

AGENDA

Board Meeting

Date: Wednesday, 23 January 2019
Venue: Committee Rooms, Monkton Park, Chippenham, SN15 1ER
Time: 12.30pm (with lunch) for 1pm meeting start

Membership:		Attendance
Board Members:	Amanda Burnside (AB) Col Andrew Dawes (AD) Doug Gale (DG) 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	Apologies Apologies
Advisors to the Board:	Alistair Cunningham (AC) Susie Kemp (SK)	To leave at 3pm Apologies
Observers to the Board:	Cllr Pauline Church (PCh) Cllr Oliver Donachie (OD)	
In attendance:	Paddy Bradley (PB) Ian Durston (ID) Tim Martienssen (TM) Leanne Sykes (LS) Philippa Venables (PV) Karen Leigh, BEIS Representative	
Guest(s):	Tom Dobrashian (TD) Rick Kavanagh – representing Col Dawes Alan Richell Leanne Kendrick	To leave at 3pm
Chairman:	John Mortimer (JM)	
Minutes:	Deborah House (DKH)	

Item	Timing	Topic	Paper No.	Lead	Type of Report
1.0	1pm	Welcome / Apologies / Conflicts of Interest		JM	
2.1	1.05pm	Draft Board Minutes of 28 November 2018	Paper 2.1	JM	
2.2		Matters Arising not covered in the agenda	Verbal	JM	

Item	Timing	Topic	Paper No.	Lead	Type of Report
		<ul style="list-style-type: none"> Letters to Homes England re Yarnbrook / West Ashton – letters sent and awaiting further response Southern Connector Road – HIF – process agreed between SBC and Homes England The Maltings Outline Business Case (OBC), delayed to a later meeting Briefing on Area Plans – delayed to a later meeting. Part 2 today covers some of the points of interest. 			
3.0	1.15pm	Submitted Questions	Paper 3.0	JM	
4.0	1.30pm	Local Growth Deal			
4.1	1.30pm	<ul style="list-style-type: none"> Commissioning Group Project Highlight reports 	Paper 4.1	ID	For information
4.2	1.40pm	<ul style="list-style-type: none"> Finance Report – Programme budgets 	Paper 4.2	ID	For information
4.3	1.50pm	<ul style="list-style-type: none"> Proposals for project funding in the South Wiltshire Recovery Plan 	Paper 4.3	PB / TD	For approval
5.0	2.10pm	Strategic Developments			
5.1	2.10pm	<ul style="list-style-type: none"> SWLEP Incorporation progress report 	Paper 5.1	DS	For information
5.2	2.20pm	<ul style="list-style-type: none"> Spending plan for additional funding 	Paper 5.2	DS	For approval
5.3	2.30pm	Economic Planning <ul style="list-style-type: none"> Energy Strategy key performance indicators 	Paper 5.3	PB	For approval
5.4	2.45pm	<ul style="list-style-type: none"> Rail Strategy update and position statement 	Paper 5.4	PW	For approval
6.0	3pm	SWLEP Core Activity			
6.1	3pm	<ul style="list-style-type: none"> Chairman's update 	Paper 6.1	JM	For information
6.2		<ul style="list-style-type: none"> Director's Report 	Paper 6.2	PB	For information

Item	Timing	Topic	Paper No.	Lead	Type of Report
7.0	3.05pm	AOB Date of next Board meeting: Wednesday, 20 March 2019 Kennet Room, County Hall, Bythesea Road, Trowbridge, BA14 8JN		JM	
		Future meeting dates: Thursday, 23 May 2019 The National Self-Build and Renovation Centre, Lydiard Fields, Great Western Way, Swindon, SN5 8UB 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 Committee Room 6, Civic Offices, Swindon Borough Council, Euclid Street, Swindon, SN1 2JH			
	3.10pm	Close of Part One of Meeting			
		Confidential Item The public are excluded from this part of the meeting under the terms of the Swindon and Wiltshire Local Enterprise Partnership Assurance Framework Appendix C, which describes reasons for exclusion of access by the public to meetings and /or reports. In this case the matters discussed will include a disclosure of confidential information.			
	3.10pm	Comfort Break			
8.0	3.20pm	Part Two of Meeting			
8.1	3.20pm	Chippenham developments - presentation	8.1	AR	
8.2	3:35pm	New Eastern Villages (NEV) - presentation	8.2	PV	
8.3	3:50pm	Discussion		ALL	
	4pm	Close of Part Two of Meeting			



Attending:	Board Members Amanda Burnside (AB) Doug Gale (DG) Shahina Johnson (SJ) John Mortimer (JM) - Chairman Alex Reed (AR) David Renard (DR) Peter Wragg (PW) – Deputy Chairman	In attendance Paddy Bradley (PB) Ian Durston (ID) Karen Leigh (KL), BEIS Tim Martienssen (TM) Philippa Venables (PV)
	Board Advisors Alistair Cunningham (AC) Susie Kemp (SK)	
	Board Observers Cllr Pauline Church (PCh) Cllr Oliver Donachie (OD)	
Apologies:	Baroness Scott of Bybrook OBE (JS) Adam Schallamach (AS) Col Andrew Dawes (AD) Mark Smith (MS) Leanne Sykes (LS), Wiltshire Council	
Guest(s):	Debby Skellern (DS), SWLEP Chris Ashton – representing Leanne Sykes Tim Dobrashian (TD), Wiltshire Council, Interim Director Economic Recovery Jeremy Holt - Clark Holt solicitors Phil Clement, SWLEP	
Chair:	John Mortimer	
Minutes:	Deborah House (DKH)	
Location:	Committee Room 6, Civic Offices, Swindon Borough Council, Euclid Street, Swindon, SN1 2JH	

