Authority and to ensure that both the A420 schemes are not delayed, it is requested that LGF funding allocated to GSB is reallocated to the A420 schemes to reduce the gap. This will ensure that both schemes will be delivered within the programmed spend profile without delay and enable delivery of the NEV. This is the key factor in this change control process.

3.4. **Deliverability of WHJ and Gablecross:** WHJ is both large and complex and accommodates both local and regional journeys, but a design has been formulated. It is the least cost option, but requires some third-party land, and access over the railway. SBC has been working with Network Rail for the construction of the replacement northbound A419 on-slip across the railway line. Negotiations have secured agreement for track possession at Christmas 2019; subsequent weekend possessions in 2020 and Christmas 2020 have also now been secured. This change control ensures the programme fits with the dates for these possessions.

3.5. The WHJ scheme will be constructed as a design and build contract under Highways England's Collaborative Delivery Framework for procurement purposes. Highways England has indicated in principle approval for delivery of the proposed scheme to 2021, subject to restriction of dwelling occupations on the NEV as agreed with individual landowners and developers; this is controlled by planning condition.

3.6. The majority of the Gablecross improvements are within the existing highway. Ongoing negotiations with the landowners are taking place. This includes Wiltshire Police and Sainsbury's, all of whom support the benefits that a revised junction will bring.

3.7. **Great Stall Bridge**: Early delivery of WHJ and Gablecross will accommodate traffic demand from early phases of the development in line with current planning status (completion on Unit 1 at Symmetry Park and outline applications for north of the A420 and at Great Stall East). Later delivery of GSB to accommodate walking, cycling and public transport trips will align with delivery of the NEV District Centre and provision of the Park and Ride facility to the east of the development. The later delivery of GSB will be funded by S106 receipts and additional grant funding if available. This will not directly affect the number of homes delivered or jobs created; delayed delivery ensures timely provision of infrastructure in line with sustainable development principles.

3.8. **Approvals:** These changes have not been subject to formal Cabinet approval. However, officers have delegated responsibility to implement the Council's strategic policies. The NEV is fundamental to the Local Plan. Officers have sought the endorsement of informal Cabinet to proceed with the change control and the executive representatives of the Council on the SWLEP are able to confirm support and direction for the change control. A report to Cabinet on 5 December will summarise the change control, updates on the funding position around the NEV access strategy and will confirm authorisation to proceed to design and build, supported by change control approval.

3.9. **Southern Connector Road**: This is linked to WHJ as both are retained schemes. The SCR is supported by Local Growth Fund, and it is not proposed to seek authorisation for change control in regard to this allocation. Work continues on the SCR with officers progressing a complex process of land assembly, following authorisation by Cabinet - authorisation which also included CPO if required.

3.10. A business case for Housing Infrastructure Fund (HIF) is currently in preparation to support early delivery of the SCR. Whilst delivery of the SCR is not dependent upon HIF funding, HIF funding would enable timely delivery of the scheme, improve development viability such that acceptable levels of affordable housing, social and education infrastructure can be secured via S106 agreement. Development within the NEV for 2,750 homes already has resolution to grant. A further 4,400 homes are being considered through planning applications and pre-application discussions. The SCR is key to their transport and movement strategy.

3.11. Resources are being directed towards the HIF bid and we are working very closely with our strategic partners. Without the Local Growth Fund, the SCR would be undeliverable in the short-term, and a large proportion of the southern part of the NEV would be unable to come forward. The HIF Business Case is currently predicated on 4,149 dwellings being brought forward, following the completion of planned interventions at Gablecross and WHJ. This would leave the majority of the remainder being dependent on the SCR providing alternative access routes.

3.12. The HIF Business Case considers in detail the net value uplift that development will apply to land made available by the SCR. This assessment however only considers the remainder of the 8,000 dwellings that is not reliant upon the Gablecross and WHJ interventions. The LGF funding for Gablecross, and the WHJ may therefore be considered necessary to deliver the first tranche of the NEV, prior to HIF supported delivery of the SCR.

3.13. The business case for LGF is being submitted to DfT at the same time as the HIF submission in December 2018, with full submission to be approved in Q3 of 2019. This will be subject to appraisal by the Independent Technical Assessor before being presented to the SWLEP for approval. LGF funding is conditional upon the approval of this business case, which will be subject to all necessary approvals being in place, including land acquisition and delivery of the scheme in full by the end of March 2021. It is proposed to keep SWLEP updated on this approval process as the business case goes through assessment and return for discussion when the outcome of HIF is known.

4. Financial implications

4.1. The current funding variances, as reported to the LEP in September 2018, can be observed in the table below. This equates to a total funding variance across the four schemes detailed of £43.5m, until such time that receipt of S106 development income will offset.

	Current			Proposed	
	Cost Estimate (Sept 18)	LEP Grant Funding	Funding Variance	LEP Grant Funding	Funding Variance
	£'000	£'000	£'000	£'000	£'000
Scheme					
Great Stall Bridge (GSB)	19,673	-7,600	12,073	0	19,673
Gablecross (GCJ)	8,412	-2,500	5,912	-4,400	4,012
White Hart Junction (WHJ)	30,104	-22,500	7,604	-28,200	1,904
Southern Connector (SCR)	29,560	-11,600	17,960	-11,600	17,960
Totals	**87,749**	**-44,200**	**43,549**	**-44,200**	**43,549**

4.2. Reallocation of the £7.6m GSB grant allocation towards WHJ and Gablecross will reduce the funding variance for these two schemes from £13.5m to £5.9m and the delay in delivering GSB immediately will help re-align the costs of funding closer to the expected timing of S106 receipts.

5. Risk Management

5.1. The Council's robust NEV Programme Governance Framework ensures that all risks are appropriately managed through the delivery process in line with Council and stakeholder objectives.

5.2. By enabling the transport improvements required as a result of development at the NEV, there is opportunity to maximise the use of external funding sources which will ensure community and social infrastructure is delivered in line with sustainable housing and job growth given the significant infrastructure burden at NEV. The Council has appointed Osbornes, through Highways England (HE) Collaborative Delivery Framework. Providing early contractor involvement in the schemes de-risks design changes during construction and assures resilience in construction timelines.

5.3. Continued stakeholder liaison, including with HE and Network Rail (NR) has enabled approval of the NR Programme to deliver the northbound on-slip for WHJ scheme from Christmas 2019/20 and agreement in principle to HE departure from design standards.

5.4. Engagement of a land agent has ensured positive negotiation with all landowners, and Cabinet confirmation of use of Compulsory Purchase Order, if necessary, to deliver the SCR was secured in October 2018.

5.5. As outlined in Section 3, a business case for Housing Infrastructure Fund (HIF) Forward Funding stream to support early delivery of the SCR is currently in preparation. Whilst delivery of SCR is not dependent upon HIF funding, HIF funding would enable early delivery of the scheme, improve development viability such that

acceptable levels of affordable housing, social and education infrastructure can be secured via S106 agreement. The business case will be submitted for consideration by Homes England in December 2018; a decision is expected in February 2019.

5.6. A risk of the schemes not being delivered in a timely manner is that loss of grant funding would compromise the sustainable delivery of the NEV, particularly in regard to policy compliant infrastructure, including affordable housing and green infrastructure. Further, it would detrimentally affect the ability of the Council to deliver homes in line with the adopted development strategy, placing additional pressure on unallocated and inappropriate sites around the Borough.

5.7. Highways England has required a condition be applied to each of the NEV planning applications restricting the occupation of new homes until junction improvements are complete. For example, for north of the A420 the condition requires that no more than 729 homes shall be occupied until WHJ is completed and open to traffic.

6. Conclusion

6.1. It has been established that GSB is required as part of the transport package to serve the delivery of the New Eastern Villages, but that this may be delivered later through the build programme as it is required. Prior to delivery of GSB and to address existing highway constraints, Gablecross and White Hart Junction improvement works are however essential to facilitate early phases of the development.

6.2. The reallocation of LGF funding away from GSB would further offset viability implications for developers and allow greater proportions of affordable housing, community and education infrastructure to be delivered, ensuring higher quality of development.

6.3. SBC has undertaken extensive consultation work with landowners, Highways England and Network Rail, to ensure the timely delivery of WHJ and Gablecross within current programmes aligned with LGF delivery.

6.4. The reallocation of LGF funding would further alleviate SBC funding constraints on the NEV projects.

6.5. This approach is endorsed by NEV Programme Board, Strategic Highways Board, Programme Sponsor and CEO.

7. Recommendations

7.1. That the Board approves the change controls as submitted.

Project Name:	**NEV Great Stall Bridge**		
LGF Project No:	**LGF/1516/003/EV(i)**		
Change Requestor:	**Robert Sweetnam**		
Change No:	**CR043**	**Change Date:**	**14/11/2018**
Senior Sponsor Approval (name and date)	**Susie Kemp**	**Project Manager (name)**	**Robert Sweetnam**

Change Category:

☒Schedule ☒Cost ☒Scope ☒ Deliverables ☒Resources ☒Quality

Other:……

Describe the change being requested:

Delivery of Great Stall Bridge to be postponed and funds diverted to White Hart junction and Gablecross junction.

The new milestones are:

Milestone	Baseline	Re-baselined
OBC signed off by Board	September 2018	Deferred
Preliminary Design Completed	August 2018	Deferred
Planning Submitted	January 2019	Deferred
Planning Obtained	April 2019	Deferred
Tender Issued	Sept 2018	Deferred
Procurement Complete	October 2018	Deferred
Detail Design Started	March 2019	Deferred
Detail Design Complete	December 2019	Deferred
FBC signed off by Board	August 2019	Deferred
Construction started	January 2021	Deferred
Construction complete	May 2022	Deferred

	15-16	**16-17**	**17-18**	**18-19**	**19-20**	**20-21**	**21-22**	**Total**
LGF Grant Award (£m)			0.500	3.500	3.600			**7.600**
Transfer			-0.500	-3.500	-3.600			-7.600
Transfer to White Hart Junction				0.600	1.100	4.000		**5.700**
Transfer to Gablecross Junction					1.697	0.203		**1.900**

Describe the reason for the change: Request to delay delivery due to funding gap and review following consultation over the benefits of a public transport bridge.
Describe the alternatives considered: No alternatives are considered.
Describe any technical changes required to implement this change: No technical changes will be required.
Describe risks to be considered for this change: Not applicable. **Summarise how these risks are being mitigated and how residual risk will be managed:** Not applicable
Estimate resources and costs needed to implement this change: £7.6m Great Stall bridge scheme funding to be reassigned to White Hart junction scheme (£5.7m) and Gablecross junction scheme (£1.9m). **How will these additional resources and costs be met:** No additional resources required.
Decision for Commissioning Group : **☐Approve ☐Reject ☐Defer** **Chair and date of meeting:**
Justification of decision:

Approval		
Name	Signature	Date

Project Name:	**NEV White Hart Junction**		
LGF Project No:	**DFT/1516/003/EV(v)**		
Change Requestor:	**Robert Sweetnam**		
Change No:	**CR044**	**Change Date:**	**14/11/2018**
Senior Sponsor Approval (name and date)	**Susie Kemp**	**Project Manager (name)**	**Robert Sweetnam**

Change Category:

☒Schedule ☒Cost ☐Scope ☐ Deliverables ☐Resources ☐Quality

Other: & Spend profile

Describe the change being requested:
Re-baseline milestone dates to achieve SWLEP March 2021 construction deadline.
The new milestones dates are:

Milestone	Baseline	Re-baselined
Options Analysis Started	April 2017	April 2017
Option Selected	November 2017	May 2018
OBC Signed off by Board	September 2018	January 2019
Preliminary Design Started	December 2017	February 2018
Preliminary Design Complete	June 2018	January 2019
Planning Submitted	October 2018	March 2019
Planning Obtained	January 2019	July 2019
Tender Issued	September 2018	February 2019
Procurement Complete	October 2018	May 2019
Detail Design Started	October 2018	May 2019
Detail Design Complete	January 2019	November 2019
FBC Signed off by Board	February 2019	May 2019
Construction Started	March 2019	July 2019
Construction Complete	February 2021	March 2021

Re-profile spend forecast

	15-16 Total	16-17 Total	17-18 Total	18-19 Total	19-20 Total	20-21 Total	21-22 Total	Grand Total
Current LGF Grant Profile (£m)	0.000	0.600	0.400	0.000	11.000	10.500		22.500
LGF Expenditure Profile (£m)	0.000	0.028	0.418	0.554	11.000	10.500		22.500
Transferred from Great Stall Bridge (£m)				0.600	1.100	4.000		5.700
Proposed LGF Expenditure Profile (£m)	0.000	0.028	0.418	1.154	12.100	14.500		28.200

Describe the reason for the change:

SBC has been working with Atkins to review and update the delivery programme for the NEV Transport Package. This has resulted in the updated milestone dates as outlined above. Details as follows:

The proposed northbound on-slip requires modifications to Network Rail's new Overhead Line Electrification (OLE) infrastructure. To ensure we obtain Christmas 2019 track possession to undertake modification to Network Rail's OLE, we have brought forward Network Rail negotiations. Detailed design of the A419 northbound on-slip element of the project has also been brought forward. This is to enable the new bridge structure to be constructed as soon as the OLE works are completed. This will be during early 2020, using a conventional construction contract. The remainder of the White Hart junction scheme will be constructed as a design and build contract under Highways England's CDF framework.

Preliminary design for pavement, ground and drainage has progressed in advance of survey results on the basis of worst case scenarios. These surveys were delayed whilst Highways England provided necessary consents to work on the trunk road network.

Ground investigation, pavement condition and drainage surveys were procured as a package with other NEV infrastructure schemes. These works were delayed until Highways England granted permission to work on A419(T) and other Secretary of State owned land. This delayed commencement of preliminary design.

The programme has been accelerated to achieve completion by March 2021.

Cost change is due to: revised Quantitative Risk Assessment, reduced Technical approval fees, removal of Optimism Bias and an increase in Network Rail risk estimate.

Delivery of Great Stall Bridge to be postponed and a request made for LGF funds to be reallocated to White Hart junction and Gablecross junction.

Describe the alternatives considered:

No other alternatives considered.

Describe any technical changes required to implement this change:

No technical changes will be required.

Describe risks to be considered for this change:

Design has been undertaken in advance of surveys being finalised at SBC risk. Time contingency has been removed in order to achieve construction completion by March 2021.

Works are required to footbridge piers at White Hart junction. Pier design will require a departure from standards to be agreed with SBC as Highway Authority.

Land Assembly is assumed to be achieved by agreement. Negotiations have commenced

with third party land owners.

We have assumed that Network Rail will provide necessary track possessions. Work on railway will be structured around multiple single night track possessions and a 48 hour track possession over Christmas 2019.

Network Rail identified that although there are acceptable technical solutions, there is a risk that Network Rail/Train Operators will not be willing to consent to construction over the railway. This is due to perceived poor historic performance on UK railways.

Traffic forecasts indicate that the A419(T) requires widening in both directions from M4 junction 15 to north of White Hart junction. SBC has assumed that Highways England will agree that such widening would be beyond the scope of NEV improvement schemes and will agree to departures from standards.

Further departures from design standards will also be required to construct the new A419 northbound slip road which crosses the railway. This is due to necessary gradients and will need to be agreed with Highways England as Highway Authority.

Summarise how these risks are being mitigated and how residual risk will be managed:

SBC is working with the designer and contractors through early contractor involvement to streamline the design and construction process as effectively as possible as well as reducing risk as early as possible.

The NEV team are working with SBC Transport Development Management team to agree approval in principle to departures from design standards with regard to the local road network.

Pavement designers are working on assumption that ground conditions are poor.

SBC are engaging with third party land owners.

SBC are working closely with Network Rail to agree construction method and programme for slip road works above Network Rail assets by proactively managing the programme through buildable design, use of experienced resources and provision of contingency plans.

SBC are working closely with Highways England to mitigate programme risks by agreeing departures from design standards associated with the trunk road network.

Estimate resources and costs needed to implement this change:

Scheme cost estimate increased from £28.219m to £30.104m. Revised cost estimate is due to:

- revised Quantitative Risk Assessment and removal of Optimism Bias,
- reduced Technical approval fees and
- £4m additional costs associated with risks to Network Rail infrastructure.

How will these additional resources and costs be met: £5.7 additional funding requested to be transferred from Great Stall Bridge scheme.
Decision for Commissioning Group : **☐Approve** **☐Reject** **☐Defer** **Chair and date of meeting:**
Justification of decision:

Approval		
Name	Signature	Date

Project Name:	**NEV Gablecross Junction**		
LGF Project No:	**LGF/1516/003/EV(iii)**		
Change Requestor:	**Robert Sweetnam**		
Change No:	**CR045**	**Change Date:**	**14/11/18**
Senior Sponsor Approval (name and date)	**Susie Kemp**	**Project Manager (name)**	**Robert Sweetnam**

Change Category:

☒Schedule ☒Cost ☐Scope ☐ Deliverables ☐Resources ☐Quality

Other: & Spend profile

Describe the change being requested:

Re-base lining of milestone dates following changes concept design.
The new milestones are:

Milestone	Baseline per CR035	Re-baselined
Options Analysis Started	June 2017	June 2017
Option Selected	January 2018	January 2018
OBC Signed off by Board	October 2018	November 2018
Preliminary Design Started	Jun 2018	August 2018
Preliminary Design Completed	Feb 2019	January 2019
Planning Submitted	Oct 2018	N/A
Planning Obtained	Jan 2019	N/A
Tender Issued	Nov 2018	February 2019
Procurement Complete	Jan 2019	May 2019
Detail Design Started	Feb 2019	May 2019
Detail Design Complete	May 2019	August 2019
FBC signed off by Board	TBC	July 2019
Construction Started	Jun 2019	September 2019
Construction Complete	Dec 2020	March 2021

Re-profiled spend forecast

	15-16 Total	16-17 Total	17-18 Total	18-19 Total	19-20 Total	20-21 Total	21-22 Total	Grand Total
Current LGF Grant Profile (£m)	0.041	0.021	0.432	0.400	1.606			2.500
LGF Expenditure Profile (£m)	0.041	0.021	0.369	0.410	1.659			2.500
Transferred from Great Stall Bridge (£m)					1.697	0.203		1.900
Proposed LGF Expenditure Profile (£m)	0.041	0.021	0.369	0.410	3.356	0.203		4.400

Describe the reason for the change:

Environmental Impact Assessment Screening identified that scheme would be Permitted Development. A Planning Application is no longer required.

Ground investigation, pavement condition and drainage surveys were procured as a package with other NEV infrastructure schemes. These works were delayed until Highways England granted permission to work on A419(T) and other Secretary of State owned land. This delayed commencement of preliminary design.

The programme has been revised to accelerate design in current financial year (pavement and drainage designs are now being worked on in advance of survey reports, so that the next work packages will commence in time for completion by March 2021.

Delivery of Great Stall Bridge to be postponed and a request made for LGF funds to be reallocated to White Hart junction and Gablecross junction.

Describe the alternatives considered:

Not Applicable

Describe any technical changes required to implement this change:

No technical changes will be required.

Describe risks to be considered for this change:

Design has been undertaken at SBC risk. Time contingency has been removed in order to achieve construction completion by March 2021.

Land Assembly is assumed to be achieved by agreement. Negotiations have commenced with all three third party land owners.

Summarise how these risks are being mitigated and how residual risk will be managed:

SBC will work with the designer and contractors through early contractor involvement to streamline the design and construction process as effectively as possible, as well as reducing risk as early as possible. SBC has approval from Highways England to utilise their procurement framework.

Pavement designers are working on assumption that ground conditions are poor.

SBC are engaging with all third party land owners. No objections have yet been raised.

Estimate resources and costs needed to implement this change:

Cost estimate reduced from £10.022m to £8.412m
£8.412m includes:

- £7.673m for Gablecross junction improvement scheme
- £0.739m for maintenance of existing asset

How will these additional resources and costs be met:

- £1.9m funding requested to be transferred from Great Stall Bridge scheme
- S.106 developer contributions and Council borrowing

Decision for Commissioning Group :

☐Approve **☐Reject** **☐Defer**

Chair and date of meeting:

Justification of decision:

Approval		
Name	Signature	Date

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Swindon & Wiltshire LOCAL ENTERPRISE PARTNERSHIP	**Board Meeting 28 November 2018 Paper Number 4.4**

Security Level:	Confidential ☐	Restricted ☐	Unclassified ☒	Commercially Sensitive ☐

Meeting & Date:	SWLEP Board		
Subject:	Swindon Museum and Art Gallery (SMAG) Project		
Attachments:	None		
Author:	Philippa Venables	**Total no of sheets:**	2

Papers are provided for:	Approval ☒	Discussion ☐	Information

1. Purpose

1.1. The purpose of this report is to propose an allocation of LGF funds to develop the first phase of the Swindon Museum and Art Gallery project which will reflect the ambition to deliver a transformative scheme to showcase Swindon's cultural offer and stimulate growth in the town centre.

1.2. As the Commissioning Group and Board have been presented with requests to support Salisbury's economic recovery after recent events, Swindon Borough Council rescinded its claim to the £1.35m previously allocated for the Swindon Museum and Art Gallery project (SMAG). SWLEP Board agreed to consider a significantly smaller allocation which supports the primary objectives of Swindon's economic growth and development of a scheme to house its world class art collection,

2. Summary

2.1. In September 2018 the Board was presented with a report setting out the background to this request and the Heritage Lottery Fund process undergone by both the Swindon Museum Art Gallery project and the Royal Artillery Museum (RAM). While the RAM is in receipt of £1.35m to develop its scheme, it was agreed that the SWLEP Board would consider a proposal for a smaller sum to be allocated from LGF to SMAG.

2.2. Swindon Borough Council has re-stated its commitment to identifying, and working to facilitate, a scheme which will address the issue of housing its world class art collection, within the context of developing a wider cultural offer in Swindon town centre. An Options Appraisal was completed which assessed a number of alternative locations for the collection, with affordability and contribution to improving the Town Centre's cultural offer being key criteria. This work will inform a Cabinet paper which will be delivered in March 2019 and this will inform a capital bid to support Phase 1 that is, accommodation of the collection.

2.3. Options appraisal -

2.3.1. The Options Appraisal considered a long-list of proposed sites and solutions, including sites previously considered, and newly identified options. All sites were investigated, scored, and a shortlist of preferred options is being produced to inform the Council's consideration and will be appraised as part of the business case development process.

2.3.2. Alongside the Options Appraisal, a public consultation has been carried out, in order to build and maintain public support for the project, as well as provide input to the process. Members of the public, as well as targeted heritage, private sector and community groups were asked to suggest options as well as any additional selection criteria. This feedback was also considered alongside the other criteria.

2.3.3. Several of the options developed identified accommodation for the SMAG collection in the context of the wider cultural quarter and it is for development of this option that this request for funding is being made.

2.4. Developing Phase 1 of the SMAG project- it is proposed that the following are delivered:

2.4.1. Enabling Phase 1, the collection will be housed in the selected venue for the duration of the development of the wider scheme.

2.4.2. Being developed through an iterative process, a business case for the wider scheme will be completed following the Cabinet decision; this will determine the deliverability and practicality of the preferred option

2.4.3. A viability study will be undertaken to test the commercial proposition.

2.4.4. A new masterplan for the site will set out the blueprint for a transformative scheme aimed at attracting visitors to Swindon and creating a cultural hub in the town.

2.4.5. Further design work will develop the scheme and will form part of a proposition for investment alongside other key town centre projects.

2.4.6. A programme of stakeholder engagement will be undergone, both to involve Swindon's residents in the choices for SMAG and to attract investment to the town centre.

2.4.7. A high-level programme is being developed and this will inform a highlight report in the next reporting cycle.

3. Recommendations

3.1 That the Board reallocate £250,000 to support development of a new scheme which meets the objectives of housing Swindon's art collection while developing a strong and compelling cultural offer in Swindon's town centre.

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Swindon & Wiltshire LOCAL ENTERPRISE PARTNERSHIP	**SWLEP Board Meeting 28 November 2018 Paper Number 5.1**

Security Level:	Confidential ☐	Restricted ☐	Unclassified ▣	Commercially Sensitive ☐

Meeting & Date:	SWLEP Board Meeting – Wednesday, 28 November 2018		
Subject:	Acquiring a legal personality; SWLEP Incorporation		
Attachments:			
Author:	Paddy Bradley/ Debby Skellern	**Total no of sheets:**	3

Papers are provided for:	Approval ☐	Discussion ☐	Information ▣

1. **Purpose**

1.1. This paper updates the SWLEP Board on work undertaken to enable the Swindon and Wiltshire Local Enterprise Partnership (SWLEP) to acquire a legal personality as set out in MHCLG's policy document 'Strengthening Local Enterprise Partnerships' (24 July 2018).

2. **Summary**

2.1. At its meeting on 19 September, the Board agreed that the SWLEP should become a private company limited by guarantee. Work has therefore been progressed with Clark Holt solicitors to draft articles of association; a business transfer agreement; and a contracts and assets agreement with Wiltshire Council. These documents have been sent to the legal teams at Swindon Borough Council and Wiltshire Council for their review and comment.

2.2. As part of the Strengthening Local Enterprise Partnerships review, every LEP and Mayoral Combined Authority has had to submit a two-part implementation plan to Government setting out how it will respond to the recommendations in the report. The first part was a review of LEP geography (known as 'Annex B'); a no change response was submitted by 28 September 2018. The second response looked at the implementation of recommendations and local industrial strategy development in relation to: roles and responsibilities; leadership and organisational capacity; accountability and performance; and an additional funding request form (2018/19). This response was submitted by 31 October 2018 1 (known as 'Annex C and D'), the final submitted version of which was signed off by the SWLEP Chairman and S151 Officer and was emailed to Board members by the SWLEP Director on 6 November 2018.

2.3. Additional work will be required in the future with regard to: the TUPE of SWLEP staff, with meetings arranged with Wiltshire Council to progress this; for pension arrangements; and office location however the incorporation of SWLEP is not dependent on these elements having been addressed by 1 April 2019.