Item	Narrative	Deadline
1.0	Welcome / Apologies / Conflicts of Interest	
	<p>The meeting opened at 9.45am. JM welcomed attendees to the meeting. In particular, welcomes were extended to Rick Kavanagh, who was representing Col Dawes, Chris Ashton, who was representing Leanne Sykes, Karen Leigh, the area representative from BEIS, Tom Dobrashian, the newly-appointed Interim Director of Economic Recovery from Wiltshire Council and Jeremy Holt from Clark Holt solicitors, who would be presenting in Part 2 of the meeting. Apologies were noted.</p> <p>JM reminded attendees of the Conflict of Interests policy:</p> <ul style="list-style-type: none"> and re-iterated his Conflict regarding Junction 17 and with a potential beneficiary of a GPIF loan; 	



Item	Narrative	Deadline
	<ul style="list-style-type: none"> • PW stated his Conflict regarding the LGF General Account for the Royal Artillery Museum (RAM); • AR and SJ stated their Conflict regarding the IoT, as both Catalent and Create Studios were named partners; • AB stated her Conflict regarding LGF3 and the ongoing projects for Wiltshire College at the Salisbury and Lackham campuses. <p>The Chairman advised the Board that Jonathan Webber had tendered his resignation. His businesses were expanding with a lot of international travel and he was unable to commit time to SWLEP. He would continue to work with SWLEP on the management of unmanned aircraft and aerospace. The Chairman would be writing to thank him for his support.</p> <p>SJ announced that she would also be stepping down and that this was her last Board Meeting. This was purely because of the capacity pressure on the Create Studios' team and she would like to continue to support the SWLEP as a technical advisor around the culture, digital, and place-shaping areas.</p> <p>The Chairman thanked SJ for her contribution over the past three and a half years and looked forward to continuing to work with her.</p>	
2.0	Review of Minutes and Matters Arising	
2.1	The minutes of the Board Meeting held on 19 September 2018 were reviewed and approved with a minor amendment on Page 1.	Jan 2019
2.2	<p>Matters Arising not on the agenda</p> <ul style="list-style-type: none"> • Board Members had received a copy of the SWLEP response to the question of potential LEP mergers raised by the Ministerial Review; • the Outline Business Case for Chippenham Station Hub would be covered under LGF reports; • identifying alternative projects in the pipeline in Salisbury and other SWLEP areas, where re-allocated funding could be used, was a Work in Progress which could be presented to the Board at the next meeting; • the “ensuring project delivery and spend” paper was not ready to be brought to this meeting, but would be brought to a future meeting; and • an update on the Institute of Technology (IoT) was given in the Director’s Report. A Stage 2 bid had been submitted and the effort underpinning the bid had been fantastic. The area had a strong case, with a good collective approach. Interviews would be held in February 2019 and, if invited, this would be seen as a good sign. The decision was anticipated in March 2019. 	
3.0	<p>Submitted Question</p> <p>A question had been received from Charmian Spickernell, representing CPRE, regarding Energy, the response to which had already been circulated. Mrs</p>	



Item	Narrative	Deadline
	<p>Spickernell had been unable to attend the meeting in person. A further question from her had been received regarding the production of a strategic plan to cover the area around M4 Junction 17 which serves Chippenham and Hullavington. It had not been received however in time for a response to be tabled at the meeting. SWLEP would involve Wiltshire Council colleagues in drafting a response.</p> <p>The Chairman thanked Mrs Spickernell for her additional question and advised that a private briefing on area plans was expected for Board members at the January meeting.</p>	<p>Jan 2019</p>
4.0	Local Growth Deal	
4.1	<p>Commissioning Group Project Highlight Reports</p> <p>ID spoke to the paper.</p> <p>Chippenham Station Hub Phases 5 (public realm / forecourt) and 1b (lift) of the project were underway. Phase 2 of the project included the multi-storey car park and office building at Sadlers Mead and a Heads of Terms had now been signed with Good Energy for its office building. The traffic survey had been completed and had shown pressures on the junction at the bottom of Station Hill, which would be mitigated with traffic lights. A comment was added which stated that any growth would put pressure on traffic systems. ID would seek clarification from the project team regarding from where the funding for traffic mitigation would be provided. Phases 3 and 4 concerned car parking to the north of the station. Phase 3 would take a modular approach to a decked car park, but delivery timescales would be tight</p> <p>Yarnbrook The procurement process is underway for the contractor to be in place early next year. Still awaiting HIF clarification on funding.</p> <p>Action: Letters from SWLEP Chairman and BEIS representative to Homes England were offered to try to speed up the process.</p> <p>Salisbury and The Maltings Refocused funding was agreed at the last Board meeting. The Outline Business Case was being developed by Wiltshire Council in discussion with the Independent Technical Advisor (ITA), to present to the Board Meeting in January 2019. The planning submission was in progress, with the developer hoping to submit before Christmas.</p> <p>Swindon Bus Boulevard SWLEP funding for this project had been refocused on earlier up-front supporting work. A temporary bus facility to be in place and telecommunications infrastructure on Fleming Way to be moved. This had</p>	<p>Dec 2018</p> <p>Jan 2019</p>



Item	Narrative	Deadline
	<p>led to a revised schedule with work accelerated. SBC was made aware that it needed to part-fund any overruns to the project. SBC was also in the final stage of negotiations with Zurich to be the Anchor tenant for Kimmerfields.</p> <p>Southern Connector Road The archaeological finds on site had delayed this project. The HIF business case was being submitted in December to Homes England and the decision was anticipated in March.</p> <p>Action: KL would pick up with Homes England.</p> <p>PV indicated an error in the paper, as the Change Control Notification was not due until January 2019 as SBC was now working towards a later timeline.</p> <p>A420 Gablecross A Change Control Notification for this project would be discussed later as part of Paper 4.3. The land acquisition was still in progress.</p> <p>Wichelstowe Southern Access Five submissions had been received for contractors to start operating in 2019. The project was progressing to schedule.</p> <p>Three projects were nearing completion, these being:</p> <ul style="list-style-type: none"> • Corsham Mansion House, with a meeting to hand over the keys shortly. A question was raised on how this would be operated going forward; • A350 dualling due for completion shortly; and • LGF Sustainable Transport would complete in the next few weeks. <p>Outside LGF projects, ID also mentioned:</p> <ul style="list-style-type: none"> • Higher Futures The Higher Futures programme had recent successes, with numbers picking up, particularly within Higher Level and Degree apprenticeships. • Growth Hub The Growth Hub was developing a bid for ERDF funding to support the face-to-face, start up and scale up service. <p>AR asked what the consistent themes were across the four projects which had improved. The response was that the project teams had worked hard to engage partners and focussed closely on delivery. There had been good engagement with GWR and Network Rail. The possible withdrawal of funding and the deadline of March 2021 mentioned at the previous meeting may have focussed their minds.</p>	<p>Dec 2018</p> <p>Jan 2019</p>
4.2	Finance Report – Programme budgets	



Item	Narrative	Deadline
	<p>ID spoke to the paper. The situation was as reported at the previous Board Meeting with an increase in actual spend in each of the project areas, but the forecast remained the same with an underspend £14m. Projects have been through the Change Control Notification processes.</p> <p>There were ongoing discussions on the use of the additional £90k funding from BEIS mentioned in the paper as to whether to put it to incorporation costs or into Growth Hub. This was still to be decided.</p> <p>The Board: APPROVED the paper as an accurate summary of the current LGF financial position.</p>	
4.3	<p>New Eastern Villages (NEV)</p> <p>SK spoke to paper. Swindon Borough Council (SBC) was seeking Board approval to refocus the funding within the New Eastern Villages projects to concentrate on the delivery of White Hart Junction and Gablecross by delaying the delivery of the Great Stall Bridge project beyond the timeline for SWLEP funding. As this was an unretained scheme, and was LGF-funded, so SWLEP could reallocate monies with the approval of the Board. There was discussion around the reallocation, with the overall feeling that the NEV project had originally been seen as a whole, so that the money was still within the same pot.</p> <p>The Chairman made clear that there the SWLEP would be under no obligation to make funding available in the future for the Great Stall Bridge project, either in the current LGF programme or in future funding programmes. Future applications would be judged on their own merits and weighed against alternative applications for use of resources.</p> <p>The Board: APPROVED the change controls as submitted with the caveat that there would be no further funding for the Great Stall Bridge from current LGF rounds.</p>	
4.4	<p>Swindon Museum & Art Gallery (SMAG)</p> <p>SK / PV spoke to the paper. The Board had granted £250k at its previous Board Meeting for Swindon Borough Council to work up a proposal to house its world-class collection of modern art and thus support the growth of culture in the town centre.</p> <p>There was discussion on whether digitisation of the collection would enable it to be shared globally.</p> <p>The Board: NOTED the progress of the reallocation of £250,000 to support development of a new scheme which meets the objectives of</p>	



Item	Narrative	Deadline
	housing Swindon’s art collection while developing a strong and compelling cultural offer in Swindon’s town centre.	
5.0	Strategic Developments	
5.1	<p>SWLEP Incorporation</p> <ul style="list-style-type: none"> • Acquiring a legal personality; the SWLEP as an incorporated body <p>PB spoke to the paper and gave an update on progress. The LEP Geography paper had been submitted in September, and the Implementation Plan and request for extra funding had been submitted in October. The £200k request for the remainder of FY18/19 must be drawn down for spend by March 2019. We were expecting to hear about this further funding in December. A further tranche of this additional funding would also be made available for FY 19/20 and we were waiting to hear the deadline date for submission for this.</p> <p>SWLEP was on track for incorporation in January 2019. This would constitute a temporary measure, with a shadow company of two Directors and a single member, and at that point it would not be fully operational. SWLEP had sought the appropriate independent legal advice and the solicitors would give a presentation in the closed Part 2 session of the meeting for existing Board Members. It was anticipated that the operating costs for the new entity would be higher than currently, so an Operating Model would be brought back to the Board for discussion.</p> <p>The unique position of Col Andrew Dawes as a serving member of the Armed Forces to be a Board Director would be discussed in the Part 2 session.</p> <p>The Board: NOTED the progress made towards SWLEP becoming a company limited by guarantee; and NOTED the next steps and timeline.</p>	
5.2	<p>Economic Planning</p> <ul style="list-style-type: none"> • Energy Strategy <p>MS had chaired the group, but his apologies were given today. Instead, PB spoke to the paper. A £40k grant had been obtained from BEIS to carry out the work. The main priorities were:</p> <ul style="list-style-type: none"> • grid connections and grid capacity - alleviate and mitigate these issues; • SWLEP’s Unique Selling Point (USP) was the established Hydrogen technology development work already taking place in the area. Hydrogen had potential to be a major fuel and energy source of the future; • new energy vehicles; • to be able to refuel all along the M4 corridor; 	