2.4. Table 1 sets out the timeline that the SWLEP team are working to:

Table 1: Incorporation implementation timeline

Milestone	Date	Status
1. MHCLG publishes Strengthening Local Economic Partnerships policy paper	24 July 2018	Complete
2. Board agrees to incorporate as a company limited by guarantee	19 Sept 2018	Complete
3. Annex B Geography submitted to Government	28 Sept 2018	Complete
4. Annex C and D submitted to Government	31 Oct 2018	Complete
5. Annual review of SWLEP performance	Dec/Jan TBC	Pending
6. Additional incorporation/LIS funding request confirmation received	31 Dec 2018	Pending
7. SWLEP incorporates	2 Jan 2019	Pending
8. Contracts and assets letter signed with Wiltshire Council as the SWLEP's Accountable Body	Jan-Mar 2019	Pending
9. Accountable Body arrangements from 1 April 2019 negotiated	Jan-Mar 2019	Pending
10. Annual statement of compliance submitted by S151 Officer	28 Feb 2019	Pending
11. Annual Business Plan submitted to Government	31 Mar 2019	Pending
12. SWLEP grant draw down from Government	31 Mar 2019	Pending
13. TUPE of staff and pension arrangements agreed	TBC	TBC
14. SWLEP moves offices	TBC	TBC

3. Recommendations

The Swindon and Wiltshire Board is recommended to:

3.1. note the progress made towards SWLEP becoming a company limited by guarantee; and

3.2. note the next steps and timeline.

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Ricardo Energy & Environment

SWLEP local energy strategy

Swindon and Wiltshire's Energy Future: Setting the Agenda

Report for Swindon & Wiltshire LEP

ED 11276 | Issue Number 3 | Date 20/11/2018

Ricardo Energy & Environment

SWLEP local energy strategy

Swindon and Wiltshire's Energy Future: Setting the Agenda

Report for Swindon & Wiltshire LEP

DRAFT

Please keep until final version for audit purposes

Customer:

Swindon & Wiltshire LEP

Customer reference:

Quote URN ref CO0281

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Date:

22 October 2018

Ricardo Energy & Environment reference:

Ref: ED11276- Issue Number 2

Summary report

This energy strategy marks the beginning of a deeper engagement in the energy sector by the Swindon & Wiltshire Local Enterprise Partnership (SWLEP). It aims to overcome energy-related constraints to economic development and builds on the area's strengths to grow the low carbon economy.

The transition to a low carbon economy presents a huge opportunity. By actively engaging with it the SWLEP can improve productivity and boost exports, create higher value jobs and deliver new infrastructure. The energy strategy provides an overarching framework for delivering local energy priorities and sets a road map towards achieving them. The following objectives have shaped the preparation of the energy strategy:

- Taking steps to grow the low carbon economy and upgrading energy infrastructure in order to enable growth.
- Delivering the existing local priorities identified in SWLEP's Strategic Economic Plan to 2026 as well as those of Swindon Borough Council and Wiltshire Council.
- Aligning with the direction and intent of national policy, reflecting the Clean Growth Strategy and the clean growth elements of the Industrial Strategy.
- Making a contribution towards our national climate change commitments, ensuring Swindon & Wiltshire help meet the carbon budget

Ricardo Energy & Environment with BVG Associates was commissioned by Swindon & Wiltshire LEP to produce the local energy strategy. Ricardo Energy & Environment is a leading environmental consultancy. BVG Associates is an independent renewable energy consultancy based in Swindon.

The LEP's role in delivering clean growth

The energy system is transforming and is becoming cleaner, more resilient and flexible. This transition is being accompanied by an intense burst of innovation and creativity. New technology, new business models and new ways of approaching old problems are creating huge opportunities for investment, growth and renewal. Decentralisation is a growing feature of the UK energy system as opportunities arise for consumers, communities and local areas to get involved in generating their own energy, in storage and supply.

The energy sector is fast moving. These technological developments are being enabled by a rapidly evolving policy and regulatory framework that is creating new drivers and opportunities to improve the performance of existing infrastructure and to make energy more affordable. Energy is closely aligned with SWLEP's Strategic Economic Plan and the Government's flagship Industrial Strategy, with the focus not only on clean energy but also autonomous vehicles, AI and big data, all of which have links to clean tech innovation.

The energy strategy is an important chance for Swindon and Wiltshire to take advantage of these new and emerging trends and to increase innovation in the local economy.

Local energy evidence

The local energy evidence base establishes a baseline for the energy strategy. It covers key aspects of power, heat and transport sectors, local infrastructure and the state of the low carbon economy.

The local energy evidence base has helped identify Swindon & Wiltshire's distinctive strengths and the opportunities as well as its challenges and constraints. The local context must of course be understood within the broader changes to the energy system underway nationally as well as global technological and political developments.

The big energy sector trends that the strategy needs to take into account include:

The continuing transformation of the electricity system

- Innovation & new products are reducing energy consumption.
- A continuing shift towards low & zero carbon electricity. Coal generation is heading towards zero.
- A move towards active management of power networks is making them more efficient & resilient.
- Decentralised generation, demand side response and energy storage are increasingly important providers of grid security & flexibility.

A low carbon transport revolution is beginning

- Pure electric vehicles are increasingly competitive on a whole life cost basis. Falling battery prices will soon make up-front costs comparable, driving uptake.
- An increasing range of EVs from the major marques and new producers mean they will become the mainstream choice for new vehicles in the 2020s.

Grasping the clean growth economic opportunity

- The low carbon economy is already a significant and growing part of the UK economy.
- Low carbon energy technology is expected to become a £1trillion a year global export opportunity.
- Hydrogen sector is already working together in order to realise the benefits of transformative products and processes by energy consumers.

Taking on the decarbonisation challenges

- Ensuring the energy supply is reliable, affordable and accessible.
- Decarbonising heating & identifying a viable route towards the widespread use of green gas and/or electrification.
- Delivering infrastructure & development that is consistent with the long term emissions trajectory.

SWLEP's strategic energy priorities

SWLEP is committing to concerted and sustained action to grow the local low carbon economy. Its priorities have been established through analysis of the evidence collected and through stakeholder consultation. They combine distinctive interventions that respond to the characteristics of the local economy, like hydrogen technology, with a recognition that SWLEP should also support clean growth across all sectors, contributing to a diverse, productive and clean local economy over the long term. It also recognises that there many opportunities to take advantage of new and cleaner energy technology that will be common to LEPs across the country where shared efforts can deliver infrastructure that secures the benefits of new energy technology.
SWLEP's strategic energy priorities are:

Smart grids and mitigating constraints

The lack of affordable access to electricity network capacity is a constraint to new development in Swindon and Wiltshire. Without access to grid capacity growing businesses might decide to expand elsewhere and new employment sites fail to come forward. Accelerating the development of a clean, flexible and resilient power system unlocks economic growth. Investing in strategic energy infrastructure will make Swindon & Wiltshire a more attractive place to establish and grow a business. This strategic priority can help enable a wide range of energy activities and aligns strongly with the SWLEP priorities and remit.

Hydrogen technology innovation and deployment

Swindon and Wiltshire can be a nationally significant leader in hydrogen technology. SWLEP will grow the existing cluster of hydrogen technology businesses, it will work with neighbouring LEPs and local authorities to increase hydrogen innovation and will support trials that deploy hydrogen to enable new commercial applications. SWLEP will support hydrogen fuel cell passenger cars as part of its comprehensive approach to new energy vehicles.

The transition to new energy vehicles

A low carbon transport revolution is underway and new energy vehicles –battery electric and hydrogen fuel cell vehicles - are becoming increasingly commonplace. A comprehensive network of charging infrastructure and fuelling stations will accelerate the transition and will make sure that new energy vehicles are a viable option in both urban and rural areas. SWLEP will also help add new energy vehicles into the public sector fleet and in public transport, starting where whole life benefits are greatest.

Low carbon growth

The aim of SWLEP is to stimulate local growth and increase productivity. Looking ahead, the low carbon economy will be increasingly integral to that. SWLEP will support clean growth in the business community and it will help Swindon and Wiltshire deliver a sustainable physical growth pattern, consistent with the long-term decarbonisation pathway. This will include embedding low carbon growth in SWLEP's decision making and supporting low carbon construction and development.

A summary of the SWLEP energy strategy actions is presented in Appendix A.

Contents

Introduction

This energy strategy marks the beginning of a deeper engagement in the energy sector by the Swindon & Wiltshire Local Enterprise Partnership (SWLEP). It aims to overcome energy-related constraints to economic development and builds on the area's strengths to grow the low carbon economy.

The transition to a low carbon economy presents a huge opportunity. By actively engaging with it the SWLEP can improve productivity and boost exports, create higher value jobs and deliver new infrastructure. The energy strategy provides an overarching framework for delivering local energy priorities and sets a road map towards achieving them.

Ricardo Energy & Environment with BVG Associates was commissioned by Swindon & Wiltshire LEP to produce the local energy strategy. Ricardo Energy & Environment is a leading environmental consultancy. BVG Associates is an independent renewable energy consultancy based in Swindon.

The study has been undertaken by:

1. Gathering a local energy evidence base covering power, heat and transport
2. Consultation with local stakeholders and interviews with energy sector experts
3. Setting local energy priorities and goals based on local strengths, the energy opportunities and challenges
4. A delivery plan and actions as basis for implementing the strategy

The preparation of the energy strategy is supported by the Department for Business, Energy & Industrial Strategy's (BEIS) Local Energy Programme. Their goal is to increase local investment in the energy sector. Using the network of LEPs in England is central to this ambition. In support of LEPs BEIS intendeds to influence public sector funding streams and are providing tools to enhance capability. A South West regional Energy Hub has been established in Bristol to provide funding and support across the South West, and governed by participating LEPs. It will be tasked with supporting LEPs to implement their strategies.

1 The LEP's role in delivering clean growth

The energy system is transforming and is becoming cleaner, more resilient and flexible. This transition is being accompanied by an intense burst of innovation and creativity. New technology, new business models and new ways of approaching old problems are creating huge opportunities for investment, growth and renewal. Decentralisation is a growing feature of the UK energy system as opportunities arise for consumers, communities and local areas to get involved in generating their own energy, in storage and supply.

The energy sector is fast moving. These technological developments are being enabled by a rapidly evolving policy and regulatory framework that is creating new drivers and opportunities to improve the performance of existing infrastructure and to make energy more affordable. Energy is closely aligned with SWLEP's Strategic Economic Plan and the Government's flagship Industrial Strategy, with the focus not only on clean energy but also autonomous vehicles, AI and big data, all of which have links to clean tech innovation.

The energy strategy is an important chance for Swindon and Wiltshire to take advantage of these new and emerging trends and to increase innovation in the local economy.

1.1 LEPs and local energy

Local Enterprise Partnerships were formed in 2010. Their creation marked the start of a decentralised shift in decision-making and public expenditure in order to make it more responsive to the needs of local business and people. The overarching objective of the LEP is to stimulate local growth and increase productivity.

LEPs have been tasked with setting key investment priorities, distributing funding, enabling housing and infrastructure, supporting high-growth businesses and helping people into employment. Energy was also part of the LEP's founding remit[1].

> *LEPs should take on a diverse range of roles, such as exploring opportunities for developing financial and non-financial incentives on renewable energy projects.*

The role of LEPs has been enhanced further by the Ministerial Review of LEPs, Strengthening Local Enterprise Partnerships, published in July 2018. It confirmed their role in identifying strengths and challenges, future opportunities and the action needed to boost productivity, earning power and competitiveness across their area. There is strong case for more local decision-making in energy and LEPs are well placed to play a positive and strategic role and the LEP can support local energy activities in a number of ways.

Growing the low carbon economy requires a strong relationship with local industry and understanding of skills provision and need in order to maximise opportunities for growth. Likewise LEPs can guide energy infrastructure investments at the regional and distribution level. LEPs are also well placed to advocate on behalf of their partnership areas while also providing support in the implementation of new policy and in accessing funding streams. Crucially, LEPs have a pivotal role in securing the key enabling infrastructure needed to bring the benefits of clean technology to the area and to catalyse innovation and growth.

1.2 The national decarbonisation mission

The Climate Change Act 2008 legally commits the UK to reducing carbon emissions by 80% by 2050 relative to a 1990 baseline. Carbon budgets act as interim targets and ensure we remain on a sound path towards 2050. The fifth carbon budget (for the period 2028 to 2032) was adopted in 2016 and requires emissions to fall 57% below 1990 levels[2].

The Committee on Climate Change (CCC) is an independent panel of climate change experts who advise the government. They suggest that meeting the fifth carbon budget will require continued progress in reducing emissions through energy efficiency and a shift to lower-carbon fuels in electricity generation. This however will need to be accompanied by new and strengthened efforts in other policy areas including transport, heating and tackling energy efficiency in hard to treat solid walled homes. They warn that the necessary changes will require bigger behavioural adjustments than required by efforts to date.

1.3 A modern Industrial Strategy

The Industrial Strategy[3] was published in January 2017 and sets out a long term plan to boost the productivity of the UK. It recognises that early investment is needed for the UK to gain a leading position in the new sectors and technologies in the coming decades. The government has committed funding and support for each of these Grand Challenges, as the Industrial Strategy calls them, with

[1] BIS, 2010, Local Growth: Realising Every Place's Potential
[2] CCC, 2015, Advice on the fifth carbon budget
[3] BEIS, 2017, UK Industrial Strategy: a leading destination to invest and grow

sectoral industrial strategies setting out the research, skills, infrastructure and business environment that will be required.

Clean Growth is one of the Grand Challenges within the Government's Industrial Strategy and the government has committed support it via the 'Prospering from the energy revolution' challenge fund. This will demonstrate how we can build local smart energy systems that deliver cheaper and cleaner energy across power, heating and transport while creating high value jobs and export capabilities. It will also comprise an innovation accelerator fund and a world-leading, inter-disciplinary research programme working alongside the Energy Systems Catapult.

The LEPs across England, except those in mayoral combined authorities, have been tasked with preparing local industrial strategies that identify and build on local strengths across the country. This puts LEPs at the heart of delivering the Industrial Strategy. It creates a window of opportunity to take stock of the local energy sector and to take advantage of the breadth of opportunities to enhance clean growth.

1.4 The Clean Growth Strategy

The Clean Growth Strategy[4] was published in October 2017 and sets out a comprehensive set of policies to meet our climate change commitments while also accelerating the pace of "clean" economic growth. This approach is defined by Government as growing our national income while cutting greenhouse gas emissions. Key to delivering these twin objectives are efforts to increase productivity and create jobs by taking advantage of the huge economic and industrial opportunities presented by the generational shift to a low carbon economic model.

> *The low carbon economy could grow 11 per cent per year between 2015 and 2030, four times faster than the projected growth of the economy as a whole.* The Clean Growth Strategy 2017

It is a cross-sectoral broad plan with proposals across a number of sectors from energy efficiency to transport, the power system, natural environment and public sector leadership among others.

The Clean Growth Strategy is closely linked to the Industrial Strategy and aims to create the best possible environment for the private sector to innovate and invest. It therefore provides an important basis for the development of the SWLEP energy strategy and can help guide towards where local strengths match national ambition. All LEPs are producing energy strategies and so our document does not sit in isolation.

1.5 SWLEP's Strategic Economic Plan 2016

The Swindon and Wiltshire LEP's Strategic Economic Plan 2016[5] sets out local economic goals and competitive advantages;

- the pivotal location in central southern England;
- a diverse economy providing a combination of vibrant SMEs alongside a strong presence of national and international large companies. based in both urban and rural locations;
- a highly attractive natural landscape; and
- a significant military presence.

It establishes SWLEPs priorities and investments to 2026 with strategic objectives that aim to accelerate economic growth across three growth zones, focussing on urban regeneration, improved

[4] BEIS, 2017, The Clean Growth Strategy Leading the way to a low carbon future
[5] SWLEP, 2016, Swindon and Wiltshire Strategic Economic Plan

infrastructure, building on the presence of the military, life sciences, advanced manufacturing and technology and addressing the skills deficit.

In terms of the SEP 2016's focus on energy, developing Swindon and Wiltshire as a nationally significant clean tech and hydrogen hub is already an objective. It highlights the advanced manufacturing and design cluster to be built upon. The rapid deployment of electric vehicles will be disruptive to the automotive industry but creates a unique window of opportunity for local companies with proper support and supply chain development.

The low carbon economy is on the "watch list" of important sectors where SWLEP can consider strategic interventions, an acknowledgement of its potential to strengthen the competitiveness of businesses and to attract inward investment to the area.

> *The transition to a low carbon economy is also identified as a key driver of change that will create new opportunities in many sectors, for example energy generation, innovation and sustainable construction.* SWLEP Strategic Economic Plan 2016

The strategic focus on *place shaping* puts emphasis on the need to deliver infrastructure to service the area and to facilitate growth. It acknowledges the need for increased energy infrastructure resilience as a key component of this.

SWLEP Strategic Economic Plan Objectives

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

1.6 Energy strategy objectives

This Local Energy Strategy is an opportunity for SWLEP to develop a strategic approach to the energy sector and clean growth. It will enable Swindon & Wiltshire to take a more active role in energy, to gain from new and emerging technology trends and to increase innovation in the local economy.

The following objectives have shaped the preparation of the energy strategy:

- Taking steps to grow the low carbon economy and upgrading energy infrastructure in order to enable growth.
- Delivering the existing local priorities identified in SWLEP's Strategic Economic Plan to 2026 as well as those of Swindon Borough Council and Wiltshire Council.
- Aligning with the direction and intent of national policy, reflecting the Clean Growth Strategy and the clean growth elements of the Industrial Strategy.
- Making a contribution towards our national climate change commitments, ensuring Swindon & Wiltshire help meet the carbon budget.

2 Local energy evidence base

The local energy evidence base establishes a baseline for the energy strategy. It covers key aspects of power, heat and transport sectors, local infrastructure and the state of the low carbon economy and provides an assessment of the energy opportunities and challenges across SWLEP. A synthesis of the technical analysis and the views of stakeholders elicited from workshops and interviews provide the basis for the identification of energy priorities.

The evidence base section covers the following:

1. Recent energy consumption and emissions trends
2. Electricity generation
3. Renewable and low carbon heat
4. Low carbon transport
5. Energy infrastructure
6. Fuel poverty and energy efficiency
7. Low carbon economy
8. Hydrogen economy

2.1 Recent energy consumption and emissions trends

The UK's greenhouse gas emissions fell by 2.6% in 2017 continuing a long downward trajectory[6]. Emissions have fallen by 43% since 1990 – about halfway to the 2050 target - even while the economy has been growing and population rising. The decrease in emissions is primarily the product of two key trends. We are consuming less energy and the electricity supply is becoming cleaner.

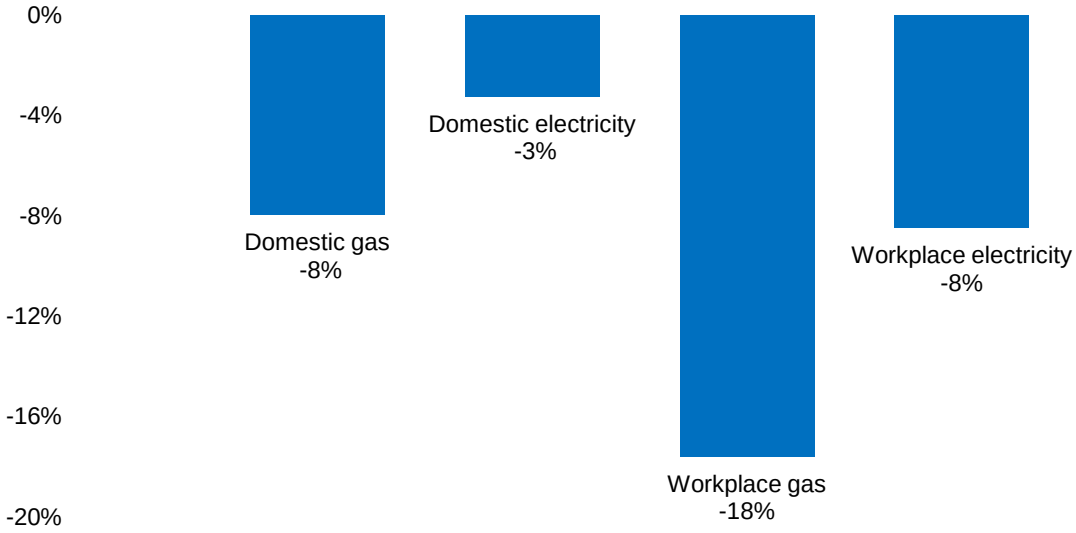
Total energy consumption is estimated to have fallen 11% since 1990 resulting from improvements in technology and a decline in the relative importance of energy intensive industries. The carbon intensity of the electricity supply fell 7.6% between 2016 and 2017 as renewable output increased and coal generation dropped 28%.

2.1.1 Energy consumption

In 2016, Swindon & Wiltshire's electricity consumption was estimated to be 4,374GWh with a further 3,312GWh demand for gas. 64% of gas demand and 41% of electricity demand is from domestic uses with the remainder for commercial & industrial uses.

Energy demand is falling in Swindon & Wiltshire[7]. Gas consumption is down 12% and electricity demand down 6% between 2010 and 2016, despite a 10% increase in the population over the same period. The downward trend is consistent across both homes and workplaces.

[6] 2017, ONS, UK Greenhouse Gas Emissions, Provisional Figures Statistical Release
[7] https://www.gov.uk/government/publications/sub-national-electricity-and-gas-consumption-statistics-analysis-tool



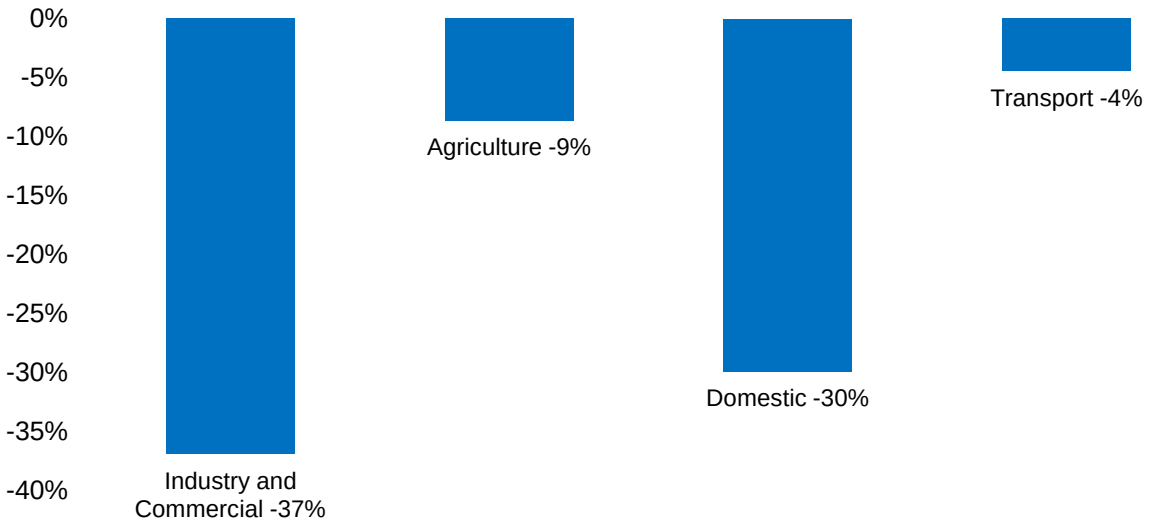
Change in total energy consumption between 2010 and 2016

Falling workplace energy consumption has occurred while the economic output of the local economy has grown. This is linked to improved efficiency and changes in the structure of the economy. The changes in home consumption can be attributed to energy efficiency improvements as well as improved appliance, lighting and boiler efficiency.

2.1.2 Carbon emissions

Swindon and Wiltshire's carbon emissions fell 25% between 2005 and 2015[8]. This can be attributed to the falling local energy consumption combined with the decarbonisation of the electricity supply and switching away from carbon intensive coal and oil heating systems. As a result of this sustained reduction emissions are now 3.7 $MtCO_2$ (million tonnes of carbon dioxide) per annum, with 2.7 $MtCO_2$ from Wiltshire and 1 $MtCO_2$ from Swindon.

Emissions have fallen fastest from industry and commercial uses. There have also been large reductions in home use with smaller falls in transport and agriculture

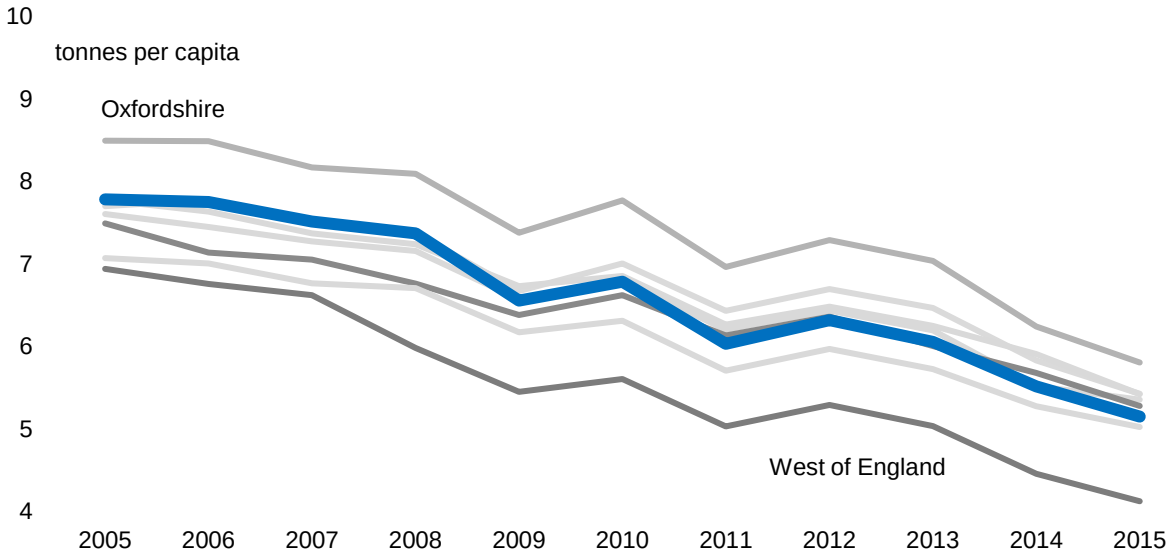


Change in carbon emissions in Swindon & Wiltshire by sector between 2005 and 2015

[8] Carbon dioxide (CO_2) is the main greenhouse gas, accounting for about 81 per cent of the UK greenhouse gas emissions in 2015.

Looking at emissions per person can help us to make comparisons between different areas. The local population increased by about 10% between 2005 and 2015 which means per capita emissions are down 34% at 5.2 tonnes per annum. These will vary according to each person's life style, income and where they live. Average per capita emissions in Swindon are 4.7 tonnes, lower than 5.6 tonnes in Wiltshire. This is likely due to urban living and the higher density of housing in Swindon which reduces heating and transport emissions.

Falling per capita emissions are also observed in comparable LEP areas, with SWLEP per capita emissions consistently lower than Oxfordshire but above Dorset and West of England.