Item	Narrative	Deadline
	<ul style="list-style-type: none"> • more charging mechanisms throughout the area; and • a low-carbon approach. <p>The key areas to be targeted were still being worked on and would be brought back to the Board in January with proposed targets and any amendments to investment priorities. Thereafter SWLEP would look at funding possibilities.</p> <p>The South West Energy Hub was based in Bristol. SWLEP was fully engaged to make the case for resources to be directed to our area.</p> <p>The Energy Strategy contributed to our overall inward investment approach as it would be part of the draw of the area to ensure new development sites featured energy from renewable sources combined with security of supply.</p> <p>The Board: APPROVED the strategic priorities of the Swindon and Wiltshire Local Energy Strategy; REQUIRED 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.</p>	Jan 2019
6.0	SWLEP Core Activity	
6.1	<ul style="list-style-type: none"> • Chairman's update <p>The list of meetings the Chairman had attended since the last meeting was in the published Board pack. No additional questions were raised.</p>	
6.2	<ul style="list-style-type: none"> • Director's Report <p>Activities were listed in the published Board pack. PB directed the Board Members' attention particularly to the sections on the annual performance review and the emerging rail strategy. A progress report on the strategy's status would be given in January with the final report due in March 2019.</p> <p>No additional questions were raised.</p>	
7.0	AOB	
	None.	
	Date of next meeting / Closing remarks	
	The next meeting was scheduled for Wednesday, 23 January 2018 at 1pm in the Committee Rooms, Monkton Park, Chippenham, SN15 1ER.	
	<p>Future Meetings</p> <p>Wednesday, 20 March 2019 Kennet Room, County Hall, Bythesea Road, Trowbridge, BA14 8JN</p>	



Item	Narrative	Deadline
	<p>PLEASE NOTE THAT WE ARE IN THE PROCESS OF REVIEWING MEETING LOCATIONS.</p> <p>Thursday, 23 May 2019 Alamein Suite, City Hall, Malthouse Lane, Salisbury, SP2 7TU</p> <p>Wednesday, 24 July 2019 Ceres Hall, The Corn Exchange, Market Place, Devizes, SN10 1BN</p> <p>Thursday, 26 September 2019 Auditorium, Aspire Business Centre, Ordnance Road, Tidworth, SP9 7QD</p> <p>Wednesday, 27 November 2019 Location to be advised</p>	
	<p>Close of Public Meeting at 11.05am.</p>	
	<p>PART TWO – Board Workshop</p>	
<p>8.0</p>	<p>Acquiring a legal personality; the SWLEP as an incorporated body</p> <p>Jeremy Holt, from Clark Holt solicitors, spoke to the meeting. He had been engaged to assist SWLEP in the process of incorporation and was present at the meeting to explain the differences between the current SWLEP structure and the incorporated organisation and how this would impact on the roles and responsibilities of the current Board Members should they choose to move forward with the new structure.</p> <p>There was much helpful discussion and JH offered to speak to Members in confidence should there be any further questions at any stage of the process and beyond.</p> <p>The main objective was to ascertain whether existing Board Members wished to remain as Directors of the newly-incorporated body.</p> <p>Action: SWLEP Director to request confirmation of intentions from existing Board Members stood as soon as possible.</p>	<p>Dec 2018</p>
<p>9.0</p>	<p>Growing Places Infrastructure Fund (GPIF)</p> <p>The Chairman handed over the chairing of the meeting to the Deputy Chairman owing to his Conflicts of Interest already detailed under item 1.0.</p> <p>AR spoke to the paper and updated the Board on the status of the GPIF loan applications from the open call in May 2018. Of the five applications:</p> <ul style="list-style-type: none"> • three had been successful and were progressing to loan agreements and payment schedules; • one had been withdrawn; and • one was still under negotiation. This would be brought back to the Board in due course. 	



Item	Narrative	Deadline
	<p>Of the £100k Salisbury Regeneration Grant, all the funds had now been taken up. One Salisbury company was about to submit its final bid for GPIF loan shortly.</p> <p>SWLEP was looking to undertake more calls in the future which would be smaller, in the region of £250k - £1m.</p> <p>The Deputy Chairman then handed back proceedings to the Chairman to continue.</p> <p>The Board: NOTED the update regarding the loans from the Growing Places Infrastructure Fund (GPIF) since the May 2018 'call'; and NOTED the update on current capital grants to businesses in Salisbury and Amesbury as part of the recovery programme.</p>	
Close of Part Two of Meeting at 12.50pm		

From CPRE Wiltshire, Charmian Spickernell, CPRE Wiltshire Vice-Chairman

QUESTION ONE

The Energy storage installation already established in Swindon is well-sited on a brownfield site. Will SWLEP be considering the environmental needs as well as the economic needs when looking at the siting for energy storage installations?

RESPONSE

We will consider environmental needs as well as a range of other needs including social and economic impacts. The adoption of the Energy Strategy will involve a greater emphasis on environmental impacts in business case assessment.

QUESTION TWO (received too late to provide a response prior to the meeting)

Please can SWLEP encourage the production of a Plan to cover the area round M4 J17 which serves Chippenham and Hullavington? CPRE has concerns that this area is at present being left vulnerable, without a plan that would provide for the different uses that are needed for the area and would take into account the implications of development for transport, the environment and landscape.

Without a plan, the area is left vulnerable to cherry-picking from the highest bidder, regardless of the long term cumulative effects, some of which could be adverse for local communities.

We hope Wiltshire Council will be encouraged to bring forward a Plan in the forthcoming review and that a plan will be consulted on without delay.

RESPONSE (provided after the meeting)

The SWLEP has demonstrated its interest in the development possibilities around Junction 17. We would not want unfettered development and would encourage a strategic approach taking into account a range of factors affecting the area, including the impact on the environment.

Wiltshire Council is managing the process of its Local Plan Review and has provided the following comment:

The Local Plan Review will establish the amount of new employment land required in Wiltshire and will include a site selection process to decide which sites are to be allocated for employment. This will include considering the evidence set out in the Employment Land Review, but will also have regard to other issues including highways,

sustainable transport and landscape. The Local Plan process goes through several stages before a plan and the allocations within it are formally adopted.

It is too early to say whether land at M4 Junction 17 will be allocated as part of the Local Plan Review.

The Council is required to consult with relevant bodies on strategic matters to be addressed in the Local Plan, including the Swindon and Wiltshire Local Enterprise Partnership.

Information on the review of the Wiltshire Core Strategy (known as the Local Plan Review) and the proposed Joint Spatial Framework can be found on the Council's website at <http://www.wiltshire.gov.uk/planning-policy-local-plan-review>



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

Security Level:	Confidential <input type="checkbox"/>	Restricted <input type="checkbox"/>	Unclassified <input checked="" type="checkbox"/>	Commercially Sensitive <input type="checkbox"/>
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Meeting & Date:	SWLEP Board Meeting – Wednesday, 23 January 2019		
Subject:	Highlight Reports		
Attachments:	None		
Author:	Ian Durston	Total no of sheets: (inc cover sheet)	14

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

RAG rating remains at Amber/Red.

Initial development work is underway 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 its building on Sadlers Mead and a planning application has now been submitted for this and the car park on the same site. This will go to the Strategic Planning Committee in late February. Objections to this phase of the project (particularly the car park) were raised by local

residents at the September 2018 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.

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 (for example, 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

RAG rating remains at Green.

Funding to cover the associated cost increase has been successfully granted by the Housing Infrastructure Fund (HIF). Completion of the clarification process with Homes England/Deloitte/Cushman & Wakefield is still ongoing (started in March 2018). Letters have been sent to Homes England asking for resolution as soon as possible. The procurement process for a construction contractor is underway – completion imminent.

Salisbury Central Car Park and Maltings

RAG rating remains at Green.

A proposal put to the September 2018 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, though ongoing discussions with the Independent Technical Advisor mean that this will not be available for the January Board meeting as originally planned. A planning submission for plot 1 (hotel and library on British Heart Foundation site) has been made.

Swindon Bus Boulevard

RAG rating remains at Amber/Red.

Work is progressing to the latest plan. However, for the overall project (that is, not LGF element), estimated costs have increased. This has added a significant risk to the overall project.

Southern Connector Rd

RAG rating remains at red.

After consultation with Homes England and DfT, the final submission for the Housing Infrastructure Fund application will now be made in March 2019. Delays to the Outline

Business Case mean that this will now need to be signed off by the Board ex-committee. A number of risks remain and are increasing in severity:

- HIF funding is not yet secured (project cannot proceed if funding not obtained);
- land assembly is still in progress, with any objections leading to a CPO process (resulting in delays to project timescales);
- planning submission has not yet been made (resulting in delays to project timescales).

A420/Gablecross

RAG rating improved from Red to Amber/Green.

Land acquisition is still in progress. Delays to the Outline Business Case mean that this will now need to be signed off by the Board ex-committee.

Wichelstowe Southern Access

RAG rating remains at Amber/Green.

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

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

- seven LGF projects have completed;
- there are 17 live LGF projects covered by the highlight reports;
- four projects (24%) are rated GREEN;
- seven projects (41%) are rated AMBER GREEN;
- two projects (12%) are rated AMBER RED;
- four projects (32%) are rated RED; and
- one project has improved its RAG rating since the last report; and
- none has 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	AR	AR	Initial development work is underway on 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). Letter sent to Homes England.
LGF/1718/003/CCPM	The Maltings (Salisbury)	WC	G	G	An Outline Business Case is being developed for approval – discussions ongoing with ITA meaning approval now later than the January 2019 Board meeting. Planning submission for plot 1 has been made.
LGF/1617/008/SBX	Swindon Bus Boulevard	SBC	AR	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	Final Housing Infrastructure Fund application submission now to be made in March 2019. A number of risks remain and are increasing in severity. OBC sign off by Board now needs to be carried out ex-committee.
LGF/1516/003/EV (iii)	New Eastern Villages A420 Gablecross	SBC	R	AG	Land acquisition is still in progress. OBC sign off by Board now needs to be carried ex-committee.
LGF/1617/002/WI	Wichelstowe Southern Access	SBC	AG	AG	The procurement process for the project is in progress with the tender documentation now issued and a contractor forecast to be appointed by April 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	All significant engineering works now complete. Stage 3 Road Safety Audit of completed scheme on 19 th December.
LGF/1617/007/MH	Mansion House (Corsham)	WC	G	Complete	Construction work complete. Tenants due early 2019.
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	Final construction phase on Spring Gardens footway-cycleway scheduled to complete imminently.
LGF/1617/003/SRT	Swindon Rapid Transit	SBC	R	R	Construction work on all elements of Wichelstowe phase in progress or complete, but behind original schedule. Development

					work in progress on Tadpole Farm and NEV schemes. Change control agreed at Commissioning Group.
LGF/1617/006/JNC16	M4 Junction 16	SBC	Complete	Complete	
LGF/1617/010/SPHC	Royal Artillery Museum	WC	G	G	Detailed design in progress and tender documentation for build phase to be published in January 2019.
LGF/1617/011/SMAG	Swindon Museum and Art Gallery	SBC			Scoping work in progress. Highlight Report to be submitted in March.

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			Project no longer LGF funded.
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	Risk rating still red due to “interdependency with delivery of the Southern Connector Road: joint Business Case, Housing Infrastructure Fund bid and potential CPO for land acquisition.” Report to DPT is that this is a business case only risk, not a delivery risk. OBC sign off by Board now needs to be carried ex-committee.
LGF/1516/003/EV (vi)	New Eastern Villages Business Case	SBC	R	R	OBC sign off by Board now needs to be carried out ex-committee.

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 260 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 & 51 Enterprise Advisers engaged. Focused on getting schools/colleges to assess their careers provision against the Gatsby benchmarks. Recruitment for Careers Hubs working parties taking place.