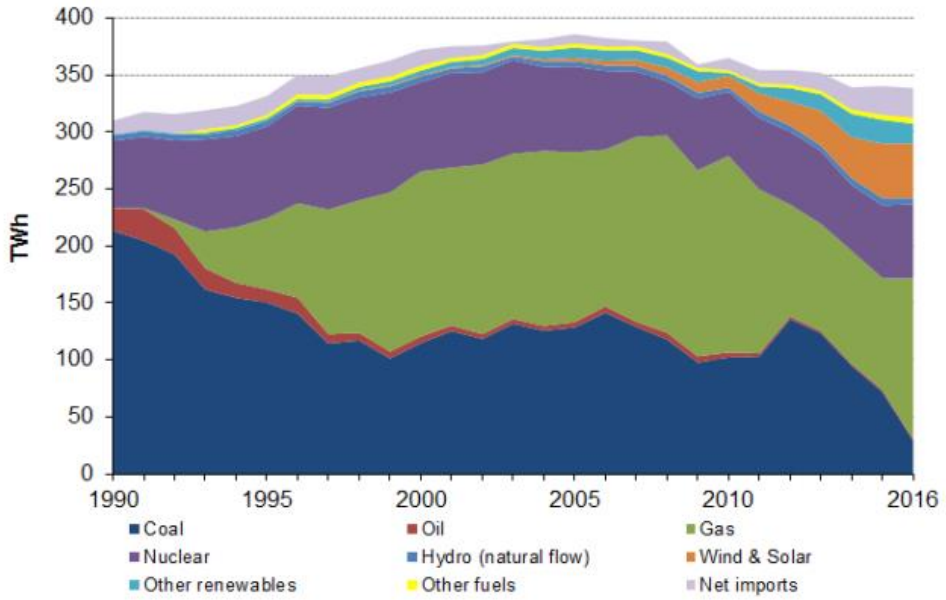
Per capita carbon emissions in Swindon & Wiltshire (blue) and other LEPs between 2010 and 2015

The evidence indicates that the changes in energy consumption patterns and emissions in Swindon and Wiltshire reflect the broader national trends. This can be attributed both to the impact of the changing nature of industry, the economy and the energy sector as well as local efforts to increase energy efficiency and to add renewable energy generation capacity, which is discussed below.

2.2 Electricity generation

UK renewable generation (hydro, wind, solar and bioenergy) leaped 19% in 2017, driven by increased renewable capacity and more favourable weather conditions[9]. Low carbon generation (nuclear and renewable) supplied more than half (50.4%) of all electricity for the first time. Planned renewable capacity additions over the coming years and the government's commitment to ending the use of unabated coal by 2025 will ensure that this trend continues[10].

[9] 2018, BEIS, Provisional 2017 electricity statistics
[10] 2018, BEIS, Implementing the end of unabated coal by 2025

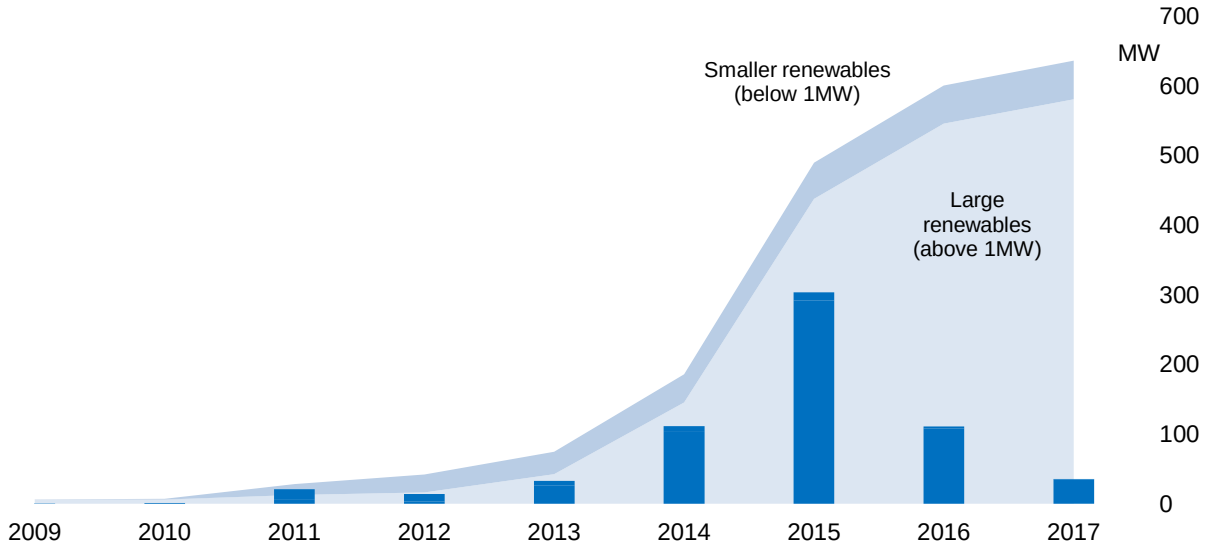


Electricity supplied by fuel type 1990-2016

The extent of the electricity system transformation was symbolically marked in April 2017, with the first 24-hour period without coal powered generation since the first coal power station opened in 1882.

2.2.1 Installed generating capacity

The capacity of renewable energy generators in Swindon and Wiltshire has increased rapidly over the last 8 years. 636MW of capacity was operational as of November 2017, with the majority of this installed between 2014 and 2016.



Growth in installed renewable electricity capacity in Swindon & Wiltshire and annual additions

The information has been collated using BEIS public datasets and local authority planning data. BEIS's Renewable Energy Planning Database which is used to track larger renewable energy projects as they move through the planning system and the Feed in Tariff scheme statistics. The Feed-in Tariff (FIT) offers a premium payment per unit of electricity generated from renewable energy technologies. It is the principal financial mechanism supporting smaller renewable energy generators like roof top solar PV. Since the incentive was introduced in April 2010 it has led to tremendous

growth in small and medium scale renewable energy capacity. Reductions in the tariffs have slowed the growth of installations since 2015. The government has signalled that the scheme will close to new applications in April 2019.

There are no large fuelled power stations in the SWLEP area however there are likely to be a number of smaller embedded diesel or gas-fired generators such as the 10MW gas engines in Chippenham[11]. These typically provide back-up energy supplies and may also deliver grid balancing services that help the National Grid operate smoothly

2.2.2 Solar power

Solar farms are ground-mounted installations of solar photovoltaic (PV) panels constructed on brownfield or agricultural land. 90% of the installed renewable energy capacity in Swindon and Wiltshire is provided by 43 solar farms with a combined in capacity of 568MW. These range in size from 1MW to 61MW at Wroughton Airfield and 70MW at RAF Lyneham, the largest solar farm in England covering 83 hectares. Many of them were commissioned between 2014 and 2016, after which the installation rate fell, and are situated primarily in the low lying areas between Trowbridge, Chippenham and Swindon where they can connect to the distribution grid and where landscape and visual impacts are easier to manage. 426MW is located in Wiltshire and 154MW in Swindon.

In addition, there are over 11,000 smaller solar installations with a combined installed capacity of around 50MW and accounting for 8.5% of installed capacity. The majority are home roof-top systems but there are also several hundred larger solar arrays on commercial roofs. These are located right across Swindon & Wiltshire with concentrations in larger towns and cities.

2.2.3 Energy from waste

There are five landfill gas sites (10.7MW) and one anaerobic digester (1.5MW) with a total installed capacity of 12.2MW. They represent around 2% of total installed capacity. The majority (9.2MW) are located in Wiltshire.

2.2.4 Wind power

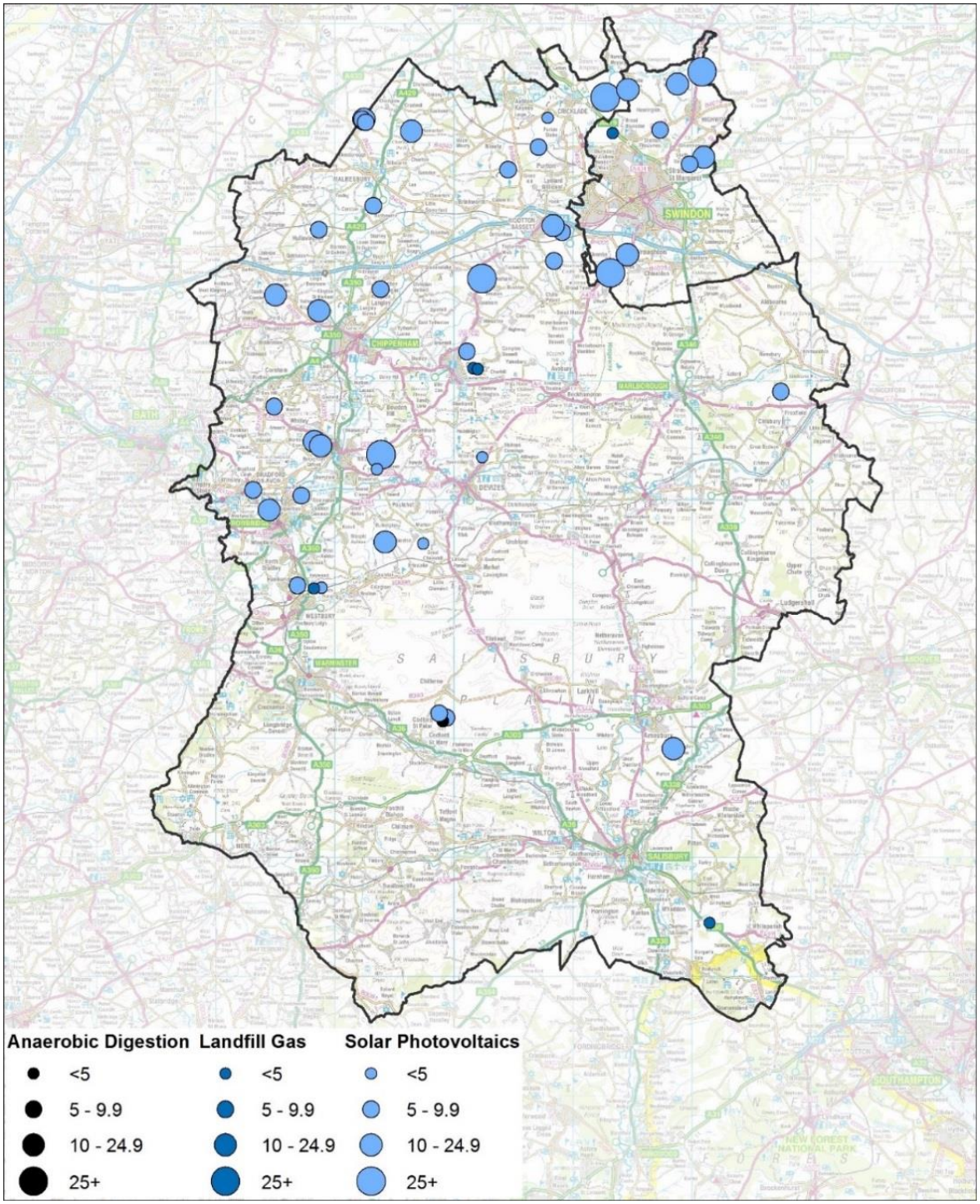
There are no operational onshore wind farms in Swindon and Wilshire. This is likely to be as a result of several factors. Great value is placed on the historic landscape setting of Swindon & Wiltshire. With the North Wessex Downs and Cranborne Chase AONB, the Cotswolds to the North and the New Forest to the South, large swathes of the landscape are protected. The MOD's training area on Salisbury Plain also places additional restrictions across the wider area. Wind speeds are relatively low according to the NOABL Wind database. As a result of these unfavourable conditions only two planning applications for onshore wind turbines have been received and both were refused.

2.2.5 Run-of-river hydropower

Hydropower produces electricity from the energy stored in flowing and falling water. In run of river schemes the water is taken directly from the river, passed through a turbine which generates renewable electricity before being returned back to the watercourse. There are a number of small run-of-river micro-hydropower plants, for example three of them operating with a total capacity of 69 kW, the largest of which has been fitted to a former weir in Bradford-on-Avon.

The map below shows the location of the larger renewable installations, with larger points indicative of the total installed capacity.

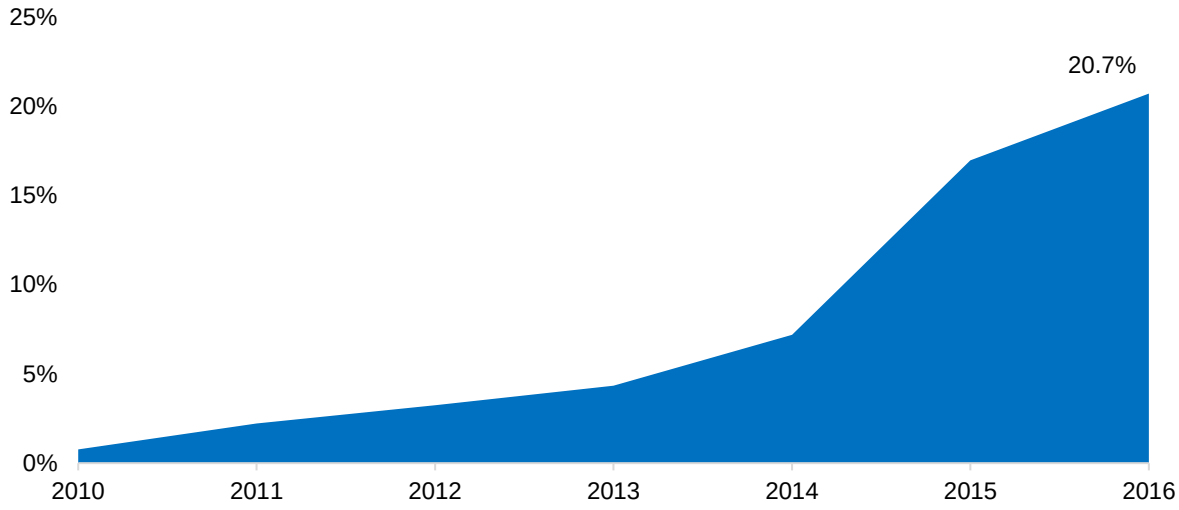
[11] https://www.clarke-energy.com/2001/embedded-generation-providing-local-power-solutions/



Map of renewable energy installations in Swindon & Wiltshire (with capacity in MW)

2.2.6 Renewable contribution to local energy demands

Electricity demand in Swindon & Wiltshire has been steadily decreasing over the past few years. At the same time the amount of electricity generated by renewables locally has increased significantly. The latest information available is for 2016 and indicates that approximately 20.7% of electricity demand was met by local renewable energy generation, up from around 1% in 2010. This has been supported by Swindon's target of installing 200MW of renewable capacity by 2020; equivalent to the city's residential demand.



Share of Swindon & Wiltshire's electricity demand met by local renewable generation

2.2.7 Summary

A combination of falling costs and government incentives schemes have led to a national boom in renewable energy installations, with a significant number of solar farms being installed locally and generating around a fifth of local needs. Changes to the government's approach to renewables and more recent planning restrictions has shrunk the pipeline of projects in development. Connecting new renewable generation to the distribution grid is also a key constraint to renewables expansion and is explored further in Section 2.5.

2.3 Renewable and low carbon heat

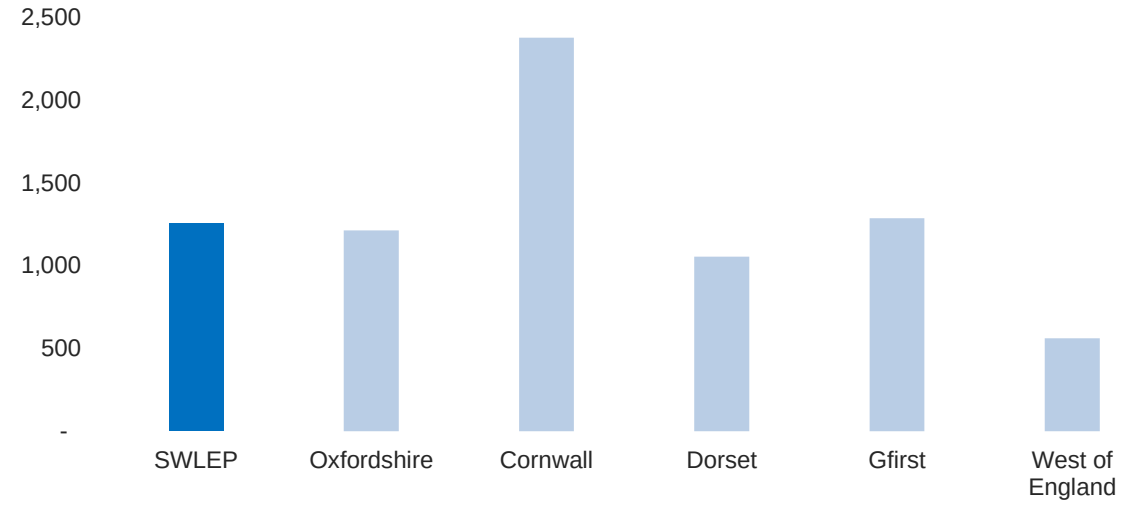
Renewable and low carbon heat can be generated by a range of technologies - including biomass boilers, heat pumps, solar thermal and gas-fired combined heat and power (CHP) - serving single homes or businesses through to communal heating systems providing heat to whole neighbourhoods.

2.3.1 Renewable heating installations

The Renewable Heat Incentive (RHI) is similar to the FiT and offers a premium payment per unit of heat generated in order to encourage a switch to renewable heating. A range of technologies including solid biomass, biogas, solar thermal and heat pumps serving both homes and workplaces are eligible.

BEIS's monthly statistics for the RHI from January 2018 provides information on uptake in Swindon & Wiltshire. 1,026 domestic renewable heating systems have been installed since April 2014, 97% of which are in Wiltshire. A further 239 non-domestic systems are operating with a combined installed capacity of 34.2MW. More than 90% are in Wiltshire. The difference in rates of uptake could be, in part, explained by the number of homes in Wiltshire not connected to the gas grid. Typical off-gas grid systems like oil and electric heaters are more expensive, increasing the attractiveness of the RHI.

Swindon & Wiltshire has experienced a similar rate of uptake to comparable LEP areas, with Cornwall having many more and the West of England having fewer.



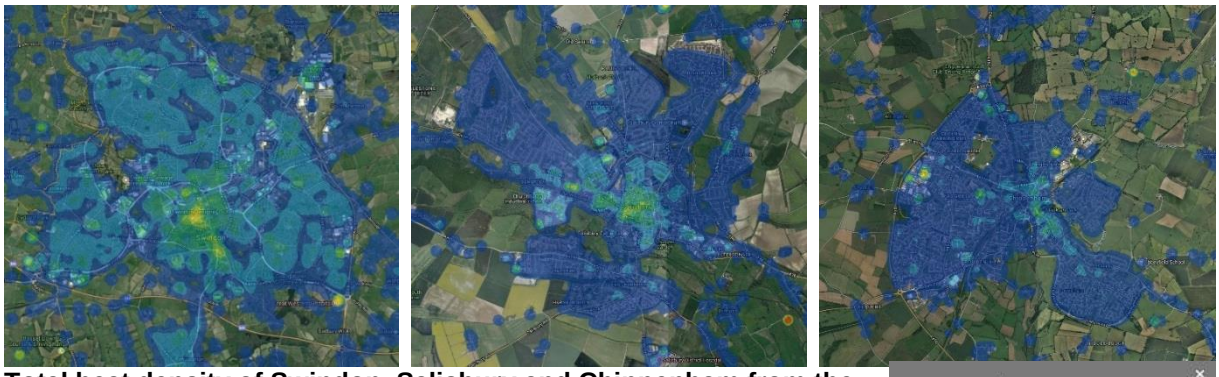
Renewable Heat Incentive installations in Swindon & Wiltshire and other LEPs to January 2018

While more detailed information about the technology and size of these installations is not available at local authority level, nationally about half of domestic systems are air source heat pumps, 20% are biomass boilers, 15% ground source heat pumps and 15% are solar thermal panels. A similar mix can be expected in Swindon & Wiltshire.

2.3.2 District heating networks

District heating is where the heat is distributed through a network of insulated pipes to homes and businesses from a central energy centre which contains the heating system. The larger and more diverse heating demand means that the plant can be more efficient, including the generation of combined heat and power (CHP). District heat networks can also make use of the waste heat from industrial processes or thermal power stations and can provide space heating, hot water and heat for use in industrial processes.

The most promising opportunities are where there is lots of demand for heat in a compact area. The National Heat Map[12] presents estimated heat demand density[13] from buildings across England and can be used to identify where district heating might be possible. The maps below show heat demand density in kWh/m^2 in Swindon, Salisbury and Chippenham (left to right).



Total heat density of Swindon, Salisbury and Chippenham from the National Heat Map

Each colour band represents a range of heat demand density values, with areas in red indicate a high demand density and therefore greater

[12] http://tools.decc.gov.uk/nationalheatmap/#

[13] Based on industry benchmarks head demand estimates combined with metered heat data fr

potential for new district heating networks. They show how heat demand density is highest in the centre of town with central Swindon showing the greatest promise for a large heat network.

2.3.3 Swindon district heating feasibility studies

Swindon BC has commissioned studies to investigate the feasibility of district heating in more detail, focusing on the three most promising opportunities:

- A heat network linking the large heat loads in the town centre to North Star, a proposed regeneration area to the north which could include an indoor ski centre, arena and associated developments.
- The Wichelstowe urban extension of up to 4,500 homes to the south of Swindon
- The proposed New Eastern Villages with up to 8,000 homes spread across a series of new centres to the east.

The studies assessed the technical feasibility and financial viability of network options based on existing heat loads and the potential for serving new developments. The analysis indicates that a networks supplying energy to the North Star area on its own or with an extension to the town centre could be viable and presented the strongest business case. Delivering large urban networks is complex and can be reliant on upfront investment in infrastructure on the expectation that proposed developments come forward and are connected.

Reducing emissions from heating is the primary driver of new district heating schemes. However as the electricity supply continues to be decarbonised the gap between the carbon intensity of electric heating and gas heating is closing. If current trends continue, the case for gas-fired CHP district heating becomes weaker and individual electric heating systems will become increasingly preferable. The business case for investing in new networks must take this into account and should assess opportunities for using low carbon waste heat or biomass CHP.

Bristol's revised approach to heat planning policy

Bristol City Council has ambitious plans for three city centre district heating networks with an increasing number of connection to the growing Temple Quarter Enterprise Zone network. However the decarbonisation of the electricity supply has led to a revised approach, with a more balanced approach to heating systems in new developments. Bristol City Council's consultation on a Review of its Local Plan[14] suggests a scaling back of its 'heat priority area' in response.

2.3.4 Biomass supply

SWLEP has gathered evidence to promote the local timber and forestry sector. The Wiltshire Timber Study aimed to assess the potential for economic opportunities for forestry enterprise, woodland and timber and to identify the opportunities and barriers to developing the sector.

There are 34,311ha of woodland in Swindon and Wiltshire, representing 10.2% of the land area. This is predominantly broadleaved (55.5%) and is owned or managed by a mixture of private landowners, charitable institutions, local authorities and the Forestry Commission who manage 10%. The study indicates that a relatively high proportion (57%) of woodlands are already under management and much of it is in small blocks with poor access and infrastructure. This makes substantial increases in local biomass supply challenging. Combined with the relatively small woodland area and the price advantage of imported biomass supplies, this suggests that the local biomass industry does not have a strong strategic competitive advantage. Burning biomass also produces particulates which impact air quality.

[14] https://www.bristol.gov.uk/en_US/planning-and-building-regulations/local-plan-review

Biomass heating for schools in Wiltshire

Schools across Wilshire have reduced their heating bill and carbon footprint by replacing old oil boilers with biomass heating systems as part of Wiltshire Council's Oil to Biomass Boiler Conversion Programme.

The Council invested in the installation of 12 biomass boiler replacements using an innovative arrangement that stream-lined the process for schools. The Council installs and owns the biomass boiler and charges each school for the heat they use. The school benefits from predictable low fuel bills and the Council receives the Renewable Heat Incentive (RHI) payments. Low cost Salix finance was used to deliver the programme which aimed to invest £2.73 million[15].

Stanton St. Quintin Community Primary[16] installed a biomass boiler which burns locally sourced wood pellets and reported annual fuel bill savings of £761 in one year, a 25% reduction. The upgrade cost £50,000 and was part funded through a DEFRA grant. The biomass boiler has helped to raise environmental awareness within the school. Overall, the public sector carbon footprint was reduced by 1,614 tCO_2, while stimulating demand for biomass fuels and woodland management.

Wiltshire Council continues to support schools installing renewable heating by facilitating the Salix finance application process.

2.3.5 Decarbonising heating

In order to meet our climate commitments heating will need to be decarbonised. This will be a significant challenge and may require major changes to national infrastructure and our home and workplace heating systems.

The Committee on Climate Change[17] indicate that the lowest cost route towards heat decarbonisation over the next decade involves three important steps:

1. Installing heat pumps in all off gas-grid homes, requiring 2.5 million heat pumps in homes by 2030 up from around 150,000 today.
2. Expanding district heat networks in urban areas, up from 4 TWh today to 40 TWh.
3. Biomethane and hydrogen injection into the gas network up from 3 TWh to around 20 TWh.

The best approach to heat decarbonisation beyond 2030 is currently uncertain and could either proceed via full electrification using heat pumps or repurposing the gas networks for low carbon gases like biomethane and hydrogen.

This is a difficult strategic decision and the best route remains uncertain. The Energy Networks Association (ENA) is the industry body that represents the 'wires and pipes' transmission and distribution network operators for gas and electricity. They have looked at ways heat could be decarbonised by 2050[18]. Their four scenarios illustrate how divergent the future pathways are as well as the implications for electricity and gas infrastructure. The ENA concludes that the most cost effective long-term solution continues to make use of the gas network, serving customers with alternative, low carbon gases like hydrogen and biogas. This makes good use of existing infrastructure and reduces disruption to consumers.

[15] https://cms.wiltshire.gov.uk/ieIssueDetails.aspx?IId=24105&Opt=3
[16] https://www.wiltshirehealthyschools.org/documents/site-manager-resources/Using_and_managing_your_energy_data/02_Biomass_Boiler_Case_Study.pdf
[17] CCC, 2017 update to Parliament, Meeting Carbon Budgets: Closing the policy gap
[18] ENA, 2016, 2050 Energy Scenarios The UK Gas Networks role in a 2050 whole energy system

Evolution of the gas network

- Gas remains the main heating fuel
- The gas grid is decarbonised by converting to hydrogen gas, derived from natural gas. CO_2 is permanently stored.
- Existing gas distribution networks are mostly used for hydrogen gas across the country.