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. A bid for ERDF funding has been submitted for further face to face support (inc. Start Up, delivered by Outset and Scale

					Up, delivered by Set Squared).
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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

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

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

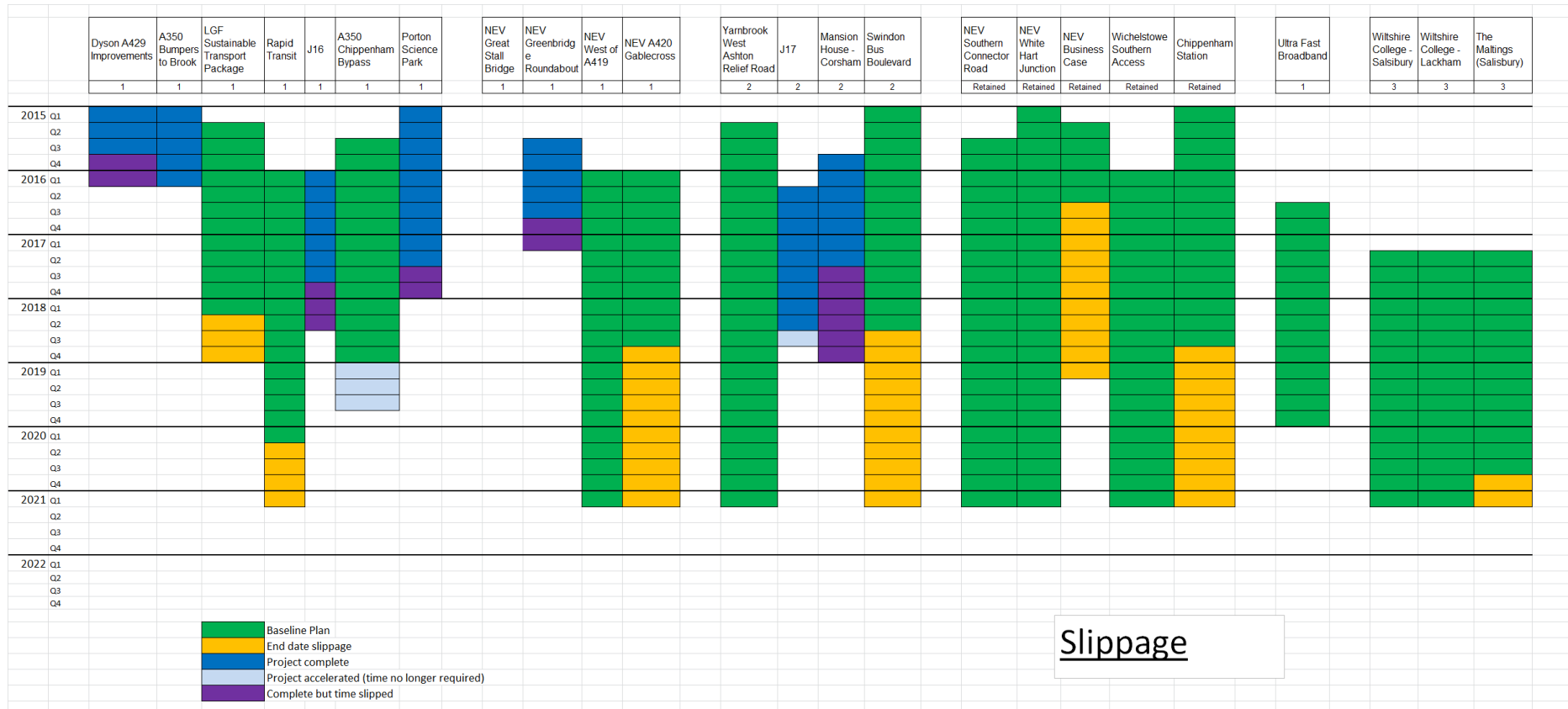
- **GREEN:** Project considered being on track, to time, quality and cost.
- **AMBER-GREEN:** Project considered at risk of minor to medium impacts on time, scope and/or cost – requires small mitigating action.
- **AMBER-RED:** Project considered at risk of medium to major impacts on time, scope and/or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

RAG Scoring

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

Principles of Overall Project RAG Status

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





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Meeting & Date:	SWLEP Board Meeting – Wednesday, 23 January 2019		
Subject:	LGF Finance Summary		
Attachments:	None		
Author:	Ian Durston	Total no of sheets: (inc cover sheet)	11

Papers are provided for:	Approval <input type="checkbox"/>	Discussion <input type="checkbox"/>	Information <input checked="" type="checkbox"/>
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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 £15.09m. This has increased by £0.5m since the November 2018 Board Meeting due to a rescheduling of the Ultra Fast Broadband project. This is as a result of a review of installation areas and has pushed £0.5m of forecast spend into 2019/20.

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. As approved at the November 2018 Board Meeting, the NEV Great Stall Bridge project funding has been transferred to the NEV A420 Gablecross and NEV White Hart Junction projects.

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
- Ultra Fast Broadband

Growth Deal Round 3

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

4.2 Table I 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 £15.09m.

- 4.6 This has increased by £0.5m since the November 2018 Board Meeting due to a rescheduling of the Ultra Fast Broadband project. This is as a result of a review of installation areas and has pushed £0.5m of forecast spend into 2019/20.
- 4.7 The projects with a significant contribution to the underspend situation are Swindon Bus Boulevard, Swindon Rapid Transit and Chippenham Station Hub, both due to initial delays and also being behind their 2018/19 forecast spend profile. The two museum projects and the Wiltshire College projects are also contributors (though these are not due to delays to the projects).
- 4.8 The Maltings project is also behind its 2018/19 spend profile.
- 4.9 All projects still forecast that all LGF money will be spent by March 2021.
- 4.10 £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. Discussions are progressing with Wiltshire Council on allocating this money (reference paper 4.3).
- 4.11 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	0	140,400	359,600							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	512,043		1,615,535			2,170,535
A350 Dualling Chippenham Bypass	Original Grant Request	0		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	1,710,373	728,277		3,752,050			7,282,450
Ultra Fast Broadband	Original Grant Request			1,000,000								1,000,000
	Forecast Profile Spend	0	0	0					0	1,000,000		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	207,000		306,000			3,560,000
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	324,000		966,300			1,821,000
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	31,000		131,000			198,100
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	1,074,159	1,511,841	2,850,000			3,520,000
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	643,835		758,965			996,035
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	815,000	5,000,000	9,180,000	16,000,000
	Actual Spend to Date	27,900	114,000	178,100	53,600	48,948	180,196		282,744			602,744
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	7,384,532	18,732,358	24,354,372	23,394,600	92,980,000
TOTAL Actual		5,226,700	8,383,400	12,888,570	2,182,344	3,274,887	3,704,295	1,511,841	10,673,367	0	0	37,172,037