Diversified energy sources

- A mixture of technologies are used across the country
- Heat is partially decarbonised through a mixture of biomass sourced heat networks, gas and electric heating
- Gas distribution networks are only used in half of the country

Electric heating

- Switch to electric heating systems
- Heating is decarbonised by decarbonising power generation.
- Gas distribution networks are not used.

Onsite generation & electric heating

- Self-generated heating and energy solutions, but only for a minority.
- Electric heating systems for the majority
- Gas distribution networks aren't used

Summary of the four ENA 2050 energy scenarios for the decarbonisation of heating illustrating possible future pathways and the implications for electricity and gas infrastructure, ENA

While the long-term route towards heat decarbonisation remains uncertain, the CCC's analysis makes clear what short-term measures are important. In SWLEP this involves continued efforts to reduce reliance on high cost, high carbon oil, electric resistance and solid fuel boilers and a switch to modern and efficient heating systems. It means delivering district heating networks where they are viable and contribute to reduced energy costs and long-term emissions reductions. It also aligns with the cluster of local businesses in the hydrogen economy which could be expanded to include hydrogen heating pilots and innovation.

2.4 Low carbon transport

2.4.1 Electric vehicles

The UK already has around 150,000 plug-in electric vehicles (taking into account pure-electric, plug-in hybrid electric and hydrogen fuel cell vehicles) and figures from the first three months of 2018 show that they make up 2% of all new cars sold[19].

With an increase in the number of models coming available from major marques, increased range and falling prices, the electric vehicle market is expected to grow rapidly over the coming years. This demand has created a virtuous combination of increasing investment in technology and production at ever-larger scales. As a result, the cost of batteries is falling dramatically and is experiencing the same transformations as witnessed with flat screen TVs, solar panels and LED lighting.

This transition is an important component of the government's long-term plan, not only to decarbonise road transport, but also to improve air quality with a commitment to end the sale of new conventional petrol and diesel cars and vans by 2040. National Grid's latest 2017 Future Energy Scenarios[20] present a set of credible futures that are used to illustrate how the country's energy system might develop in different directions. They suggest that up to 9 million EVs could be on the road by 2030 representing almost 30% of the vehicle fleet. With the ability to provide vehicle to grid (V2G) services,

[19] Society of Motor Manufacturers and Traders car registration data April 2018
[20] National Grid, 2017, Future Energy Scenarios

the EV fleet will help balance the electricity supply and enable increased deployment of variable renewables.

2.4.2 Electric vehicles charging points

The national network of EV charging points has grown quickly over recent years, with 5,500 charging locations available as of April 2018, 20% of which were added in the last year alone. These have been installed by the public and private sector to service early adopters and to meet anticipated demand. The type of chargers available must be taken into account in assessing the extent and depth of the charging network as well as the availability of connectors, which ensure compatibility with different vehicle manufacturers.

Slow	3kW	Most suited to long stay situations such as domestic properties and park and ride car parks with charge times of 6-8 hours.
Fast	7kW	These form the bulk of charging points and are well suited for situations such as offices and shopping centre car parks with a full charge achievable in 3-4 hours.
Fast	11kW	
Fast	22kW	
Rapid	43kW	Most suited to motorway service stations as they take the place of fossil fuel refuelling stations. These charge points can typically provide 80% Charge in around 30 minutes.
Rapid	50kW	
Super	120kW	

Types of EV charging point

Zap Map statistics[21] indicate that a growing proportion of these are more powerful fast or rapid chargers that increase the convenience of charging dramatically.

2.4.3 Local electric vehicle infrastructure

Local car registration figures are not available so it is unclear how many EVs are already in use in Swindon & Wiltshire. However, it is clear that access to an extensive and reliable network of publicly accessible chargers will be a key factor in consumer choices.

Zap Map's publically available register of charging points aggregates data from multiple sources to provide the most comprehensive view of the network of publically available charging points in Swindon & Wiltshire. The table below shows the EV charge points categorised by type of location as well as capacity and connector options.

There are 64 charge points which together have 163 connectors. The majority are fully publically accessible (74%) and are located at convenient places to charge like service stations (6), transit node parking (8) or at town centre car parks (17). Many of these are fast and rapid chargers (77%). Other public locations like leisure centres, hotels and government offices and places of work are served by slow or fast chargers. A substantial proportion of publically accessible charge points are restricted to use by customers and staff only (26%) and therefore do not provide the same level of public amenity.

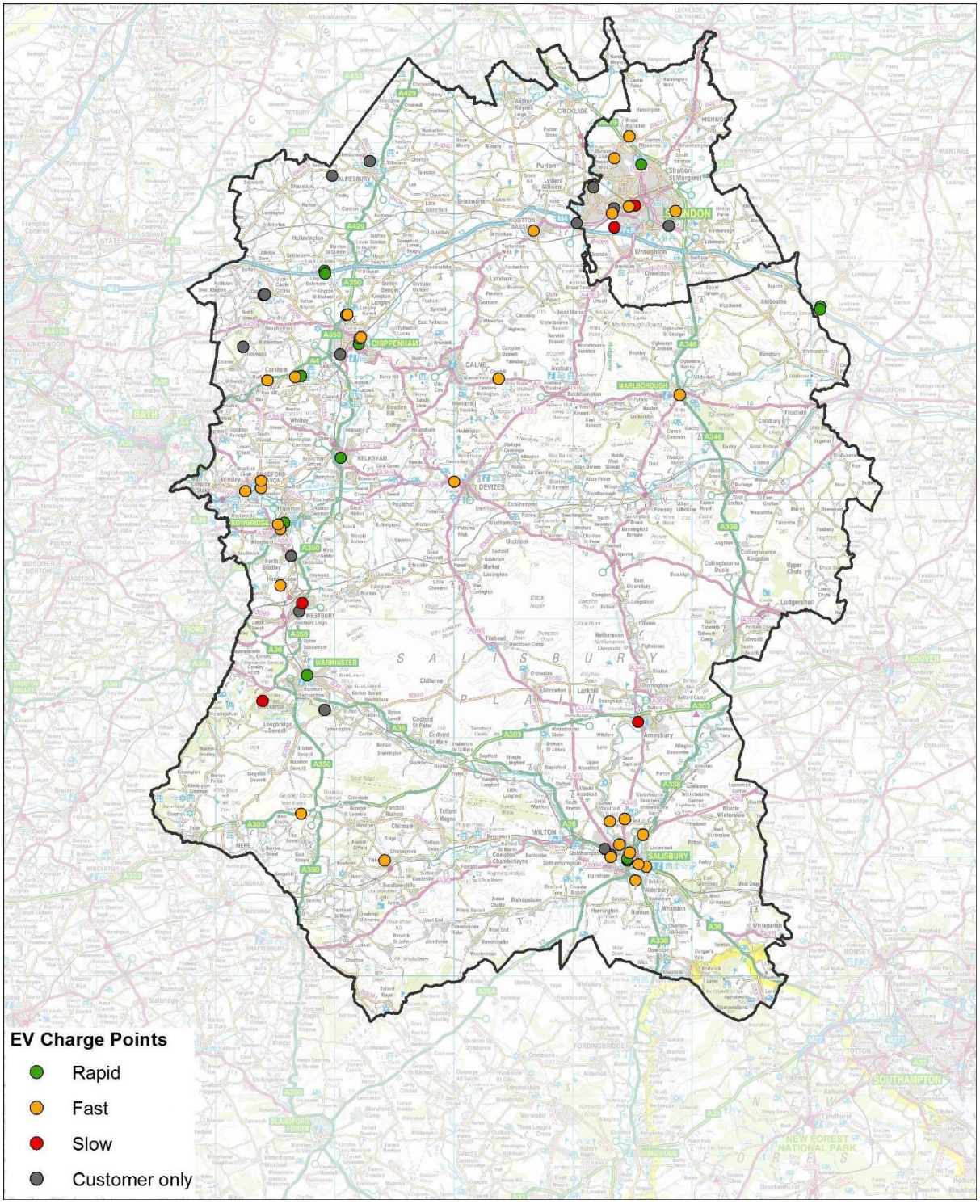
Charge point location	Number of sites	Number connectors	Slow	Fast	Rapid
Total	**64**	**163**	**37**	**90**	**36**
Service station	6	19	1	4	14
Train station / park & ride	8	17	0	14	3

[21] https://www.zap-map.com/statistics/

Public / retail car park	17	40	10	15	15
Civic / leisure Centre	6	26	0	26	0
Hotel	5	14	9	5	0
Customers and staff only	17	39	16	19	4
Other	5	8	1	7	0

EV charge points in Swindon & Wiltshire by location and speed

The map below shows the locations of these charging points, with concentrations in towns, including Swindon (12), Salisbury (13), Chippenham (6) and Trowbridge (3).



Map of EV charge points by charge capacity

2.4.4 Hydrogen vehicle infrastructure

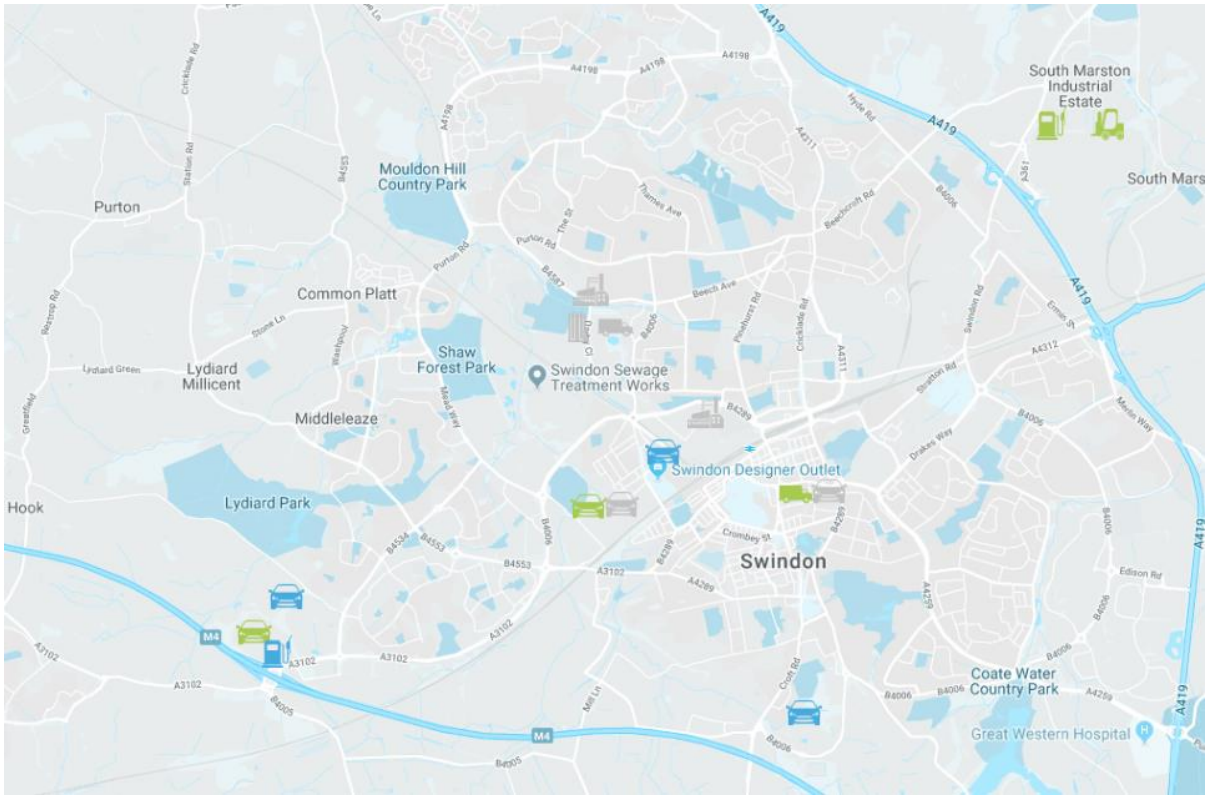
There are approximately 14 hydrogen refuelling stations in the UK with another 6 planned. Two of these are in Swindon[22], more than any other city outside London. One is located at the Honda manufacturing plant. Launched in 2014 by a consortium including BOC and Honda, it was the UK's

[22] SWLEP Growth Hub, The Swindon Investment Guide

first commercial scale solar-powered hydrogen production and refuelling facility[23]. The other station is at Johnson Matthey's fuel cell site next to the M4 will begin operating soon.

In addition to refuelling stations there are a number of hydrogen vehicle and demonstrators in use locally:

- Honda FLT – have 2 hydrogen fuel cell forklift trucks and 2 fuel cell tugs
- Swindon Borough Council run 5 hydrogen Ulemco vans
- Pebley Beach has a Hyundai fuel cell servicing centre and is considering two Hyundai ix35s as delivery vehicles
- The National Trust in Swindon has a Hyundai ix35 for use as a pool car
- JMFC has a Hyundai ix35 for use as a pool car
- Arval has a Toyota Mirai as a demonstrator
- The National Collections Centre at Wroughton airfield runs a Toyota



Hydrogen Infrastructure and demonstration vehicles in Swindon, Hydrogen Hub

> *Arval has taken the leap into hydrogen and incorporated the cars into its fleet. Vehicles are now being leased to organisations such as the Science Museum Group and the National Trust, while Swindon Council has installed a second hydrogen station and may have more on the way, because Arval plans to have 170 hydrogen cars in the town by 2020[24].*
> Auto Express 2018

The hydrogen economy is discussed in more detail below in Section 2.6.3.

[23] Honda press release, 30 Oct 2014, UK's first commercial scale green hydrogen refuelling facility opens in Swindon
[24] http://www.autoexpress.co.uk/car-news/electric-cars/93180/hydrogen-fuel-cell-do-hydrogen-cars-have-a-future

2.5 Energy infrastructure

Power stations and renewable generators transfer the electricity they produce to customers via the grid, a national network of pylons, cables and transformers. It is made up of the transmission network and the distribution network. The transmission network is the backbone of the electricity network and moves large volumes of power at high voltage across the UK.

Each region is managed by a Distribution Network Operator (DNO) with responsibility for making new connections to generators ad to consumers while ensuring the supply is reliable. The DNOs are natural monopolies and are regulated by Ofgem. Their licences set the rules on what infrastructure they build and how it is maintained. It includes protections for consumers and limits on the amount they can charge.

2.5.1 Connecting to the distribution grid

Scottish and Southern Energy Power Distribution (SSEPD) is the DNO for Swindon & Wiltshire. While it is the duty of the DNO to always offer a new connection, this will include the cost of any necessary network upgrades which can be very high. These costs can be as a result of how the distribution grid is managed. At present it is a passive system. Electricity is generated and flows through it to consumers with little active operational management by the DNO.

DNOs are beginning a transformation to become Distribution Service Operators (DSO). This will introduce monitoring, control and automation to the network, creating a system operator role that is currently absent. This smart grid technology allows active management of supply & demand in real time making the network more flexible and able to offer more connections.

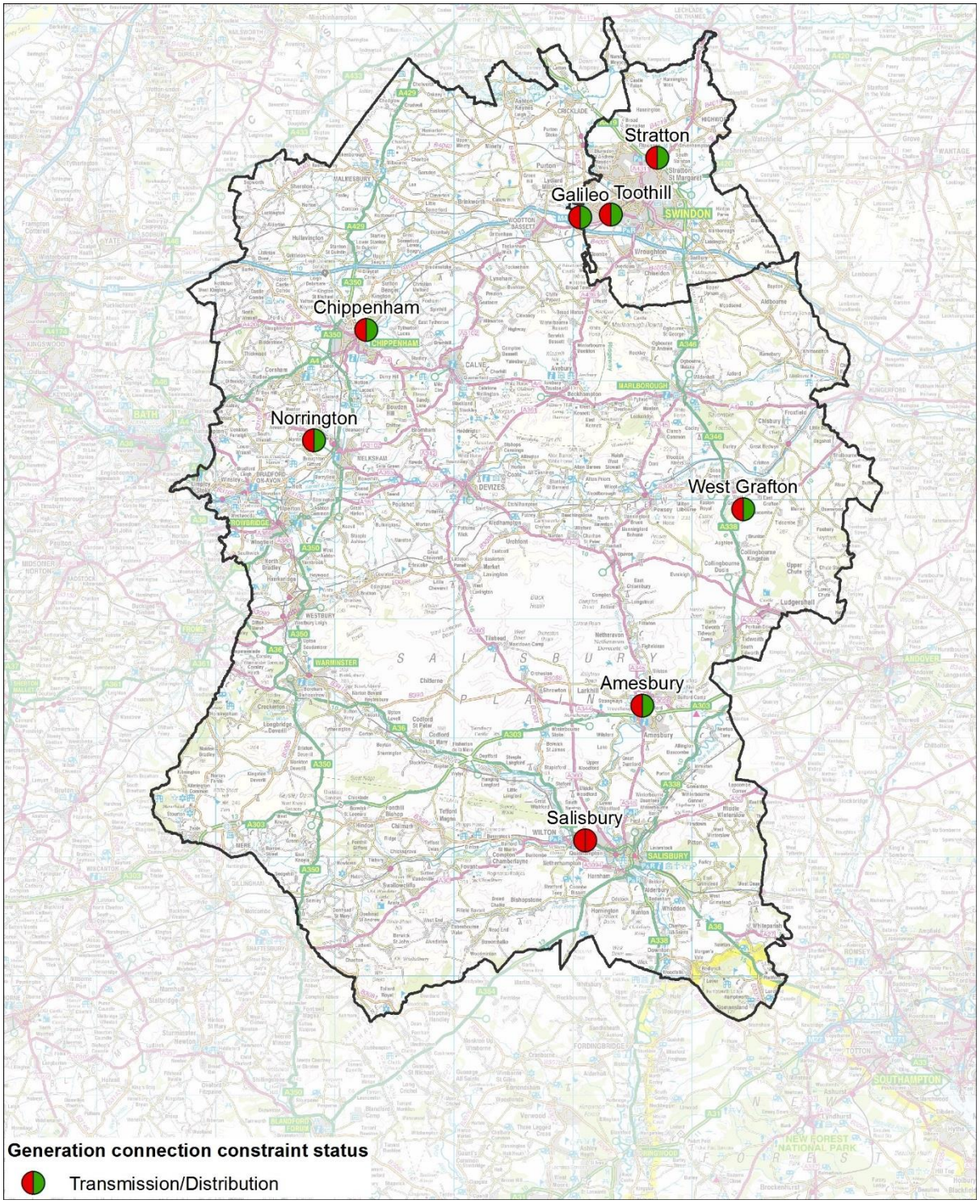
Three Grid Supply Points (GSP) serve Swindon and Wiltshire which are connected to nine Bulk Supply Points (BSPs) and then to 53 Primary Substations (PSSs). New connections for generation and for demand put different pressures on the network. For example, it would be possible to connect new strategic housing site, but not a new solar farm without significant upgrade to the BSP. We therefore look at generation and demand side connection capacity separately below.

2.5.2 Availability for generation connections

SSEPD's generation availability map[25] provides information on the availability of the distribution network for new large generation connections, above 5MVA. All nine BSPs (and their respective substations) are constrained at the transmission level. This means the electricity transmission system is unable to support additional generation on that part of the distribution grid due to congestion. This type of grid constraint is common across much of the country and is worse in some regions. Grid reinforcements would be needed before a large renewable generators, like a solar farm, could be connected. In addition, the Salisbury BSP is constrained at the distribution level. This means that distribution network capacity reinforcements would also be needed to connect new generators here[26].

[25] https://www.ssepd.co.uk/GenerationAvailabilityMap/?mapareaid=1

[26] Constraint indicators are based on the addition of at least 5 MVA synchronous generation. Smaller generators may still be able to connect subject to more detailed grid studies.



The generation connection constraint status of Bulk Supply Points (BSP) in Swindon & Wiltshire

The Power Potential Project

National Grid's Power Potential project[27] is encouraging renewable energy generators and energy storage systems to provide grid balancing services to help improve the performance of the local distribution grid.

National Grid has teamed up with UK Power Networks for this initiative which is piloting a Distributed Energy Management System that improves communication between National Grid and the regional DNO for the South East. It is creating new ways to manage grid constraints by coordinating local distributed energy providers through new commercial frameworks,.

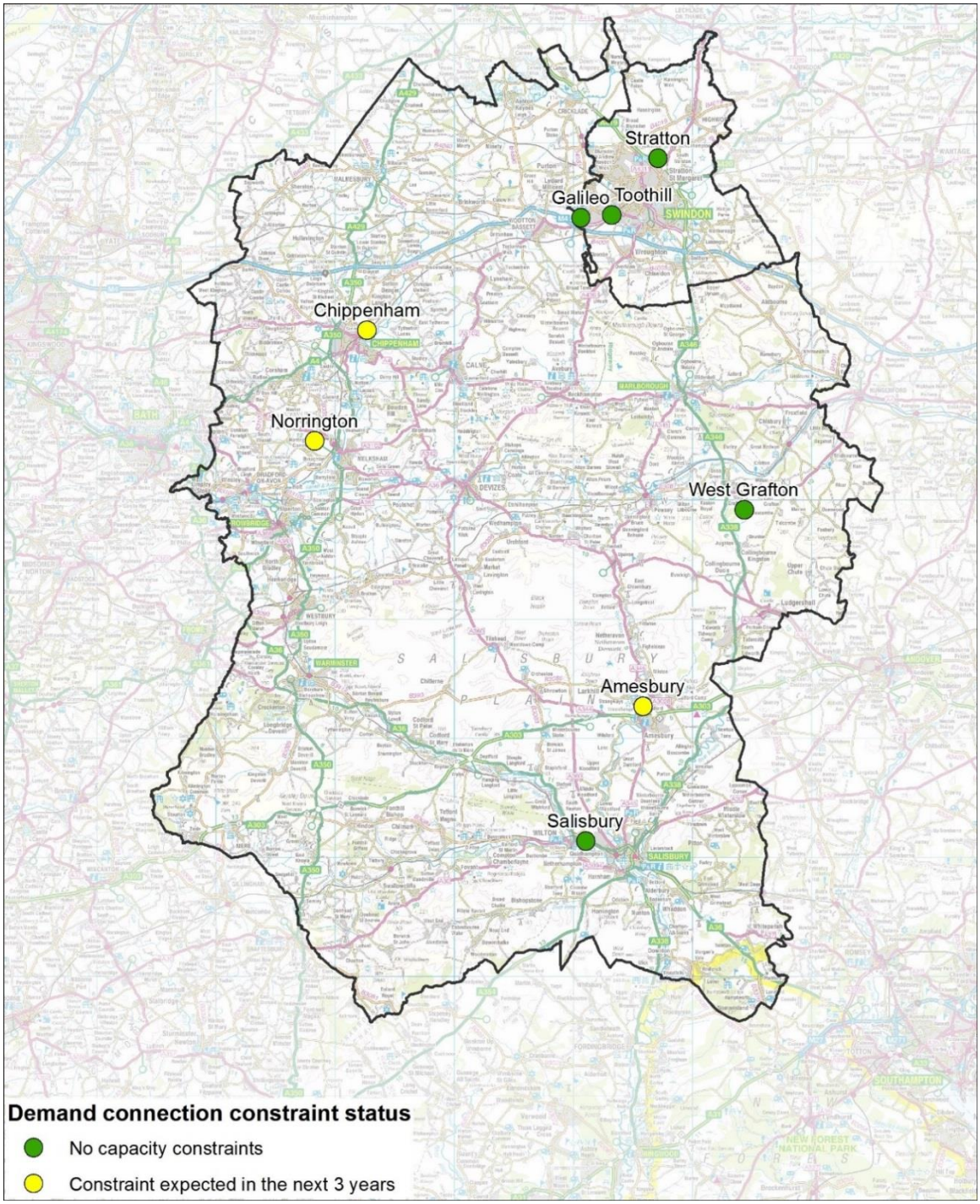
Power Potential could save energy consumers over £400m by 2050 while also increasing local generation.

2.5.3 Availability of demand connections

SSES also provide information on the availability of the distribution network for new demand connections based on firm capacity now and using forecasts for 2021/22. This gives an indication of the potential constraints to new development or significant increases in electricity demand from existing businesses now and in the near future. This is unlikely to impact businesses who are increasing power demand in small increments or within agreed capacity limits.

All nine BSPs in Swindon and Wiltshire are within their capacity limits today, with varying levels of remaining headroom. Amesbury, Chippenham and Norrington BSPs are not currently capacity constrained but could become so due to large load increases and are projected to become so within the next 4 years.

[27] https://www.nationalgrid.com/uk/investment-and-innovation/innovation/system-operator-innovation/power-potential



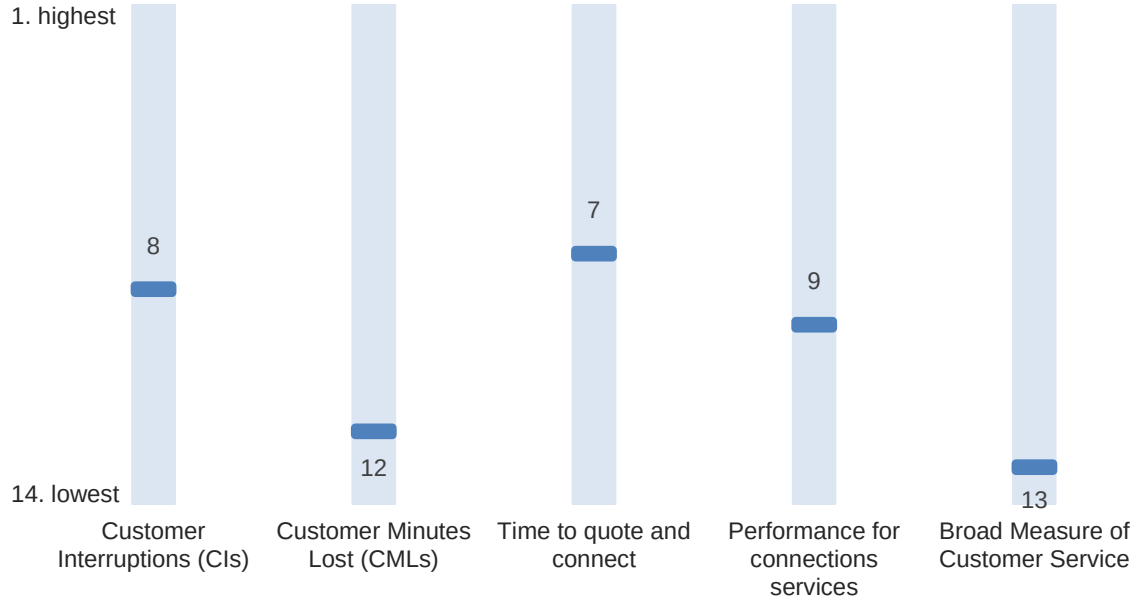
The demand-side connection constraint status of Bulk Supply Points (BSP) in Swindon & Wiltshire

This initial analysis is focussed on the BSP level. New connection requests may also be expected to contribute to reinforcement costs at primary and secondary substations level.

2.5.4 Power supply resilience

Distribution network operators are required to report their performance each year to the regulator as part of the RIIO network price controls[28]. These indicators provide an indication of the resilience of the power supply, through the number and duration of power disruptions, as well as broad measures of the connection process and customer service.

The figure below shows the performance of SSEPD compared to the 13 other DNOs in the UK. Of note is the below average performance in Customer Minutes Lost, the average length of time customers are without power per interruption. Customer service is also ranked below all but one other DNOs.



Ranking of SSEPD in the Energy Network Indicators against other DNOs

2.5.5 Summary

The electricity infrastructure in the Swindon and Wiltshire area is heavily constrained at the transmission level for generation. Large demand-side connections may also be constrained, depending on size and location that could act as a brake on private sector growth. In both cases more detailed strategic energy infrastructure evidence is required, and site-specific constraints can only be fully understood through SSEPD grid studies. The evidence could be used to inform revised Local Plan policies.

Smart grid technology is considered a fundamental pre-requisite to the deeper decarbonisation of the electricity supply. A government-backed report by the Carbon Trust[29] and Imperial College London presents detailed modelling of the potential value of energy storage as part of a smart grid in 2030. The cost of the UK's energy system could be reduced by up to £7 billion each year using smart grid technology, demand flexibility and energy storage. By making better use of existing infrastructure and enabling the emergence of new innovative business models. The development and deployment of smart grid technology is a key opportunity from the low carbon transition.

[28] Ofgem, 2016/17, Energy Network Indicators
[29] Carbon Trust (2016) Can storage help reduce the cost of a future UK electricity system? https://www.carbontrust.com/media/672486/energy-storage-report.pdf

2.6 Low carbon economy

Swindon and Wiltshire has a proud history of being at the forefront of industrial development, starting with the establishment of the GWR railway works in 1841. It has continued to make use of its natural advantages and strategic position, located within reach of other successful economic centres like Bath, Oxford, Southampton and London with good road and rail transport links.

Today Swindon & Wiltshire's economy has high levels of labour market participation and above average levels of productivity[30]. It has a vibrant base of SMEs, a large military presence and a cluster of automotive businesses. It has growing base of export-oriented businesses, bucking the national trend.

The SWLEP's Strategic Economic Plan highlights the low carbon economy as an important sector and acknowledges its potential to strengthen the competitiveness of businesses and to attract inward investment to the area. Low carbon technology is increasingly considered one part of more traditional sectors like manufacturing, construction and transport and creates opportunities to amplify existing economic strengths. Indeed, developing Swindon & Wiltshire as a nationally significant clean tech and hydrogen hub is already a stated objective. Improved energy efficiency and energy management also contributes to business resilience which is particularly important with on-going economic uncertainty, including as a result of Brexit.

2.6.1 The size of the local low carbon economy

In 2012 the government undertook a study of the economic value of the local carbon economy, with a broad definition of low carbon & environmental goods & services (LCEGS[31]). Total sales of LCEGS in Swindon and Wiltshire was estimated at £1.4 billion, around 1% of the £128 billion UK low carbon economy.

What data is available suggests that the local low carbon economy has been growing at a healthy 5-6% per year since then. In 2016 a different measure of the low carbon economy was adopted by the ONS based on the Low Carbon and Renewable Energy Economy Survey. It indicates that, nationally, the sector grew by 5% with employment up 3.3% to over 200,000. This trend suggests that LCEGS in Swindon & Wiltshire could be worth £2.1 billion in 2020 and £3.5 billion by 2030 compared to a GVA of £17 billion in 2016[32].

The low carbon sector is also an export opportunity and is also one of the fastest growing parts of the global economy. Research for the Committee on Climate change by Ricardo estimated that global trade in a low-carbon goods and services could increase to £1–1.8 trillion a year in 2030[33].

2.6.2 Local low carbon supply chain

BVG Associates have developed a snapshot of key aspects of the low carbon supply chain in the Swindon & Wiltshire area using published information, interviews with local business and their knowledge of the area.

Automotive sector

Swindon is already host to a significant number of automotive companies who employ over 9,000 local people. Around 10% of all the new cars made in the UK are produced in Swindon. Most are built for export to global markets, including elsewhere in Europe, the USA and Japan. SWLEP has examined this sector in their publication "Research, Design and Manufacture of New Energy Vehicles in Swindon and Wiltshire[34]. Information about the hydrogen fuel cell vehicle supply chain is presented below in Section 2.6.3.

[30] SWLEP, 2016, Swindon & Wiltshire Economic Assessment
[31] LCEGS is defined as 2,800 product and service from supply chain activities in the Environmental, Renewable Energy and Low Carbon activity sectors.
[32] Swindon and Wiltshire Economic Assessment 2018
[33] LSE, 2017, UK export opportunities in the low-carbon economy
[34] https://www.openaccessgovernment.org/wp-content/uploads/2017/12/Swindon-and-Wiltshire-ebook-web.pdf

BMW has a large pressing plant in Swindon. Panels are supplied to the Oxford Mini plant as well as others in Europe. It works with efficient press and sub-assembly technology to the high standards of the BMW Group. The plant and its 800 associates have gone through an extensive restructuring and modernisation programme. Focus for delivering environmental improvements is through understanding usage, and improving the ways in which waste is removed from the process. Through understanding the supply requirements, the plant can actively choose sources that will be both environmentally, and economically effective. The main input to the Swindon plant is raw materials such as steel coil sourced from outside the region.

Honda UK Manufacturing has a fully integrated car manufacturing facility based in Swindon. HUM's first car plant was opened on 10th October 1992 and has a production capacity of 150,000 cars per year.

Having these two multinational car manufacturers in the region provides an economic and perception boost to the region. They bring agglomeration effects and are important to the economy and the local supply chain.

Dyson, based in Malmesbury, has announced a £2 billion electric vehicles development programme with a target to launch in 2020. Dyson has a 400-strong automotive team and is looking to recruit 300 more. It has acquired a US based battery company (Skati3) and is developing a 750 acre campus co-locating an Institute of Engineering and Technology at the Hullavington Airfield. The government has granted Dyson £16 million towards battery research here[35].

Johnson Matthey Fuel Cells manufacturing plant in Swindon is the world's first dedicated production facility for membrane electrode assemblies. They are a key component of the fuel cells that generate electricity from hydrogen and methanol. Johnson Matthey's fuel cells serve a number of sectors including vehicles, static power supplies and heat and power solutions for buildings.

Swindon and Wiltshire companies are already investing in the key innovations that will drive the future of the automotive sector. These range from reducing emissions, improved fuel consumption, electric vehicles, low carbon manufacturing and autonomous vehicles.

Swindon Silicon Systems, now owned by Sensata Technologies, is a global leader in complex custom mixed signal application specific integrated circuits (ASICs), sensor interfaces and micro-electro-mechanical systems (MEMS) pressure sensor solutions. Based in Royal Wootton Bassett, they provide the automotive sector with electronic systems and sensors to reduce fuel consumption and emissions. Their technology will also play a role in the evolution of autonomous vehicles in the coming years

AB Dynamics is based in Bradford upon Avon. It has a significant role to play in the development of autonomous vehicles. It is one of the world's leading specialists in automotive testing and clients include all the top global manufacturers.

Dymag based in Chippenham produce carbon hybrid wheels that are much lighter than standard wheels, improving fuel consumption and the range of EVs.

TE Connectivity is located in Swindon and is part of a global technology company. It develops EV charging solutions, battery-products and a line of connectors, relays, harnesses, contactors and disconnects to safely connect and protect the flow of data and power around hybrid and electric vehicles.

Other Swindon and Wiltshire companies in the automotive cluster do not explicitly provide a low carbon product themselves but may benefit from the low carbon supply chain. Examples are Arval, Cooper Tire & Rubber Co Europe, Dialog Semiconductor DTR VMS, Dynamatic, and Naim Audio.

[35] https://about.bnef.com/blog/dyson-to-spend-1-billion-making-radical-electric-car

SWLEP should identify and support companies who are seeking to transition into the clean tech sector.

Low and zero carbon energy

The challenging regulatory climate for renewables, grid constraints and the reduction of subsidy schemes means that the volume of renewable energy installations has fallen in recent years. Tough market conditions mean that the local solar installer supply chain has shrunk considerably, with what remains consisting primarily of asset managers including operations and maintenance and some financial services organisations. Some installers have been able to diversify back into general electrical services, maintenance and scaffolding but many have ceased trading. Some of the diversification has been within the low carbon supply chain towards installing EV charging points.

Community energy

Community involvement in energy projects can yield important additional benefits. Community-led projects can retain more of the benefits locally and can bring investment in social and environmental infrastructure. Informed and engaged residents can influence energy projects, helping to address concerns about scale and sensitivity to the local context.

Swindon & Wiltshire has a strong network of community energy groups with many successful operational projects and more in the pipeline. The area is seen as a leader in community driven energy development and project financing. Organisations include:

- Public Power Solutions, wholly-owned by Swindon Borough Council, which has developed solar parks. They are a leader in developing new financial models, including working a financial service business to establish an ISA linked to the operation of one solar farm. With a Community Interest Company ownership model, PPS also runs municipal owned energy from waste facilities and has planning consent for a 50MW grid-scale energy storage system, which would be one of the largest in the country.
- Corsham based Mongoose Energy fosters community energy groups across the UK, helping them access funding and knowledge.
- Bath & West Community Energy in Trowbridge and Bradford upon Avon is one of the UKs leading energy cooperatives. It owns 12 solar projects and 3 small hydro projects.
- There are many other community energy groups including Nadder Community Energy and Salisbury Community Energy.

Electricity supply and distribution

Swindon & Wiltshire has two licensed electricity suppliers. Innogy is a subsidiary of RWE – owners of Npower – that is being refocused on renewable power generation following a recent acquisition, and Good Energy, a national company. Innogy with offices in Swindon owns larger scale renewables projects such as offshore wind farms and is developing new ones. Good Energy is based in Chippenham and supplies low carbon energy. It stands out for buying electricity from 143,000 customers who generate their own power[36].

Scottish and Southern is the distribution network operator for the region with offices in Dorcan, Melksham and Salisbury. They undertake all non-contestable new electrical utility connections and will operate, maintain and service the network including local teams that undertake trimming plants to avoid interference with overhead lines. Most electrical equipment will be sourced from outside the area.

There are a number of small consultancies active in low and zero carbon energy. These include BVGA Associates in Cricklade that works internationally in offshore wind and nationally in onshore wind and Swanbarton in Pinkney that works on the development and deployment of modern and

[36] https://group.goodenergy.co.uk/media/15426/2017-annual-report.pdf

smart technologies for electricity networks including storage. There are a range of niche providers of expertise and knowledge that link to the business needs and the type of resources of the area such as JMH Farming and Renewables which has expertise in the biomass market.

Low carbon construction and energy efficiency

The construction industry employs around 7% of the Wiltshire workforce and 5.3% in Swindon. The use of low carbon construction techniques is expected to increase over the long-term but the government's approach to low carbon construction remains unclear. As a result low carbon construction and energy efficiency schemes in the area are piecemeal and relatively small.

The energy efficiency supply chain of installers has been reduced and has become increasing fragile as publicly supported low energy retrofit schemes like the Green Deal have been reduced in scale since 2011. There is not a separate significant 'low carbon' supply chain for construction in Swindon and Wiltshire, though there are local leaders such as SMARTech-Energy. Increased ambition through smarter building standards and a reinvigorated approach to energy efficiency, at the local or national level, would provide a necessary basis for a growing low carbon construction and energy efficiency supply chain.

Energy from waste supply chain

Increasing concerns with the environmental impact of waste is leading legislation along with companies and consumers to improve waste management and to turn waste into a resource. Swindon & Wiltshire already has several successful energy from waste businesses and innovative start-ups.

Recycling Technologies is a start-up based in Swindon that is developing processes to turn end of life plastic into virgin plastic, wax and oils. The primary purpose is to provide raw materials for the petro-chemical industry but the oils can also be used as a fuel. At the pre-revenue stage, they have plans to develop a Swindon hub employing up to 400 people in the next four years.

Advanced Plasma Power Ltd (APP) based in Swindon is the world leader in waste to energy and advanced fuels technology. Its Gasplasma® process provides an efficient, clean and scalable waste to energy and fuels technology. APP is also partners in the Gogreengas initiative developing bio-substitute natural gas.

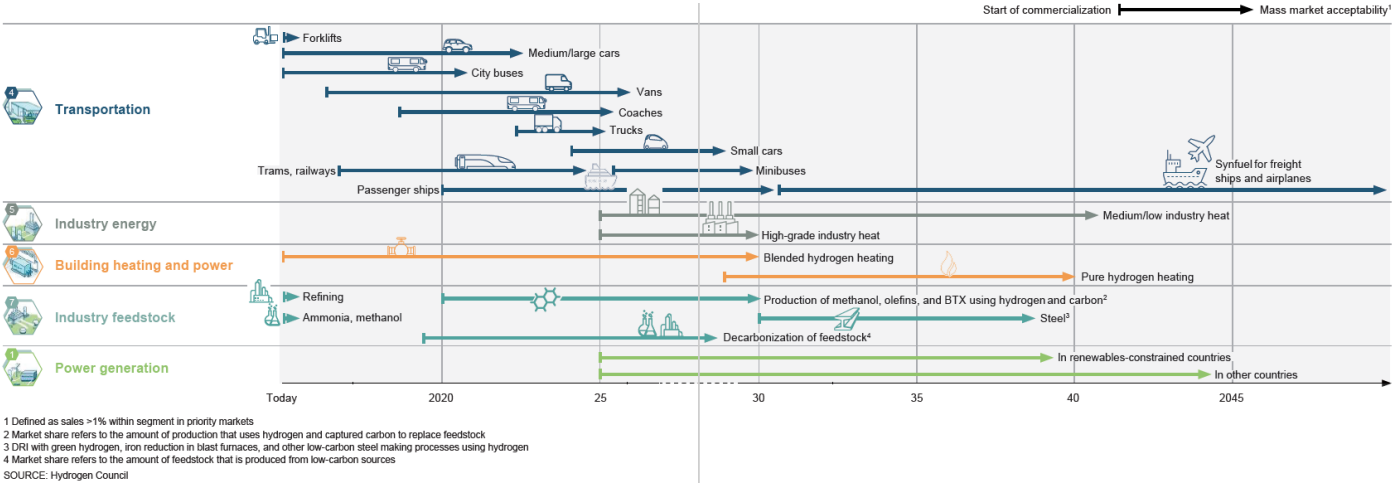
Hills Waste Solutions' Northacre resource recovery centre near Westbury processes 60,000 tonnes of household waste per year and converts it into solid recovered fuel (SRF) using mechanical and biological treatment (MBT) for use in renewable energy plants. The centre is operated under a 25 year contract agreed with Wiltshire Council. The regions AD biogas installations are served by a number of Wiltshire based specialist consultancies including Malaby Biogas and Codford Biogas.

ARTIS, a division of Avon Rubber headquartered in Melksham, provides R&D in rubbers and polymers. Their innovative research into rubber recycling has increased the market for recycled products by increasing the understanding of how material perform during manufacture and in use.

2.6.3 Hydrogen economy

Hydrogen has the potential to be an all-purpose clean energy source that can fuel our cars, homes and businesses without harmful emissions. If the hydrogen can be produced by electrolysing electricity generated by low carbon means the only by-product is water. It is flexible – it can be combusted for heating or fed into a fuel cell to produce electricity – which gives it the potential to become ubiquitous, earning the 'hydrogen economy' moniker. Pure hydrogen fuel needs to be manufactured – typically from natural gas or electrolysis – which helps make hydrogen a more expensive fuel. While the potential is near limitless, the cost of making the fuel has to date limited its uptake. Continued research and technology innovation have led to improvements which increasing the commercial opportunities for hydrogen.

The UK Hydrogen and Fuel Cell Industry estimates that the global fuel cell market could be worth $26bn in 2020 with a UK share of $1bn in 2020 rising to $19bn in 2050[37]. Momentum for hydrogen is building in early adopting countries, which includes Japan, Germany, California and China. These countries are pump priming hydrogen technology through deployment initiatives, targeted incentives and market scale-up mechanisms[38]. Some applications of hydrogen are more advanced than others and are being commercialised today. This includes transport applications and building heating and power. The mass market adoption depicted in the Hydrogen Council infographic below will need private and public efforts to be ramped up if they are to be realised.



Timeline showing how hydrogen technology could be deployed, Hydrogen Council

The hydrogen cluster

Swindon and Wiltshire have significant developments and investments in hydrogen technology and the area is emerging as a potential hydrogen economy cluster. The area is home to global brands with a stake in hydrogen technology including, Honda and Johnson Matthey which are part of the wider automotive cluster. SWLEP is the only LEP signatory to the Fuel Cell Hydrogen Joint Undertaking[39] a network of over 70 places in the EU actively working to open up their hydrogen economies.

The Hydrogen Hub was launched in Swindon and Wiltshire in January 2016 with the aim of supporting the commercialisation of hydrogen in order to capitalise on the global market opportunity. It is industry-led and has over 80 participating organisations from across the hydrogen and fuel cell supply chain. The Hydrogen Hub has led to over £1.5 million of investment into hydrogen and fuel cell projects in the region.

> *The Hydrogen Hub has been very successful in Swindon and Wiltshire, developing and deploying hydrogen and fuel cell projects which have established the region as a leader in these clean energy technologies.*
> Hydrogen Hub's Chairman, Kevin Fothergill

The Oxfordshire Hydrogen Hub was launched in March 2018[40]. It extends the Swindon and Wiltshire Hydrogen Hub to take advantage of the catalysts provided by the Oxford zero emission zone that has been announced. It provides an opportunity to look more widely to coordinate a critical mass for hydrogen infrastructure and deployment projects.

[37] http://www.ukhfca.co.uk/the-industry/benefits/#fc
[38] Hydrogen Council, 2017, Hydrogen scaling up
[39] https://www.fch.europa.eu/
[40] https://www.hydrogenhub.org/2018/03/16/launch-oxfordshire-hydrogen-hub

The hydrogen decarbonisation pathway

The Clean Growth Strategy illustrates different emissions reduction pathways that could be used to achieve the 2050 climate change targets. The 'Hydrogen Pathway' offers a vision of a hydrogen economy with widespread uptake of hydrogen fuel cell vehicles as well as injection of hydrogen into our existing gas infrastructure to deliver zero carbon gas heating to buildings.

The government is supporting research and innovation in hydrogen technology. This includes a £4.8 million Hydrogen for Transport Advancement Programme to create a network of 12 hydrogen refuelling stations. A £2million Fuel Cell Electric Vehicle Fleet Support Scheme aims to encourage public and private sector investment in hydrogen fuel cell cars and vans. Over £20 million has been awarded for Low Emission Freight and Logistics Trials with 20 demonstrations and trials of low and zero emission fleet vehicles, including hydrogen vehicles.

The Hydrogen for Transport Programme (HTP) was launched in August 2017 and is providing £23 million in grant funding[41] to accelerate the take up of hydrogen vehicles and fuel infrastructure. The new fund invites proposals from public organisations, businesses and hydrogen operators. The funding is supporting the construction of larger capacity Hydrogen Refuelling Stations.

The UK has a well-recognised and active research community focusing on hydrogen and fuel cell technologies, including:

- The H2FC Supergen network administered from a hub organisation at Imperial College London. It funds multidisciplinary research to impact energy policy.
- The Leeds City Gate project undertook a study which aims to determine the technical and economic feasibility of converting the UK gas network to hydrogen[42].
- National Grid Gas Distribution, together with Northern Gas Networks and the HyDeploy Consortium, has been awarded £6.8 million by Ofgem's Network Innovation Competition to pilot a hydrogen heating pilot scheme using Keele University's gas network in Staffordshire[43].

2.6.4 Energy research & innovation

The economy of Swindon & Wiltshire has above average levels of innovation with clusters of businesses in life sciences, advanced manufacturing and ICT sectors. This is as measured by rates of patents being filed, research and development expenditure per full-time employee and the percentage of staff employed in innovation-rich occupations.

This includes research into energy and clean technology. Records of publicly funded research provide an illustrative insight into the range and depth of energy innovation underway.

Research Councils UK and Innovate UK, the country's innovation agency publish information about their research grants and funding online[44,45]. Since 2004 local businesses have been involved in 295 projects with a total value of £82.2 million. Approximately a quarter of these projects (95) are energy related with combined value of £21.7 million (see table below).

Research themes	No of projects	Research value (£million)	% private funding
Emerging & enabling technology	3	0.6	58%
Built environment	8	0.7	11%

[41] https://www.gov.uk/government/news/23-million-boost-for-hydrogen-powered-vehicles-and-infrastructure
[42] https://www.northerngasnetworks.co.uk/wp-content/uploads/2017/04/H21-Report-Interactive-PDF-July-2016.compressed.pdf
[43] http://media.nationalgrid.com/press-releases/uk-press-releases/east/boost-for-low-carbon-future-as-national-grid-scoops-11-million-for-ground-breaking-test-projects/
[44] http://gtr.rcuk.ac.uk/
[45] https://www.gov.uk/government/organisations/innovate-uk

Energy	49	11.1	50%
Transport	22	5.9	48%
Sustainability	13	3.4	52%

The energy innovation projects cover a range of topics including emerging and enabling technology, transport and hydrogen. Selected examples are highlighted below.

All of the funded research is private sector-led due to the lack of local research-led universities. This is recognised by the SWLEP which is developing an ambitious plan for a new multi-campus university in the area. Issues relating to higher education provision may be linked to the large proportion of firms reporting skills gaps and low higher education participation in the local economy.

Commercialisation of plastic waste derived fuel for generating electricity

Recycling Technologies Limited (Swindon) have developed a technology (WarwickFBR™) to process end-of-life plastic waste and turn it into Plaxx™ an ultralow sulphur alternative to crude oil derived Heavy Fuel Oil. This technology can be used on sites where plastic is generated and then can be used in a generator set (on the same site) to generate electricity. The aim of this project is to conduct industrial trials and develop a partnership with an engine manufacturer to establish a pathway to market. Success of this project will reduce the plastic waste going to landfills and Energy from Waste plants and make plastics a more sustainable material.

Low emissions freight demonstration (Wincanton Holdings Limited)

This project will trial 81 dedicated gas HGVs which are new to the UK market. This project will create a wealth of valuable data on vehicle performance, fuel efficiency, reliability and cost. In addition five refrigeration units will use a prototype liquid nitrogen system, further reducing CO_2 and air quality emissions.

Green hydrogen for Swindon's public access refuelling and multi vehicle use

This 2.5 year project, at the Honda Swindon Manufacturing site, delivers solar energy generated hydrogen for the existing public access hydrogen refuelling station via a commercially available electrolyser into onsite storage. The hydrogen refuelling station is used to use material handling equipment and converted vans. The project will focus on the issues of integration of the whole system from the solar power source, to the implications of H_2 storage levels with varied use patterns. The project output will provide a detailed assessment of the value of the range of applications from an overall CO_2 saving, efficiency, duty cycles and commercial cost benefits.

2.7 Building energy efficiency and fuel poverty

The energy efficiency of our homes and workplaces will have to increase in order to meet our climate change commitments. 18% of UK carbon emissions come from buildings with a further 15% of from electricity consumed in buildings[46].

Swindon & Wiltshire includes areas of housing growth; this new development provides an important opportunity to reduce energy demand and emissions. It is far easier and cheaper to design and build energy efficient buildings than it is to undertake a deep energy efficiency retrofit in future. Retrofitting our existing homes involves cost and disruption but home energy efficiency is also strongly linked to the likelihood of being fuel poor. For example, you are 10 times less likely to be fuel poor if you live in

[46] https://www.theccc.org.uk/wpcontent/uploads/2016/06/2016-CCC-Progress-Report.pdf

a C rated rather than a G rated homes. In general people in old homes that are poorly insulated and not connected to the gas grid are mostly likely to suffer fuel poverty.

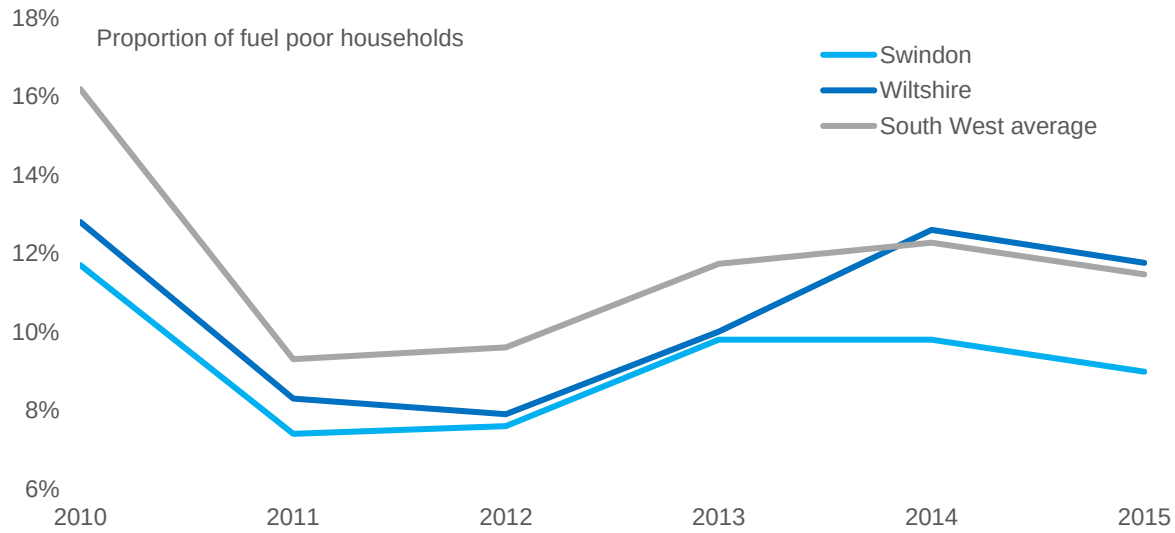
A household is considered to be fuel poor if it has higher than average energy costs which leaves them with a remaining income that is below the poverty line[47]. Being fuel poor often means living in cold and draughty homes that leads to poor health and wellbeing.

Approximately 2.5 million households were estimated to be in fuel poverty in England in 2015, around 11%. That was an increase of 0.4% over the year before. Fuel poverty is linked to household income, fuel prices and household energy requirements. Factors influencing household energy requirements include the type of house, its heating system and energy efficiency.

Energy efficiency in buildings is closely aligned with resource efficiency, with low water use fittings reducing energy demand associated with hot water while also reducing the impacts of new buildings on local energy and water supply infrastructure.

2.7.1 Local fuel poverty estimates

Sub-regional data for 2015 indicates that there were 32,300 fuel poor households in Swindon & Wiltshire in 2015, or 10.9% of all households. The rate of fuel poverty is above the national average in Wiltshire at 12% or 24,000 households. In Swindon it is below average at 9% or 8,300 households. The chart below shows how the percentage of fuel poor households has changed over time in Swindon & Wiltshire in comparison to the South West average.



Proportion of fuel poor households in comparison to the South West average

Swindon has one of the lowest rates of fuel poverty in the South West which may be attributable to the following factors:

- Its urban housing stock is relatively modern and includes few older housing that are hard to insulate.
- Almost 90% of homes are connected to the gas network which provides lower cost heating.
- Swindon BC have delivered energy efficiency programmes in the past, with most cavity walls now insulated.

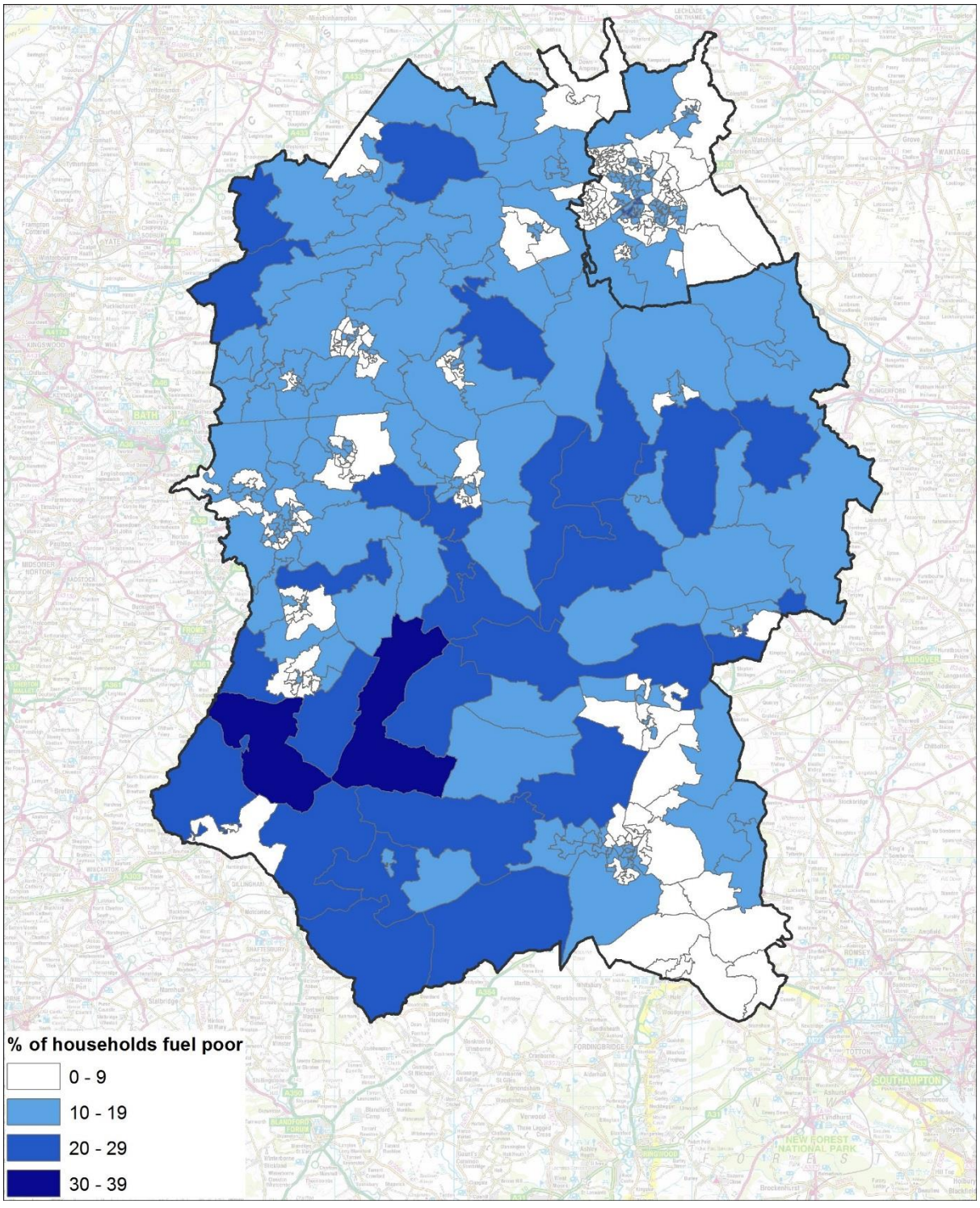
Wiltshire's above average fuel poverty rate has been linked to:

- Many old solid wall properties which are hard to insulate.
- Large areas of the rural county are not served by the gas grid and rely on solid fuel, oil or electric heating.

[47] BEIS, 2015, Fuel Poverty Statistics

- A number of mobile homes parks that are occupied all year round.

The map below shows where the highest concentrations of fuel poor homes are located.

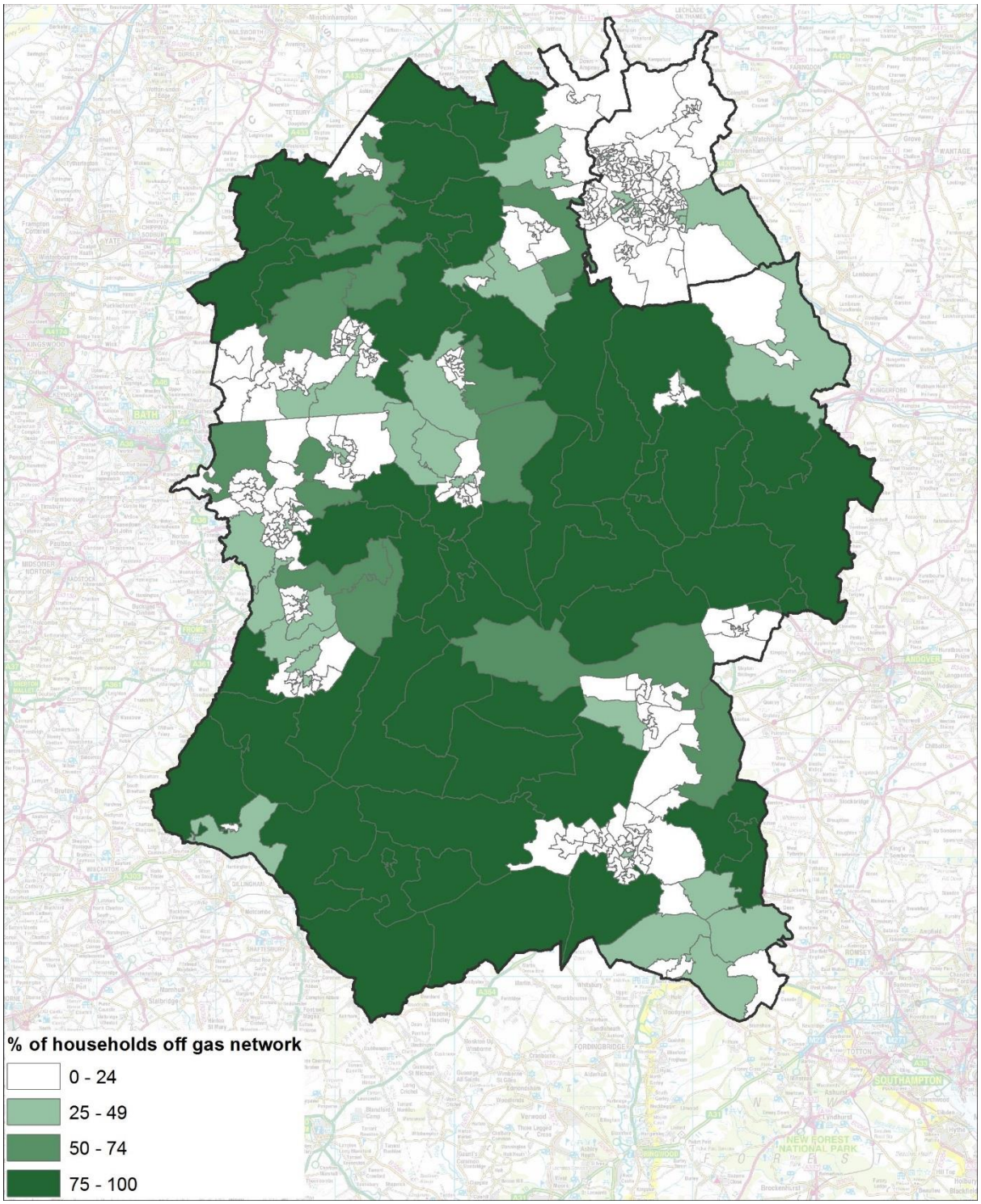


Map of areas with a high concentration of fuel poor households in 2015

2.7.2 Access to the gas network

Responsibility for the gas network in Swindon & Wiltshire is split between SGN, in the south and east, and Wales and West Utilities in the north and west. 15.5% of the 300,000 households are not

connected to the gas network. The majority of these are in the more rural parts of Wiltshire, particularly across Cranborne Chase and the North Wessex Downs. 17.7% of Wiltshire households are not connected in comparison to 10.7% in Swindon[48].



Percentage of households in SWLEP that are off the gas network

[48] https://www.gov.uk/government/statistics/lsoa-estimates-of-households-not-connected-to-the-gas-network

There is a clear correlation between areas that have a higher proportion of fuel poor households and those that are not served by the gas grid.

2.7.3 Tackling fuel poverty

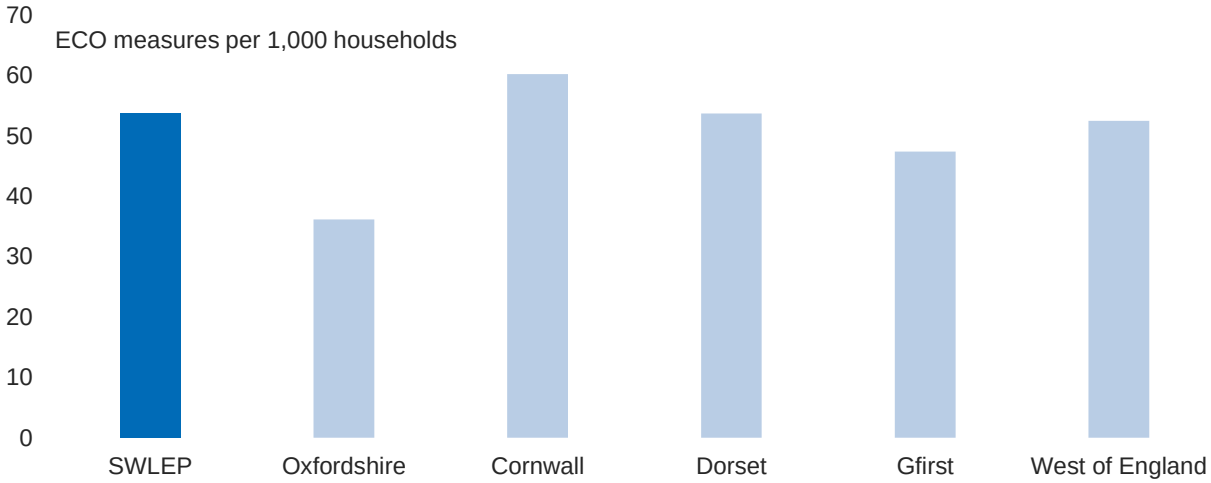
Measures to address fuel poverty through addressing household energy use are delivered through national and local programmes.

Swindon and Wiltshire partner on the Warm and Safe Wiltshire[49] scheme which is delivered by the Centre for Sustainable Energy and provides energy advice and information about tariffs, warm homes discount and access to energy efficiency grants. While telephone advice services are open to all, they are targeted at people with lower incomes and health conditions, given the important relationship between public health and cold homes. Efforts are being made to increase the uptake of services through adult social care and health referrals among others.

The Energy Company Obligation (ECO) is the government's main policy to address fuel poverty. It requires energy suppliers to deliver energy efficiency measures to fuel poor households. The ECO is made up of the following three obligations:

- The Affordable warmth scheme to improve the affordability of domestic heating. Measures include insulation, boiler replacement and central heating upgrades in fuel poor households.
- Targeted funding for insulation in hard to heat properties. This component will end in 2018.
- Help households in the most deprived rural areas. This component ended in 2015.

15,890 ECO measures were installed in Swindon & Wiltshire up to September 2017, 54 per 1,000 households[50]. The rate is higher than for comparable LEP areas. While more measures have been installed in Wiltshire (9,321) than in Swindon (6,569), Swindon's rate of installation is much higher at 71 per 1,000 households, higher than for most South West local authorities.



ECO Energy efficiency measures installed per 1,000 households

The government is consulting on changes to the ECO scheme and is committing £640 million per annum of funding until 2022[51]. It indicates a greater focus on the Affordable warmth scheme in future, more support for measures in solid wall homes and it expands eligibility for help to households claiming child benefit, disability benefits, in addition to the fuel poor, 6.5 million in total.

There are three aspects of particular relevance to Swindon & Wiltshire:

[49] https://www.warmandsafewiltshire.org.uk/
[50] BEIS 2018 Household Energy Efficiency National Statistics
[51] BEIS 2018 Energy Company Obligation ECO3: 2018 – 2022

- There will be an expanded role for local authorities in identifying households to the scheme. The Flexible Eligibility element allows up to 25% of measures to be referred by local authorities.
- It proposes a target to improve the equivalent of 17,000 solid walled homes per year.
- It aims to provide a route to market for innovative measures and new products.

2.7.4 Energy efficient new buildings

The Zero Carbon Hub's zero carbon homes policy framework

The 2013 building energy regulations remain in force today. They requirements comprise a fabric energy efficiency standard the home must meet, at a minimum. In addition, a carbon compliance limit ensures that carbon emissions are reduced through energy efficiency above the minimum standard or low and zero carbon heat and power. While requiring better energy conservation than 10-20 years ago (2013 required a 6% uplift in target emissions rating over 2010 levels), the emissions from new home today are not consistent with our long term climate change commitments and will need to undergo a deeper energy efficiency retrofit in future.

The Swindon & Wiltshire Strategic Housing Market Assessment 2017 established that the assessed need for housing over the 20-year period 2016-36 is 73,000. If these homes are built to the current minimum home energy performance standards they will increase the area's total domestic heating demand by 10% or more along with a growing demand for electricity.

The draft of the new National Planning Policy Framework (NPPF) continues to provide significant support for renewable and low carbon energy and sets out how LPAs should proactively respond. One of the core principles that underpins the draft NPPF is that planning should support the transition to a low carbon future.

> "New development should be planned for in ways that…can help to reduce greenhouse gas emissions through its location, orientation and design."

While changes to the national policy context for housing in recent years have led to confusion and uncertainty about what can and cannot be done to raise the energy performance of new buildings, recent clarifications have led to renewed local authority momentum towards increased local energy standards.

Many larger cities have adopted ambitious zero carbon policies of their own as well as those requiring building integrated renewables. For example Leeds requires all developments with 10 homes or more to reduce emissions 20% below the current 2013 building regulations. South Gloucestershire Council are considering options for meeting a net zero emissions standard, potentially through a 19% reduction in in emissions below 2013 building regulations combined with on-site renewables and off-site carbon reductions, in line with the 2016 zero carbon homes policy.

2.8 Energy evidence summary

The analysis of local energy evidence provides the basis for targeting interventions in the energy sector. In combination with stakeholder consultation it has helped identify Swindon & Wiltshire's distinctive strengths and the opportunities as well as its challenges and constraints. The local context must of course be understood within the broader changes to the energy system underway nationally as well as global technological and political developments.

The big energy sector trends that the strategy needs to take into account include:

The continuing transformation of the electricity system

- Innovation & new products are reducing energy consumption.
- A continuing shift towards low & zero carbon electricity. Coal generation is heading towards zero.

- A move towards active management of power networks is making them more efficient & resilient.
- Decentralised generation, demand side response and energy storage are increasingly important providers of grid security & flexibility.

A low carbon transport revolution is beginning

- Pure electric vehicles are increasingly competitive on a whole life cost basis. Falling battery prices will soon make up-front costs comparable, driving uptake.
- An increasing range of EVs from the major marques and new producers mean they will become the mainstream choice for new vehicles in the 2020s.

Grasping the clean growth economic opportunity

- The low carbon economy is already a significant and growing part of the UK economy.
- Low carbon energy technology is expected to become a £1trillion a year global export opportunity.
- Hydrogen sector is already working together in order to realise the benefits of transformative products and processes by energy consumers.

Taking on the decarbonisation challenges

- Ensuring the energy supply is reliable, affordable and accessible.
- Decarbonising heating & identifying a viable route towards the widespread use of green gas and/or electrification.
- Delivering infrastructure & development that is consistent with the long term emissions trajectory.

3 SWLEP's strategic energy priorities

SWLEP is committing to concerted and sustained action to grow the local low carbon economy. SWLEP's role in supporting commerce and investing in growth means it is well placed to make an important contribution toward energy and climate change goals. SWLEP is intent on taking a wide-ranging role in the energy and sustainability agenda; making the connections between energy, circular economy and water efficiency.

SWLEP is prioritising action where it can have the greatest impact and where it aligns with its existing objectives. Delivering public energy infrastructure, addressing market failures and creating the enabling environment for increased clean economic growth.

To achieve the above, SWLEP's strategic energy priorities are therefore:

- Smart grid and mitigating constraints
- The transition to electric transport
- Hydrogen technology innovation and deployment
- Low carbon growth

The energy strategy priorities have been established through analysis of the evidence collected and through stakeholder consultation. They combine distinctive interventions that respond to the characteristics of the local economy, like hydrogen technology, with a recognition that SWLEP should

also support clean growth across all sectors, contributing to a diverse, productive and clean local economy over the long term. It also recognises that there many opportunities to take advantage of new and cleaner energy technology that will be common to LEPs across the country where shared efforts can deliver infrastructure that secures the benefits of new energy technology.

The strategic priorities are described below along with key actions to deliver them.

3.1 Smart grids and mitigating constraints

The lack of affordable access to electricity network capacity is a constraint to new development in Swindon and Wiltshire. Without access to grid capacity growing businesses might decide to expand elsewhere and new employment sites fail to come forward. Accelerating the development of a clean, flexible and resilient power system unlocks economic growth. Investing in strategic energy infrastructure will make Swindon & Wiltshire a more attractive place to establish and grow a business. This strategic priority can help enable a wide range of energy activities and aligns strongly with SWLEP priorities and remit.

3.1.1 Electricity infrastructure study

SWLEP can play a more active role in de-risking strategic development sites and making them more attractive locations for investment. A robust understanding of the area's energy supply infrastructure, current 'pinch points' and how proposed new development and growth will exacerbate network strain will provide a basis for SWLEP energy infrastructure investments.

An energy infrastructure study would model energy demand from homes and workplaces to 2036 while taking account of new consumption from the electrification of transportation and heating in order to identify where capacity is anticipated to become constrained. This provides the basis for identifying solutions, which could involve prioritising sites through the planning and investment process, by securing upgraded power infrastructure or with on-site flexibility. This evidence could contribute to the emerging Local Plans to inform site viability assessments and plan allocations.

3.1.2 Flexible connections

A typical connection agreement gives full access to the grid at the agreed capacity forever regardless of whether it is fully used or maximises benefits. While this gives long term certainty to the individual, the underutilised capacity has a big impact on the overall system when grid capacity is scarce, as in Swindon & Wiltshire.

Flexible connection arrangements let new users make use of this underused capacity if they are willing to reduce their consumption during peak times, at certain times of the day or year. These 'non-firm' connection agreements can be cheaper because they avoid the need for expensive network reinforcements.

For the energy consumers, a flexible connection could mean having an onsite generator or energy storage system on site to guarantee electricity supply. Many commercial processes also have some flexibility allowing demand to be reduced for short periods without affecting productivity. For new renewable energy generators, a flexible connection could mean curtailing generation on the sunniest or windiest days or co-locating energy storage.

The benefits of flexible connections: savings example

Connecting a new business to the power supply costs £50,000 but the need to reinforce the network increases costs to £350,000. Alternatively, a flexible connection would cost £80,000 (with additional costs for control software and sensors) with the connection curtailed 2-3% of the year.

SSE have already started to introduce flexible connections for new generation. Flexible connections for energy consumers in Swindon & Wiltshire are expected to become available in the next 12 months, part of SSE's emerging South of England Active Network Management scheme.

3.1.3 Electricity infrastructure

A flexible connection will not be suited to all businesses or new development sites and may not be able to avoid the need for substantial grid reinforcements. Energy infrastructure is an increasingly prominent constraint in some areas and de-risking strategic development sites makes them more attractive locations for investment. There are a range of mechanisms through which SWLEP can invest in energy infrastructure, including commercial partnerships with energy flexibility operators or through public energy service companies like PPS. Securing upgrades to power infrastructure could be used to bring forward well located renewable energy projects that are sized to drive growth in the local economy. SWLEP can consider taking an ownership stake in energy infrastructure.

3.1.4 Energy storage

Energy storage has a vital role to play in transforming our power supply. Storage, working in tandem with smart grid technology can make the national grid more dynamic and resilient. Energy storage does this by flexibly offering to fulfil a range of different functions, including helping energy consumers to manage their energy demand, mitigating local grid constraints, and storing energy from renewables to smooth variable supply. These permit network capacity to be used more effectively and efficiently, facilitating demand growth and allowing more renewable capacity to connect to constrained distribution infrastructure. SWLEP can ensure that Swindon & Wiltshire benefit from the deployment of energy storage by creating a good investment climate:

- Using an electricity infrastructure study to identify areas where energy storage can maximise local benefits to the DSO in future.
- Working with the local authorities to ensure positive planning for energy storage in revised Local Plan policies and with officer guidance.
- Supporting the delivery of consented prospective schemes, such as the consented 50MW Li-ion storage proposal in Swindon initially developed by PPS.

3.1.5 Network operator collaboration

SSE is becoming a Distribution Service Operators (DSO) in order to address the need for grid flexibility. The transition to DSO holds the potential to ease the connections process, increase the availability of flexible connections and facilitates the emergence of new network investment mechanisms and energy markets. Markets for local network services are expected to be in place in 2021/22.

The DSO's goal will be to reduce connections costs by favouring flexibility services. They will also create local markets for third parties to provide flexibility services. For example, this could be a local demand response market around a heavily constrained substation.

Network Innovation project examples

SSE is a partner in the Optimise Prime innovation project which will be a large data-driven electric vehicle trial that will generate knowledge about business use of EVs and how charging can be optimised for the network.

WPD's Heat and Fleet Hydrogen Heat and Fleet Viability Assessment is researching the use of hydrogen electrolysers to balance renewable energy generation to enable further generation connections. The stored hydrogen gas will be used to in a fuel cell to heat and power a building, combined with electricity output and in hydrogen vehicles.

The DSO transition requires deep technical and organisational change and will happen incrementally over the next five or more years. Flexible connections offers will be followed by the roll out of targeted constraint management zones. A South of England Active Network Management zone is also to be introduced.

3.1.6 SWLEP actions

Action/project	Timeframe	Intervention description
Strategic energy infrastructure investment plan	Short	Identify energy infrastructure projects prioritising investments that help deliver development/business growth, but also generation. This would indicate the nature of the constraint and the options for overcoming it, prioritising clean and flexible solutions.
DNO strategic collaboration	Short	Enhanced strategic collaboration with SSE to improve the sharing of knowledge, included future energy demand from site allocations, pre-planning enquiries and site planning progress.
Positive planning for energy storage	Short	Creating a positive planning and investor (ie; end-user engagement) framework for energy storage will encourage development to come forward where need is greatest. This can help reduce local network constraints and bring forward the benefits of DSO over the medium term.
On-site flexibility to overcome grid constraints	Medium	Encouraging use of flexible connections, private wire connections and clean on-site generation to bring forward constrained developments at lower cost and to allow businesses to overcome electricity-related constraints to growth. SWLEP provides advice or technical support. This could also include direct support to pathfinding projects (on-site generation, storage or DSR) for replication.
De-risking strategic employment sites	Medium	Strategic investments in site grid infrastructure, prioritising flexible and smart grid energy technology, to make development sites more attractive to inward investment
Network innovation	Long	Explore options with SSE for network innovation projects to address local challenges or exploit opportunities. Active engagement to bring DSO pilots to Swindon and Wiltshire.

3.2 Hydrogen technology innovation and deployment

Swindon and Wiltshire can be a nationally significant leader in hydrogen technology. SWLEP will grow the existing cluster of hydrogen technology businesses, it will work with neighbouring LEPs and local authorities to increase hydrogen innovation and will support trials that deploy hydrogen to enable new commercial applications. SWLEP will support hydrogen fuel cell passenger cars as part of its comprehensive approach to new energy vehicles described in Section 0.

3.2.1 Growing the local hydrogen economy

Hydrogen has the potential to be an all-purpose clean energy source that can fuel vehicles, homes and businesses without harmful emissions. While the market for hydrogen technology is less mature than for some competing technologies there is huge potential for growth.

SWLEP has been a supporter of hydrogen technology commercialisation and is helping the region to capitalise on the global opportunity. SWLEP has worked closely with the Hydrogen Hub who have been instrumental in building hydrogen transport infrastructure in Swindon and in demonstrating the technology, including leasing fuel cell vehicles to local businesses.

SWLEP can build upon this distinctive feature of the local economy by making a long-term commitment to the hydrogen economy. This should include a deeper engagement with industry and a shared roadmap of actions and investments that can support growth.

SWLEP will be ideally placed to support the delivery of hydrogen infrastructure in response to new deployments and emerging demands. This could include strategic supply infrastructure, like the

generation of green hydrogen, or more tactical demand side pathfinding deployments, like the use of hydrogen forklifts in distribution centres and logistics.

The Committee on Climate Change will be publishing its Hydrogen Review later in 2018 and will include a review of the importance of hydrogen in meeting the UK's long-term carbon targets across all sectors including the heating of buildings, in transport and in industry. A roadmap will help SWLEP respond tactically to any near term opportunities that arise which could be catalysts for hydrogen technology innovation and deployment.

3.2.2 Hydrogen research and innovation

Many prospective applications of hydrogen are still in the lab and the local cluster of hydrogen technology businesses are already working closely with research and technology institutions. The government has reaffirmed support for research through the Industrial Strategy and Clean Growth Strategy. Commercialisation is being driven through the £23 million Hydrogen Transport Programme and the £5 million BEIS Hydrogen Supply Programme.

Swindon & Wiltshire does not have a major research institution and this could hamper the growth of the cluster. The SWLEP will explore the business case for a hydrogen focussed research and technology institution as part of its aim for a multi-campus university to be located in Swindon & Wiltshire, or to support such an institution in the wider region. There are several automotive focussed facilities nearby which could be potential candidates, including the University of Bath's £60 million Institute for Advanced Automotive Propulsion Systems that is being developed further along the M4.

3.2.3 Hydrogen heating

While attention has focussed on hydrogen fuel cell vehicles, green hydrogen is one of the routes towards decarbonised heating and could be a low carbon replacement to natural gas serving boilers and appliances. The National Infrastructure Assessment[52] recommends demonstrations are undertaken in order inform the long-term approach to decarbonisation, including establishing that it is safe to replace natural gas with hydrogen, and progressively larger hydrogen heating trails including at least 10,000 homes.

3.2.4 SWLEP actions

Action/project	Timeframe	Intervention description
Grow the hydrogen economy	Short	Comprehensive road map to growing hydrogen economy delivered by SWLEP to include: • Working with the Hydrogen Hub and collaboration with the Oxfordshire Hydrogen Hub • Strengthened relationships with industry • Encourage utilisation of hydrogen infrastructure • Lobby government to increase the funding available for hydrogen deployment • Attract technology innovation funding
Hydrogen infrastructure & deployment	Medium /long	Maintain and grow hydrogen infrastructure in response to new deployments and emerging demands, including the generation of green hydrogen. Support the deployment of hydrogen transport applications, potentially including fuel cell forklifts, vans and HGVs in distribution centres and logistics operations.
Hydrogen research and technology institutions	Medium	Build business case for a hydrogen focussed research and technology institution to be located within Swindon & Wiltshire or the surrounding region.

[52] https://www.nic.org.uk/wp-content/uploads/CCS001_CCS0618917350-001_NIC-NIA_Accessible.pdf

Hydrogen heating trials	Long	Support to hydrogen heat and fuel cell CHP demonstration projects, including direct support to demonstration projects at neighbourhood scale or in partnership with public sector organisations.

3.3 The transition to new energy vehicles

A low carbon transport revolution is underway and new energy vehicles –battery electric and hydrogen fuel cell vehicles - are becoming increasingly commonplace. A comprehensive network of charging infrastructure and fuelling stations will accelerate the transition and will make sure that new energy vehicles are a viable option in both urban and rural areas.

3.3.1 Charge point network

The replacement of the internal combustion engine with zero emissions battery electric vehicles is now widely predicted and the range of benefits – from air quality to running costs – are well described. But it will only happen where a coherent network of chargers that make both local every-day and long distance journeys easy. The UK Government in the Industrial Strategy[53] and the Clean Growth Strategy[54] highlight the ambition to develop one of the best electric vehicle charging networks in the world. This ambition is being kick started with the Automated and Electric Vehicles Act 2018[55] which will require service stations to provide public charging points. Through its interoperability and data provisions it intends to ensure that chargers have common access and payment methods and are 'smart' so that they contribute to grid stability, instead of threatening it. The Road to Zero[56] strategy includes a number of other provisions including proposals for charge points to be built into new street lighting and designed in to new homes.

The Plugged in Places scheme[57] was a multi-year project sponsored by the Office for Low Emission Vehicles which encouraged local authorities to set up plug-in vehicle charging schemes.
The lessons from Plugged in Places should be used to ensure Swindon & Wiltshire's scheme is a success. This means public sector interventions in the EV charging network should be strategic and should complement private chargers and should invest for the long-term to ensure that redundant technology is not installed. Prioritising investment in the most important locations and ensuring that they are well managed will maximise the benefits.

Many chargers will be provided by the private sector in response to demand and will be operated at car parks to attract customers. But strategic interventions from the public sector will be needed to provide the infrastructure needed by early adopters and to create a critical mass of accessible fast, rapid and superchargers to catalyse wider adoption. This could include hospitals, schools and public and car parks. Charging at transit nodes like train stations and park and rides will make multimodal journeys viable. Access to charging must also be equitable. Private sector installed EV charge points will appear first on busy roads and in town centres where they can will be used most. Rural areas and shared on-street residential charging in contrast are more likely to be underserved which could slow the pace of adoption.

There are different models for delivering charging network and involving independent specialist operators can be an effective way to manage the technology and delivery risks. A range of ownership and partnership approaches should be considered at the outset and SWLEP should ensure that sufficient resources are made available to deliver the chosen option.

3.3.2 Hydrogen refuelling stations

While battery electric appears to be securing a dominant lead in the passenger vehicle market, there are many potential niche applications for hydrogen fuel cell vehicles. Swindon & Wiltshire's distinctive

[53] https://www.gov.uk/government/policies/industrial-strategy
[54] https://www.gov.uk/government/publications/clean-growth-strategy
[55] http://www.legislation.gov.uk/ukpga/2018/18/contents/enacted/data.htm
[56] Department for Transport 2018, The Road to Zero Next steps towards cleaner road transport and delivering our Industrial Strategy
[57] Lessons Learnt from the Plugged-in Places Projects

hydrogen economy and existing hydrogen filling stations makes it a unique place for trials and deployments. In addition to supporting the two publicly accessible hydrogen fuelling stations in Swindon SWLEP will explore strategic expansions to allow travel across the region, potentially with a 'hydrogen highway' along the M4 corridor.

3.3.3 Public sector new energy vehicles

The public sector can lead by example and should add new energy vehicles into the public sector fleet, starting where whole life benefits are greatest. The public sector is uniquely placed to account for lower whole life costs in its purchasing decisions. Adopting EVs early can help each service gain practical experience which will help shape a wider rollout in future. This would include the local authorities but also the fire service, NHS and police for example. As well as reducing whole life operating costs and tackling pollution, it also induces demand for the charge point network roll out.

New energy vehicles offer huge potential in public transport and electric buses and taxis are becoming a cost effective option. SWLEP can play an important role in bringing their adoption forward – benefiting from the experiences of electric buses in Salisbury - with an integrated package of support that includes the rollout of associated charging and refuelling infrastructure.

3.3.4 SWLEP actions

Action/project	Timeframe	Intervention description
EV charging infrastructure plan	Short	EV charging plan to establish a strategic basis for the deployment of an EV charge point network across Swindon & Wiltshire that compliments and supports private sector installations and meets the needs of rural areas to ensure broad access and equity. Links to be made to the strategic energy infrastructure investment plan. This could identify the need for further actions such as the installation of charge points at workplaces and the electrification of company vehicle fleets.
Grow and maintain the public EV charge point network	Medium	Deliver a comprehensive EV charge point network in Swindon & Wiltshire, including: • Public sector estate and transport nodes • Rural EV charge points • Helping businesses to deploy EVs Explore how charge points on public sector estate could be built, operated and maintained using charge point operators. Establish governance mechanisms to ensure an equitable and accessible network is maintained and that it adapts to need for expansion and technology developments. Ensure that information about the availability and status of charge points is accessible through a range of sources and apps.
Support the roll out of high power EV chargers	Medium	A core network of high power rapid chargers at petrol stations and transport node car parks will be key enabler for widespread EV uptake. This may be constrained by available grid capacity. Targeted network investments to help overcome grid constraints where necessary.
Convert the public sector fleet to new energy vehicles	Medium	Direct support for shifting public sector vehicle fleet to new energy vehicles in Swindon & Wiltshire across the LA, police, NHS etc.) Support the rollout of associated charging and refuelling infrastructure.
Deploy electric buses and taxis	Medium	Electric buses and taxis are becoming a cost effective option. SWLEP to engage in investment planning for local public transport and support to bus fleet upgrades. Electric vehicle subsidies for tax drivers. Package of incentives could include purchase rebate and reduced licencing fees.

Hydrogen refuelling stations	Short/ Medium	Complete deployment of 2 refuelling stations. Maintain and grow the hydrogen infrastructure network in response to new deployments and emerging demands. Explore how partnerships can deliver a wider network of refuelling stations, such as along the M4 corridor
Charging infrastructure as part of new developments	Medium	Promote a planning requirement for EV charging infrastructure in new strategic developments. Building in EV charging as part of development masterplans will ensure that high quality and accessible infrastructure is designed in from the outset.

3.4 Low carbon growth

The aim of SWLEP is to stimulate local growth and increase productivity. Looking ahead, the low carbon economy will be increasingly integral to that. SWLEP will support clean growth in the business community and it will help Swindon and Wiltshire deliver a sustainable physical growth pattern, consistent with the long-term decarbonisation pathway. This will include:

- Embedding low carbon growth in SWLEP's decision making
- Low carbon construction and development

3.4.1 Embedding low carbon growth in SWLEP's decision making

In addition to growing the size of the clean technology sector, the SWLEP can help all businesses grow in a low carbon way by embedding new processes in its decision making and the way it fulfils its core functions. By prioritising funding for projects that are consistent with energy objectives, by offering preferential loan rates to low carbon investments and demanding enhanced standards in infrastructure the SWLEP can drive broad improvements in the local economy. SWLEP will review how its funding opportunities can be aligned with the energy strategy objectives. SWLEP will need to develop a consistent and transparent criteria-based approach to making these decisions.

SWLEP will require dedicated effort and access to energy expertise if it is to embed low carbon in all its decisions, services and investments. This increase in capacity will enable partnership working and coordination with the DNO, the local authorities and other key partners but will also allow it to tactically respond to competitive funding opportunities. The need for energy expertise has been recognised by the BEIS Local Energy Programme which is helping to establish a regional Energy Hub for the South West LEPs that will have a team of energy specialists and access to further technical, financial, legal support. It will be up and running later in 2018. SWLEP should explore how it can increase its capacity to deliver the energy strategy and how it can maximise the benefit from the Energy Hub.

3.4.2 SME energy efficiency

Smaller businesses face a number of additional barriers to reducing their energy costs and implementing energy efficiency measures. The strong base of SMEs in Swindon & Wiltshire make them an important target for support at the SWLEP.

The SWLEP intends to establish an energy efficiency investment fund targeted at SMEs to help address this market failure. Applicants would receive audits to define suitable energy efficiency improvements which could contribute towards the capital costs through a low cost loan which can be paid back – in part – through the energy savings. A revolving fund would allow the capital repayments to be recycled into new projects boosting the long-term benefits.

SWLEP are a source of wide ranging business advice to help local businesses grow and improve productivity. The SWLEP will work the Growth Hub to expand its offer to include low carbon growth and SME energy efficiency. This would include tailored support and guidance to help on reducing

energy use and signpost to relevant grants and offers.

3.4.3 SWLEP actions

Action/project	Timeframe	Intervention description
Embedding low carbon growth in the LEP's decision making	Short	Integrating the energy priorities into plans, programmes, funding streams, procurement and services to be delivered using a consistent and transparent criteria-based approach. Proactive actions to expand energy activities could include: • Hydrogen technology to be included in Local Industrial Strategy process. • Energy funding sought through Local Growth Deals • Energy considered in the local skills and digital strategies Review of funding streams - review how existing and proposed funding streams aligned with local energy priorities.
Building SWLEPs capacity to deliver the energy strategy	Short	Step-change in SWLEP capacity to deliver energy strategy actions, including access to energy expertise as well as officer time and resources.
Energy advice and information	Medium	Energy to be integrated into SWLEP supported business advice services. To include advice and information to encourage SME action on low carbon growth. Facilitating and communicating funding and grant opportunities.
Energy efficiency investment fund	Medium	Establish a revolving fund providing low cost finance for SME energy efficiency measures and technical assistance.

3.4.4 Low carbon construction and development

The legislative context for enhanced energy standards has recently been clarified and makes it clear that local authorities are able to set higher standards than the national ones. Legal interpretation indicates that existing powers enable energy performance standards equivalent to Code for Sustainable Homes Level 4, equivalent to a 19% reduction on current Building Regulations[58]. There are also grounds for more ambitions housing energy performance standards which several authorities have pursued. There are no limits on standards for non-domestic developments, like offices and commercial buildings, as well as 'places' like at the level of a neighbourhood masterplan for example.

The draft revisions to the NPPF, the Clean Growth Strategy and the Prime Minister's statement targeting a halving of energy use in new commercial and residential buildings[59] make the direction of government policy unambiguous. The government has made a commitment to review the national energy standards and has signalled a future consultation on an updated building regulations and technical guidance on how to meet them.

The existing powers enabling a 19% reduction on current Building Regulations is one which the UK's construction industry has considerable experience in delivering. The UK Green Building Council estimate that as of early 2018 around 107,000 homes have already been built to Code for Sustainable Homes Level 4 in England – the equivalent energy standard.

It does not require a radically different approach to design and can be met with enhanced insulation, glazing, airtightness and high efficiency heating. The estimated cost for this approach is between £2-3k for a mid or end terraced home up to £5-6k for a detached house. It can also be met in the majority

[58] TCPA, 2018, Planning for Climate Change A Guide for Local Authorities
[59] https://www.businessgreen.com/bg/news/3032709/pm-pledges-aims-to-halve-building-energy-use-by-2030

of cases through roof top solar PV and potentially at lower upfront cost to the developer. Some local authorities are stipulating a proportion of energy or carbon saving from renewables to deliver this.

3.4.5 SWLEP actions

Action/project	Timeframe	Intervention description
Ensuring that SWLEP funded infrastructure & development is low carbon	Short	SWLEP funding is prioritised for low carbon infrastructure and development using a consistent and transparent criteria-based approach. For high profile projects the SWLEP will adopt higher energy performance standards and will collaborate with development partners to deliver low carbon exemplars.
Pressing for higher energy standards and sustainable construction	Medium	Support to LAs in setting efficiency standards through higher buildings energy performance standards.

4 Targets

To be added

5 Next steps

SWLEP will need to identify the funding and resources to kick-off the delivery of the energy strategy. This should begin with an energy champion in a senior position at SWLEP who will have responsibility for promoting the energy strategy, for embedding energy into SWLEP's decision making and for implementing the strategy. This leadership will be a pre-requisite to success.

The BEIS local energy team are making a set of tools available to SWLEPs and Hubs to help increase their capacity to develop detailed investment business plans as well as their ability to monitor and evaluate the implementation of the strategy. These include cost benefit analysis endorsed by HMT, a review of ERDF low carbon funding and recommendations for future funding, and national benchmarking of energy and low carbon activity by LEPs and city regions.

Each proposed action has been assigned a lead organisation and SWLEP should now work with its partners to assign individuals to own each action along with support, funding and oversight processes. It will also need to establish governance arrangements that potentially includes the local authorities and the South West Energy Hub in the steering group. Mechanisms should be in place to give voice to business and local energy stakeholders.

The South West Energy Hub has recently been established in Bristol under the responsibility of the West of England Combined Authority and there is some flexibility in how it will operate. There are resources available to fund around four full time equivalent posts for an initial two years of operation. These could be based in Bristol or could be located across the South West. They could be energy generalists or technology sector specialists. SWLEP should proactively engage in shaping the South West Energy Hub so that it can best meet Swindon & Wiltshire's needs and the delivery of the energy strategy priorities.

Appendix A: Summary of SWLEP energy strategy actions

Smart grids and mitigating constraints

Action/project	Timeframe	Intervention description	Impact / outcomes	Delivery lead / partners	Resources
Strategic energy infrastructure investment plan	Short	Identify energy infrastructure projects prioritising investments that help deliver development/business growth, but also generation. This would indicate the nature of the constraint and the options for overcoming it, prioritising clean and flexible solutions.	Creates the basis for effective decision making and delivery of network improvements	SWLEP / LAs	SW energy hub, ERDF TA
DNO strategic collaboration	Short	Enhanced strategic collaboration with SSE to improve the sharing of knowledge, included future energy demand from site allocations, pre-planning enquiries and site planning progress.	Improved coordination of infrastructure planning, development and delivery. Support for strategic energy infrastructure investment plan	SWLEP / SSEN, strategic developers	SWLEP officer time
Positive planning for energy storage	Short	Creating a positive planning and investor (ie; end-user engagement) framework for energy storage will encourage development to come forward where need is greatest. This can help reduce local network constraints and bring forward the benefits of DSO over the medium term.	Improved investment climate for energy storage. Commercial energy storage addresses local network constraints.	SWLEP / LAs	LA officers, SW energy hub
On-site flexibility to overcome grid constraints	Medium	Encouraging use of flexible connections, private wire and clean on-site generation to bring forward constrained developments at lower cost and to allow businesses to overcome electricity-related constraints to growth. SWLEP provides advice or technical support. This could also include direct support to pathfinding projects (on-site generation, storage or DSR) for replication.	Overcome the energy-related constraints to the development of strategic sites and to the growth of business at lower cost using new technology. Creates the enabling environment for improved grid utilisation and low carbon generation.	SWLEP / SSE, Growth Hub, Industry groups	Private and SWLEP

Action/project	Timeframe	Intervention description	Impact / outcomes	Delivery lead / partners	Resources
De-risking strategic employment sites	Medium	Strategic investments in site grid infrastructure, prioritising flexible and smart grid energy technology, to make development sites more attractive to inward investment	Overcome the energy-related constraints to the development of strategic sites at lower cost using new technology.	SWLEP / Site developers, land owners, energy service providers	Local Growth Fund, housing funds
Network innovation	Long	Explore options with SSE for network innovation projects to address local challenges or exploit opportunities. Active engagement to bring DSO pilots to Swindon and Wiltshire.	Investment in innovation addresses local network related issues.	SWLEP / SSE	Ofgem network innovation competitions

Hydrogen technology innovation and deployment

Action/project	Timeframe	Intervention description	Impact / outcomes	Delivery lead / partners	Resources
Grow the hydrogen economy	Short	Comprehensive road map to growing hydrogen economy delivered by SWLEP to include: • Working with the Hydrogen Hub and collaboration with the Oxfordshire Hydrogen Hub • Strengthened relationships with industry • Encourage utilisation of hydrogen infrastructure • Lobby government to increase the funding available for hydrogen deployment • Attract technology innovation funding	Increased jobs, GVA and growth in high technology sector. Encourage further clustering of specialist businesses and growth of supply chain. Enhancing the local reputation for hydrogen activity.	SWLEP or Hydrogen Hub	SWLEP
Hydrogen infrastructure & deployment	Medium /long	Maintain and grow hydrogen infrastructure in response to new deployments and emerging demands, including the generation of green hydrogen. Support the deployment of hydrogen transport applications, potentially including fuel cell forklifts, vans and HGVs in distribution centres and logistics operations.	Increase the use of hydrogen existing refuelling infrastructure Infrastructure in place to support growth in hydrogen applications. Enhancing the local reputation for hydrogen activity.	SWLEP or Hydrogen Hub / Oxfordshire HH	Hydrogen for Transport Programme, BEIS Hydrogen Supply Programme

Action/project	Timeframe	Intervention description	Impact / outcomes	Delivery lead / partners	Resources
Hydrogen research and technology institutions	Medium	Build business case for a hydrogen focussed research and technology institution to be located within Swindon & Wiltshire or the surrounding region.	Increased innovation in the local hydrogen economy. Encourage further clustering of specialist businesses. Enhancing the local reputation for hydrogen activity.	SWLEP or Hydrogen Hub / OxLEP, WoE	
Hydrogen heating trials	Long	Support to hydrogen heat and fuel cell CHP demonstration projects, including direct support to demonstration projects at neighbourhood scale or in partnership with public sector organisations.	Deployment and demonstration of hydrogen applications beyond transport. Driving demand in the local hydrogen economy. Enhancing the local reputation for hydrogen activity.	SWLEP or Hydrogen Hub	

The transition to new energy vehicles

Action/project	Timeframe	Intervention description	Impact / outcomes	Delivery lead / partners	Resources
EV charging infrastructure plan	Short	EV charging plan to establish a strategic basis for the deployment of an EV charge point network across Swindon & Wiltshire that compliments and supports private sector installations and meets the needs of rural areas to ensure broad access and equity. Links to be made to the strategic energy infrastructure investment plan. This could identify the need for further actions such as the installation of charge points at workplaces and the electrification of company vehicle fleets.	Creates the basis for effective decision making and delivery of EV charging network. Accelerated uptake of EVs.	SWLEP / LAs, Charge point operators, PPS	SW energy hub, ERDF TA
Grow and maintain the public EV charge point network	Medium	Deliver a comprehensive EV charge point network in Swindon & Wiltshire, including: • Public sector estate and transport nodes • Rural EV charge points • Helping businesses to deploy EVs Explore how charge points on public sector estate could be built,	Delivery of EV charging network Accelerated up take of EVs. Collection of funds to deliver a quality service and increased value from chargers already installed Rural access to the benefits of EVs.	SWLEP / LAs, Charge point operators, local business	Charging Infrastructure Investment Fund, On-street Residential Chargepoint Scheme, private

Action/project	Timeframe	Intervention description	Impact / outcomes	Delivery lead / partners	Resources
		operated and maintained using charge point operators. Establish governance mechanisms to ensure an equitable and accessible network is maintained and that it adapts to need for expansion and technology developments. Ensure that information about the availability and status of charge points is accessible through a range of sources and apps.			
Support the roll out of high power EV chargers	Medium	A core network of high power rapid chargers at petrol stations and transport node car parks will be key enabler for widespread EV uptake. This may be constrained by available grid capacity. Targeted network investments to help overcome grid constraints where necessary.	Enabling the deployment of a core network of high power chargers.	SWLEP / SSE, service stations	Charging Infrastructure Investment Fund, private
Convert the public sector fleet to new energy vehicles	Medium	Direct support for shifting public sector vehicle fleet to new energy vehicles in Swindon & Wiltshire across the LA, police, NHS etc.) Support the rollout of associated charging and refuelling infrastructure.	Reduced public sector operating costs. Provides opportunity for technology demonstration, such as hydrogen vehicles. Catalyse the transition to new energy vehicles in the public sector. Increase the use of hydrogen existing refuelling infrastructure	SWLEP / LAs, Hydrogen Hub	Public sector capital spending, Clean Growth Strategy implementation funds
Deploy electric buses and taxis	Medium	Electric buses and taxis are becoming a cost effective option. SWLEP to engage in investment planning for local public transport and support to bus fleet upgrades. Electric vehicle subsidies for tax drivers. Package of incentives could include purchase rebate and reduced licencing fees.	Public transport vehicles upgraded. Catalyse the transition to new energy vehicles in public transport.	SWLEP / LAs, bus/taxi operators	Low Emission Bus Scheme, Ultra low emission bus scheme
Hydrogen refuelling stations	Short/ Medium	Complete deployment of 2 refuelling stations. Maintain and grow the hydrogen infrastructure network in response to new deployments and emerging demands. Explore how partnerships can deliver a wider network of refuelling stations, such as along the M4 corridor	Infrastructure in place to support growth in hydrogen applications.	SWLEP / Hydrogen Hub, Oxfordshire HH	
Charging infrastructure as part of new developments	Medium	Promote a planning requirement for EV charging infrastructure in new strategic developments. Building in EV charging as part of development masterplans will ensure that high quality and accessible infrastructure is designed in	New developments future proofed. Accelerated up take of EVs	LA / SWLEP	Developers

Action/project	Timeframe	Intervention description	Impact / outcomes	Delivery lead / partners	Resources
		from the outset.			

Low carbon growth

Embedding low carbon growth in the SWLEP's decision making

Action/project	Timeframe	Intervention description	Impact / outcomes	Delivery lead / partners	Resources
Embedding low carbon growth in SWLEP's decision making	Short	Integrating the energy priorities into plans, programmes, funding streams, procurement and services to be delivered using a consistent and transparent criteria-based approach. Proactive actions to expand energy activities could include: • Hydrogen technology to be included in Local Industrial Strategy process. • Energy funding sought through Local Growth Deals • Energy considered in the local skills and digital strategies • Review of funding streams - review how existing and proposed funding streams aligned with local energy priorities.	Mainstreams energy into SWLEP decision making and activity.	SWLEP	SWLEP
Building SWLEPs capacity to deliver the energy strategy	Short	Step-change in SWLEP capacity to deliver energy strategy actions, including access to energy expertise as well as officer time and resources.	Improved delivery of energy investments, increase in funding awards and accelerated progress with actions.	SWLEP / Energy Hub, PPS	SWLEP / Energy Hub
Energy advice and information	Medium	Energy to be integrated into SWLEP supported business advice services. To include advice and information to encourage SME action on low carbon growth. Facilitating and communicating funding and grant opportunities.	Increased SME uptake of energy efficiency and low carbon technology.	Growth Hub	SWLEP
Energy efficiency investment fund	Medium	Establish a revolving fund providing low cost finance for SME energy efficiency measures and technical assistance.	Increased SME uptake of energy efficiency.	SWLEP	ESIF

Action/project	Timeframe	Intervention description	Impact / outcomes	Delivery lead / partners	Resources
Ensuring that SWLEP funded infrastructure & development is low carbon	Short	A consistent and transparent criteria-based approach established to ensure that low carbon priorities are taken into account in all SWLEP investment decision-making Collaborate with partners to ensure that high profile projects adopt higher energy performance standards and are low carbon exemplars.	SWLEP investments and supported development is consistent with local energy priorities and the long term emissions trajectory. Enhanced reputation for Swindon & Wiltshire.	SWLEP	All SWLEP investments
Pressing for higher energy standards and sustainable construction	Medium	Support to LAs in setting efficiency standards, through higher buildings energy performance standards.	New construction is low carbon and ensures that increases in energy demand and emissions are minimised from the outset.	LA / SWLEP	Developers

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Swindon & Wiltshire LOCAL ENTERPRISE PARTNERSHIP	**Board Meeting 28 November 2018 Paper Number 5.2**

Security Level:	Confidential ☐	Restricted ☐	Unclassified ☒	Commercially Sensitive ☐

Meeting & Date:	SWLEP Board Meeting – Wednesday, 28 November 2018		
Subject:	Energy Strategy		
Attachments:	SWLEP Local Energy Strategy		
Author:	Paddy Bradley	**Total no of sheets:**	63

Papers are provided for:	Approval ☒	Discussion ☐	Information ☐

1. Purpose

1.1. The SWLEP received a grant of £40,000 from the Department of Business Energy and Industrial Strategy (BEIS) to produce an Energy Strategy for the area.

1.2. This report recommends the Energy Strategy to the Board for approval.

2. Summary

2.1. This energy strategy marks the beginning of a deeper engagement in the energy sector by the Swindon & Wiltshire Local Enterprise Partnership (SWLEP). It aims to overcome energy-related constraints to economic development and builds on the area's strengths to grow the low carbon economy.

2.2. The transition to a low carbon economy presents a huge opportunity. By actively engaging with it the SWLEP can improve productivity and boost exports, create higher value jobs and deliver new infrastructure. The energy strategy provides an overarching framework for delivering local energy priorities and sets a road map towards achieving them. The following objectives have shaped the preparation of the energy strategy:

2.2.1. taking steps to grow the low carbon economy and upgrading energy infrastructure in order to enable growth;

2.2.2. delivering the existing local priorities identified in SWLEP's Strategic Economic Plan to 2026 as well as those of Swindon Borough Council and Wiltshire Council;

2.2.3. aligning with the direction and intent of national policy, reflecting the Clean Growth Strategy and the clean growth elements of the Industrial Strategy; and

2.2.4. making a contribution towards our national climate change commitments, ensuring Swindon & Wiltshire help meet the carbon budget

2.3. The work included assembling a considerable evidence base which was used to identify the specific priorities for the area.

SWLEP's strategic energy priorities

2.4. SWLEP is committing to concerted and sustained action to grow the local low carbon economy. Its priorities have been established through analysis of the evidence collected and through stakeholder consultation. They combine distinctive interventions that respond to the characteristics of the local economy, like hydrogen technology, with a recognition that SWLEP should also support clean growth across all sectors, contributing to a diverse, productive and clean local economy over the long term. It also recognises that there many opportunities to take advantage of new and cleaner energy technology that will be common to LEPs across the country where shared efforts can deliver infrastructure that secures the benefits of new energy technology.

2.5. SWLEP's strategic energy priorities are:

Smart grids and mitigating constraints

2.5.1. The lack of affordable access to electricity network capacity is a constraint to new development in Swindon and Wiltshire. Without access to grid capacity growing businesses might decide to expand elsewhere and new employment sites fail to come forward. Accelerating the development of a clean, flexible and resilient power system unlocks economic growth. Investing in strategic energy infrastructure will make Swindon & Wiltshire a more attractive place to establish and grow a business. This strategic priority can help enable a wide range of energy activities and aligns strongly with the SWLEP priorities and remit.

Hydrogen technology innovation and deployment

2.5.2. Swindon and Wiltshire can be a nationally significant leader in hydrogen technology. SWLEP will grow the existing cluster of hydrogen technology businesses, it will work with neighbouring LEPs and local authorities to increase hydrogen innovation and will support trials that deploy hydrogen to enable new commercial applications. SWLEP will support hydrogen fuel cell passenger cars as part of its comprehensive approach to new energy vehicles.

The transition to new energy vehicles

2.5.3. A low carbon transport revolution is underway and new energy vehicles – battery electric and hydrogen fuel cell vehicles - are becoming increasingly commonplace. A comprehensive network of charging infrastructure and fuelling stations will accelerate the transition and will make sure that new energy vehicles are a viable option in both urban and rural areas. SWLEP will

also help add new energy vehicles into the public sector fleet and in public transport, starting where whole life benefits are greatest.

Low carbon growth

2.5.4. The aim of SWLEP is to stimulate local growth and increase productivity. Looking ahead, the low carbon economy will be increasingly integral to that. SWLEP will support clean growth in the business community and it will help Swindon and Wiltshire deliver a sustainable physical growth pattern, consistent with the long-term decarbonisation pathway. This will include embedding low carbon growth in SWLEP's decision making and supporting low carbon construction and development.

2.6. A summary of the SWLEP energy strategy actions is presented in Appendix A of the attached Energy Strategy.

2.7. The strategy requires some further study to develop an appropriate suite of targets to measure its performance and the effectiveness of the implementation plan. It is proposed to bring back the targets for Board approval in January in a report which will also ensure the actions are linked to the achievement of the targets.

2.8. The work to produce the Energy Strategy was co-ordinated by a working group led by Mark Smith on behalf of the SWLEP Board. The membership of the group included businesses, community energy groups, officers from Swindon Borough Council and Wiltshire Councils and staff from the SWLEP Secretariat.

2.9. Ricardo Energy & Environment with BVG Associates was commissioned by Swindon & Wiltshire LEP to produce the local energy strategy. Ricardo Energy & Environment is a leading environmental consultancy. BVG Associates is an independent renewable energy consultancy based in Swindon.

3. Recommendations

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

3.1. Approve the strategic priorities of the Swindon and Wiltshire Local Energy Strategy;

3.2. Require a further report to be presented at the Board meeting in January 2019 for approval which includes a suite of appropriate targets and an updated set of actions.

4. Appendices

4.1. **Appendix 1- The SWLEP Local Energy Strategy**

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Swindon & Wiltshire LOCAL ENTERPRISE PARTNERSHIP	**Board Meeting** **28 November 2018** **Paper Number 6.1**

Security Level:	Confidential ☐	Restricted ☐	Unclassified ☒	Commercially Sensitive ☐

Meeting & Date:	SWLEP Board Meeting – Wednesday, 28 November 2018		
Subject:	Chairman's update		
Attachments:	None		
Author:	John Mortimer	**Total no of sheets:**	2

Papers are provided for:	Approval ☐	Discussion ☐	Information ☒

Meetings attended by John Mortimer, SWLEP Chairman,
between 19 September and 21 November 2018

19 September	Chaired SWLEP Board Meeting, Chippenham
	Attended meeting with Mike Cherry, FSB Chair, Salisbury
20 September	Attended South Wiltshire Economic Task Force meeting with John Glen MP, Salisbury
21 September	Attended official opening of Porton Science Park, Salisbury
25 September	Spoke at Business Insider Business Breakfast, Swindon
	Attended SWLEP Incorporation Meeting, Clark Holt Offices, Swindon
1 October	Attended South West LEP Chairs' and CEOs' meeting, Gloucester University
3 October	Attended meeting with Jorn Jenson and executive team, Dyson, Malmesbury
4 October	Attended SWLEP Annual Conference, Longleat
10 October	Chaired National Assurance Framework working group, BEIS, teleconference
16 October	Chaired SWLEP Growth Hub Governance Group, Monkton Park, Chippenham
17 October	Attended International Trade Banquet, Mansion House, London
19 October	Chaired SWLEP Higher Education (HE) Task Group Meeting, Wiltshire College, Chippenham
20 October	Attended the Enthronement of the Bishop of Bristol, Bristol Cathedral
23 October	Gave evidence at House of Lords Select Committee on the Rural Economy, London

26 October	Attended Wiltshire College Degree Awards, Salisbury Cathedral
30 October	Attended meeting with Lord Kimble, DEFRA, London
2 November	Attended Salisbury Recovery Meeting with John Glen MP, Salisbury Attended Wiltshire College photo shoot, for start of Salisbury campus project
7 November	Chaired SWLEP Business Representative Organisations' Group (BROG) Meeting, hosted at Wavin, Chippenham
	Attended launch of Armed Forces Weekend 2019 Dinner, Larkhill, Salisbury
14 November	Chaired SWLEP Commissioning Group Meeting, Chippenham
	Chaired National Assurance Framework working group, BEIS, London
21 November	Attended National Local Industrial Strategy working group, BEIS, London
27 November	Attended South West LEPs' Chairs' and CEOs' meeting, London
	Attended LEP Network National workshop, BEIS, London

Various meetings with SWLEP team members and Director over the period, including fortnightly update meeting with the Director.

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Swindon & Wiltshire LOCAL ENTERPRISE PARTNERSHIP	**Board Meeting 28 November 2018 Paper Number 6.2**

Security Level:	Confidential ☐	Restricted ☐	Unclassified ☒	Commercially Sensitive ☐

Meeting & Date:	SWLEP Board Meeting – Wednesday, 28 November 2018		
Subject:	Director's Report		
Attachments:	Marketing and Communications report		
Author:	Paddy Bradley	**Total no of sheets:**	11

Papers are provided for:	Approval ☐	Discussion ☐	Information ☒

1. **Purpose**

1.1. The Chairman has requested that a report of this nature be included in each Board meeting agenda to keep members fully informed of the varied activity of the Swindon and Wiltshire Local Enterprise Partnership (SWLEP).

1.2. This report updates members of the Board on current activity of the SWLEP.

2. **Summary**

2.1. The report summarises activity concerned with SWLEP areas of focus.

2.2. The report lists business visits and the regular operational activity involved in the role of Director of the SWLEP. There is key information about the SWLEP's forthcoming Annual Performance Review carried out by the Cities and Local Growth Unit. This review will take place in early January 2019 and is very important for the future confidence of the Government to support investment in this area. There is advance notification of the intention to bring a draft business plan for 2019-20 to the Board meeting in January 2019.

2.3. The updates to current work include:

2.3.1. Institute of Technology;
2.3.2. Local Industrial Strategy;
2.3.3. Rail Strategy; and
2.3.4. Marketing and Communications.

3. **Recommendation**

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

3.1. Note the update on current activity.

4. **Detail**

4.1. The Director has represented the SWLEP at the following events:

Programme and Governance meetings

- SWLEP Annual Conference
- Commissioning Group
- Joint Scrutiny Task Group (two meetings)
- Monthly meetings with SWLEP BEIS Local Relationship Manager
- Salisbury Economy Recovery Group (three meetings)
- South Wiltshire Economic Task Force (two meetings)

Priority theme sub groups

- Skills and Talent Sub Group
  - Higher Education Task Group
  - Careers Summit
- Business Development Sub Group
  - Growth Hub Governance Group
  - Quarterly meeting of Business Representative Organisations Group (BROG)
  - Inward Investment Governance Group
- Transport Sub Group
  - Rail Strategy steering group
- Digital Capabilities Sub Group
- Energy Strategy Working Group
- Industrial Strategy Working Group

- Meeting with senior Wiltshire Council officers and business leaders about high value employment sites in South Wiltshire.
- Meeting with Wiltshire Council senior officers about development opportunities in Chippenham
- Keep-in-touch meeting with the CEO of Swindon Borough Council and senior officers
- Clark Holt solicitors concerning route to incorporation
- Meetings with partners to put together a bid for ERDF support to Growth Hub activity

External events

- LEP Network meetings concerned with:
  - DEFRA – the Director chairs a regular meeting with officials from DEFRA and BEIS and LEPs with a focus on the economy within rural areas.
  - BEIS – developing the new National Assurance Framework to operate from April 2019 (meeting chaired by the SWLEP Chairman)
  - Quarterly meeting of LEP Executives
  - Joint meeting of LEP Executives and Chairs

- Quarterly meeting of the Business and Economy Group hosted by Business West
- Switch on to Swindon Place Board – the Director is replacing the SWLEP Deputy Chairman on the Board
- GWR breakfast event – Swindon goes electric – to celebrate electrification reaching Swindon
- The future of Swindon and Wiltshire – breakfast meeting arranged by Insider Magazine
- three radio interviews, two with BBC Wiltshire, one with 105.5 FM Community Radio
- Presented at the inaugural North Wiltshire Sustainability Conference
- Gave a speech at the launch of the new manufacturing facility for Recycling Technologies
- Official opening of the Porton Science Park
- Regular meetings with the South West LEPs Chairs and Executives
- Meeting with LEP Executives and council officials from South East Wales cities on the M4 corridor
- Meeting with new lead for the BEIS-funded South West Energy Hub
- Salisbury Young Chamber – Dragons' Den event for entrepreneurs
- National Literacy Trust hosted by W H Smith
- A420 Users Group

4.2. **Business visits and meetings**

- TM Group – a fintech company
- Social Enterprise Network – providing SWLEP financial support of £1,000 to aid the establishment of the network
- Rotaval – engineering company
- Wasdell – packaging and pharmaceuticals
- Insider Magazine – business publication
- New Business – online newsletter which summarises new business deals and other information
- Nationwide – financial services
- GWR – rail franchise holder
- Chalke Valley Mobile – telecommunications company
- MOD Tidworth
- Two film production companies
- Sinewave Energy Solutions – renewable energy company
- Render Media – Virtual Reality communications company
- ConnectsU- application development company supporting careers education
- Hartham Park – digital support and business incubator
- UK Space Agency – research organisation

4.3. **Annual Performance Review**

4.3.1. We have received guidance to support the Annual Performance Review of the SWLEP. The process and requirements are more transparent than last year.

4.3.2. The outcome will be a judgement on each of three aspects of performance – Governance, Delivery and Strategy – and an overall judgement. The scale is Exceptional; Good; Requires Improvement and Inadequate. If we are assessed as requires improvement or inadequate in any of the scores for Governance, Delivery and Strategy, we will be directed to produce an action plan to ensure improvement. In addition, the Cities and Local Growth Unit is carrying out compliance checks against the current National Assurance Framework and recommendations of the Mary Ney Review by assessing our website. Any issues identified will be raised with us and we will have five days to make any necessary modifications. We will be given a "Compliant/Non-Compliant" judgement too. Non – compliance means that the Governance judgement can be no better than Requires Improvement. The compliance checks are underway now.

4.3.3. A LEP which is judged Non-Compliant with an overall judgement of Requires Improvement or Inadequate is likely to be subject to a deep dive review. It is also possible that the Cities and Local Growth Unit will carry out deep dives in LEPs with higher overall judgements in order to widen its knowledge of the system.

4.3.4. We are negotiating a time for our Annual Performance Review meeting. We have been given a slot in the w/c 7 January 2019, with Thursday 10 January looking a possibility, requiring the fewest diary rearrangements. Attendees from our side are the SWLEP Chairman, the s151 Officer for the Accountable Body, the SWLEP Programme manager with responsibility for Delivery and the SWLEP Director. The Government representatives will be the BEIS Regional Director and the Area Lead. I have requested an additional BEIS representative from outside our area as BEIS has said it will do this wherever possible in order to increase independence of judgements. I have raised my concerns that if this does not happen in all areas there is a risk of inconsistency in judgements.

4.3.5. We have tasks to complete before the review meeting:

- Self-evaluation
- Section 151 Officer Assurance statement
- SWLEP Governance Assurance Statement

4.3.6. The performance review assessments will be subject to moderation with final judgements confirmed in February/March.

4.4. **Annual Business Plan 2019-2020**

4.4.1. The business plan will include the activity covered by projects funded by the Local Growth Deal (including Higher Futures), the Growth Hub, European Structural Investment Funds, Local Industrial Strategy, Growing Places Infrastructure Fund and the Careers Enterprise Company. In addition, the plan will include business development activities supporting the establishment of the SWLEP as a company limited by guarantee.

4.5. **Institute of Technology**

4.5.1. The final bid for a £17m project has been submitted to Government. The project team led by Swindon College has worked very effectively to deliver a high-quality bid under considerable time pressure.

4.5.2. The work has been developed in a way which has shown the considerable benefit that can be accrued by involving businesses in the leadership and governance of an educational project.

4.5.3. The next stage is to find out if we have been selected for interview in February with final outcomes known by March 2019.

4.6. **Local Industrial Strategy**

4.6.1. We are planning a series of workshops for businesses we believe will have the most interest in our "big ideas". We aim to hold the first meeting in December on Hydrogen Technology.

4.7. **Rail Strategy**

4.7.1. The Commissioning Group has received a presentation on the initial findings and the next steps in the production of a Rail strategy for Swindon and Wiltshire.

4.7.2. The brief for the consultants developing the strategy was to assess the economic contributions of new service provision, identify infrastructure needs to support service expansion and to provide the SWLEP with investment priorities ranked in order of economic gain.

4.7.3. The estimated completion date is early 2019.

4.8. **Marketing and Communications**

4.8.1. The report from the Interim Head of Marketing and Communications is attached at Appendix 1.

4.8.2. The report covers online activity, response to the Annual Conference and media coverage

Appendix 1 – Marketing and Communications

1. Purpose

1.1. The report updates Board members on the marketing and communications activity of the SWLEP.

2. Summary

2.1. Online engagement continues to grow – website traffic increased by 25% and Twitter activity remained strong at 36.9k impressions in September and October

2.2. A successful online and offline marketing campaign delivered 312 registrations for the Swindon & Wiltshire Business Growth Summit, 62% of which were from small and micro businesses. This was an increase of 79% in numbers registered from 2017's event

2.3. Our engagement with the media remains strong with an interview on BBC Wiltshire's Breakfast programme and coverage in the South West Business Insider Magazine.

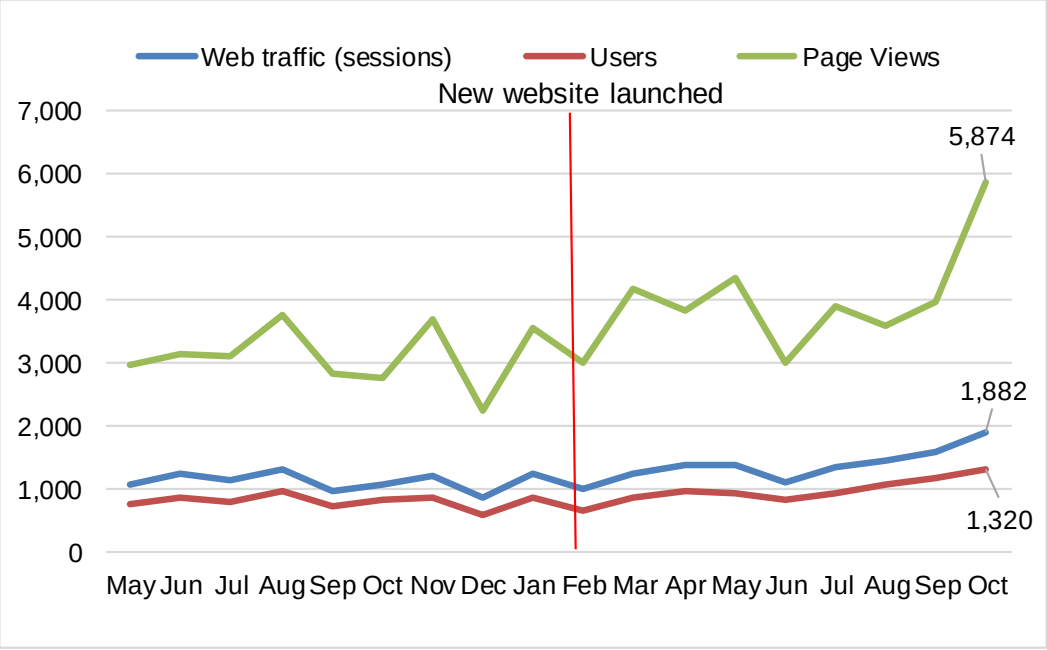
3. Recommendations

3.1. This paper is for information only.

4. Detail

4.1. Online Engagement

4.1.1. SWLEP Website



	Sep-Oct '17	Jul-Aug	Sep-Oct		Y-o-Y
Web traffic (sessions)	2,029	2,765	3,469	25%	71%
Users	1,540	1,976	2,501	27%	62%
Page Views	5,595	7,508	9,856	31%	76%
Avg. Session Duration	-	00:03:04	00:03:44	22%	n/a

- Website traffic increased by 25% in the period Sep-Oct'18 with 3,469 sessions (the period of time a user is actively engaged in the site);
- Comparing the performance year-on-year, engagement via the SWLEP website has noticeably increased. Page views have increased 76% y-o-y to a record high for the last twelve months of 5,874 in Oct. This was driven by the marketing campaign for the Business Growth Summit.

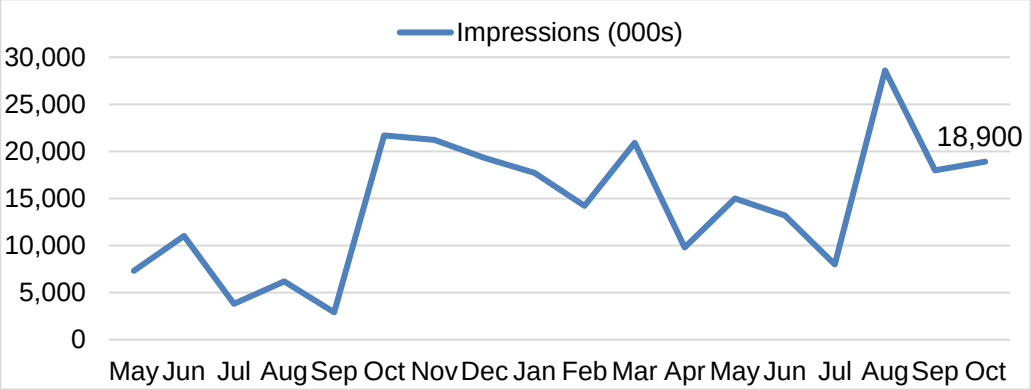
- The top pages in the period September to October 2018 were:

	Page views
swlep.co.uk/	913
/documents	251
/about/who-we-are	238
/contacts	176
/projects	172
/news	165
/news/news-story/business-growth-summit-speakers-confirmed	85
/about/what-we-do	76
/about	64
/about/who-we-are/adviser-profiles/alistair-cunningham	60

In Progress

- Development work including pages for our Strategic Economic Objectives for related news, events and documents including agendas and minutes of Subgroup meetings
- Improvements to the top-level navigation and search functionality

4.1.2. Social media - Twitter



	Jul-Aug	Sep-Oct		Followers
Tweets	37	44	16%	2,434
Retweets	91	65	-40%	
Impressions	36,600	36,900	1%	

- Twitter activity increased to 36.9k impressions in September and October, an increase of +1% on the previous two months. The tweet with the highest impressions (4,540) was on 11 September.

- The top Tweets are shown below:

Top Tweets	**Impressions**
Our Director Paddy Bradley talking about #zeroemissions vehicles and #Swindon & #Wiltshire thriving economy at the world's first #zeroemissions vehicle summit: https://goo.gl/YuR4MF #CleanGrowth #FutureofMobility #IndustrialStrategy @SwindonPower @HydrogenHub @HMGSouthWest pic.twitter.com/iSVJzDCjZa	4,540
Tweet #SWLEP2018 if you are joining us for the #Swindon & #Wiltshire Business Growth #Summit @longleat today #networking #business #ThursdayThoughts '@SW_GrowthHub @HigherFuturesUK @TBESW @bw_businesswest @giloindustries @RecyclingTech @LandfordStone @AnthonydeSouza @johnglenuk pic.twitter.com/h0Lx7DLmKk	1,508

Top Tweets	Impressions
Thanks to our speakers @giloindustries @johnglenuk @HigherFuturesUK @RecyclingTech @TBESW @LandfordStone @AnthonydeSouza @johnglenuk @HydrogenHub and all our #exhibitors for attending today #SWLEP2018	1,195
PM says UK will "lead from the front" on development of zero-emission cars as she addresses the world's first #zeroemissions vehicle summit #ZEVSummit #CleanGrowth #FutureofMobility #IndustrialStrategy @OLEVgovuk @transportgovuk @HMGSouthWest @SW_GrowthHub @JLR_News @HydrogenHub pic.twitter.com/iN3voQNpkI	1,126
South #Wiltshire Recovery Plan update from @wiltscouncil #SWLEP2018 pic.twitter.com/XiJUVagEri	983

- Our LinkedIn audience and engagement continues to grow with regular weekly connection requests. Our audience currently stands at 1,637 connections.

4.2. Marketing

4.2.1. Telemarketing and email marketing campaign underway to generate appointments for the Higher Futures team with employers in Swindon and Wiltshire.

4.2.3 Work in progress includes:

- An ebook focussed on Swindon & Wiltshire's Inward Investment Offer to be published in December 2018;
- Growth Hub Marketing Campaign delivery plan being developed following the presentation of a marketing strategy to the Growth Hub Governance Group;
- Increasing the publication of B2B articles to businesses and introducing new e-newsletters to Board Members and MPs.

4.3. Engagement

4.3.1. Swindon & Wiltshire Business Growth Summit and 2018 Annual Conference

- This event was held at The Longhouse, Longleat on 4 October 2018
- A successful marketing campaign including press releases, e-newsletters, online articles and a social media campaign delivered 312 registrations for this event, 62% from small and micro businesses employing less than 50 people.
- There was a 79% increase in numbers registered from 2017 to 2018 and 71% of delegates that registered attended on the day
- Attendees included influential leaders and business people from the private and public sectors across Swindon & Wiltshire. Sectors represented include Manufacturing, Business Support, Construction, Marketing, IT and Professional

Services etc.). Delegates also attended from local and regional government bodies, education, training providers and not-for-profit organisations

- Almost half of the delegates completed the post event evaluation, with 88% rating their satisfaction with the conference as High (83% in 2017) and 10% Medium (17% in 2017)
- The event was a big success, with feedback from delegates including the following comments:

  "I never knew there was so much innovation going on in Wiltshire, long may it continue……See you next year"

  "Excellent opportunity to learn about what is going to affect us in Wiltshire and education for SMEs!

  "Generally, an excellent event, inspirational speakers"

  "Brilliant! Very informative, looking forward to next year!"

4.3.2. Approaches being considered to look at identifying digital influencers in the core industry sectors of our economy and economic priorities, to develop clusters that will engage with and champion our Local Industrial Strategy

4.4. Communication

4.4.1. Development work on the SWLEP website to improve the accessibility of information and documents to enhance transparency and accountability. This includes new pages for sub-groups and the publication of agendas and minutes from their meetings.

4.4.2. The following press releases were issued to local media and published on our website:

- "A Fish Rots From the Head" says 75 Year-Old MD of Landford Stone" (10/9/18)
- Business Growth Summit Speakers Confirmed (11/9/18)
- World's First in Aviation Technology at Swindon & Wiltshire Business Growth Summit (13/9/18)
- Parajet Xplorer Sky Quad UK Launch at Swindon & Wiltshire Business Growth Summit (4/10/18)
- Three months for the price of one at the new Workshed Swindon (5/10/18)
- Innovation and Economic Growth Showcased at Summit (9/10/18)
- Government Officials from South Korea Visit Wiltshire (22/10/18)

4.4.2 Media interviews and coverage:

- 13/9/18 SWLEP Director Paddy Bradley interview on BBC Wiltshire Breakfast Show about the proposed Chippenham Gateway development

- Paddy Bradley featured in the Property Power 50 list in the September 2018 edition of the South West Business Insider magazine

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