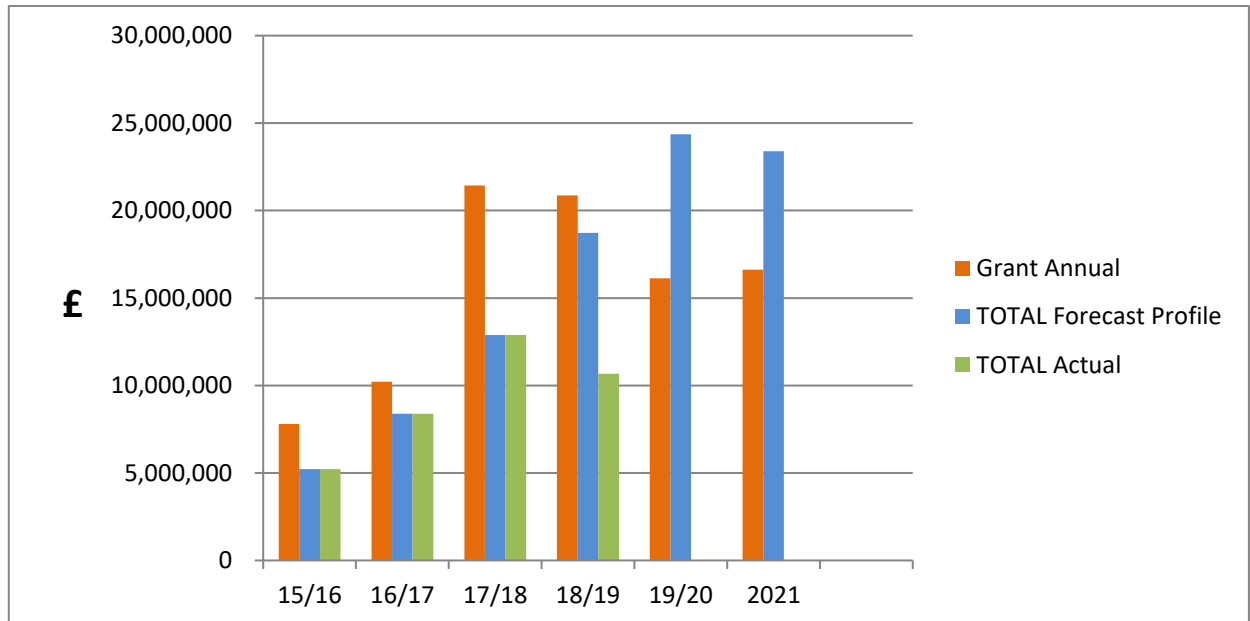


Figure 1a

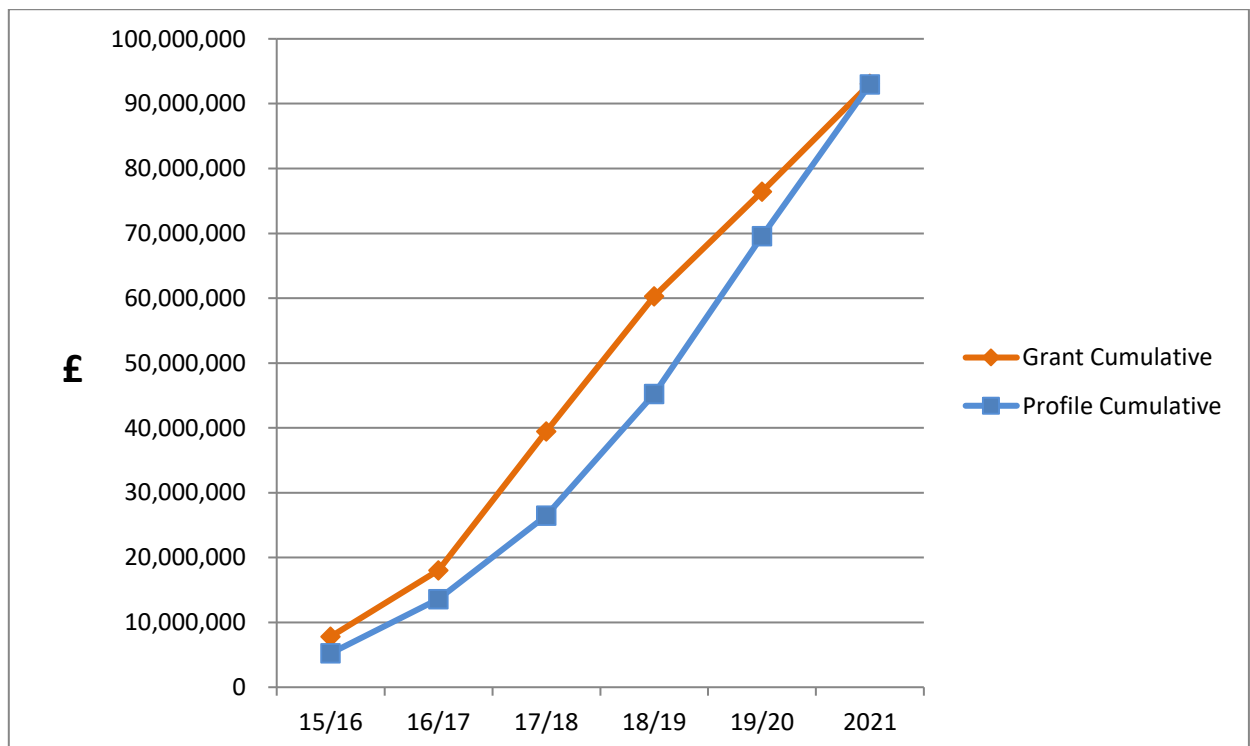


Figure 1b

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 As approved at the November 2018 Board Meeting, the NEV Great Stall Bridge project funding has been transferred to the NEV A420 Gablecross and NEV White Hart Junction projects. The Great Stall Bridge project will no longer be funded from LGF.

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		6,000	44,000	50,000	100,000	500,000	1,400,000		2,000,000
	Actual Spend to Date	0	0		6,000			6,000	6,000			6,000
A420 Corridor	Revised Grant Request		2,500,000							1,900,000		4,400,000
	Forecast Profile Spend	40,500	21,300	432,300	0	58,000	112,900	176,000	346,900	3,356,000	203,000	4,400,000
	Actual Spend to Date	40,500	21,300	432,300			51,900		51,900			546,000
Great Stall Bridge - Removed	Revised Grant Request											0
	Forecast Profile Spend											0
	Actual Spend to Date											0
Grant Annual (Revised)		0	4,500,000	0					0	2,400,000	1,500,000	8,400,000
TOTAL Forecast Profile		632,000	1,429,800	432,300	0	64,000	156,900	226,000	446,900	3,856,000	1,603,000	8,400,000
TOTAL Actual		632,000	1,429,800	432,300	0	6,000	51,900	0	57,900	0	0	2,552,000

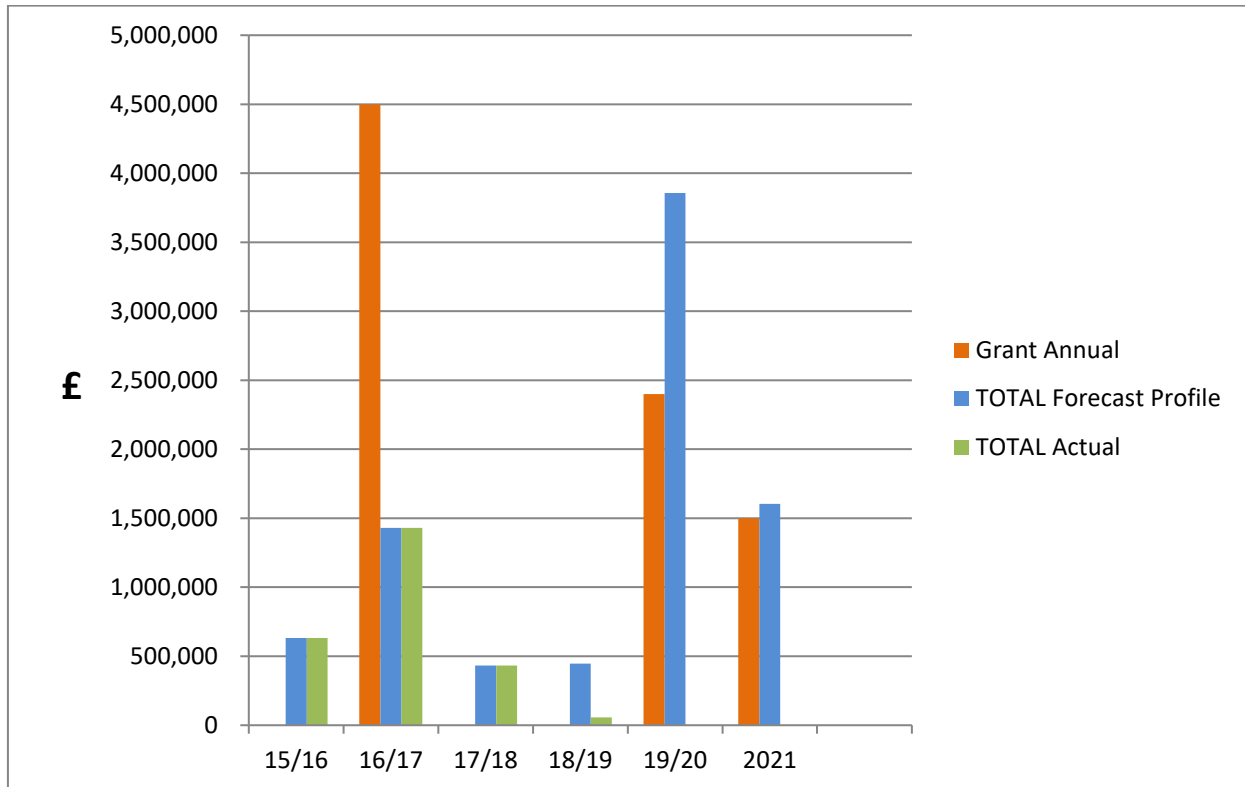


Figure 2a

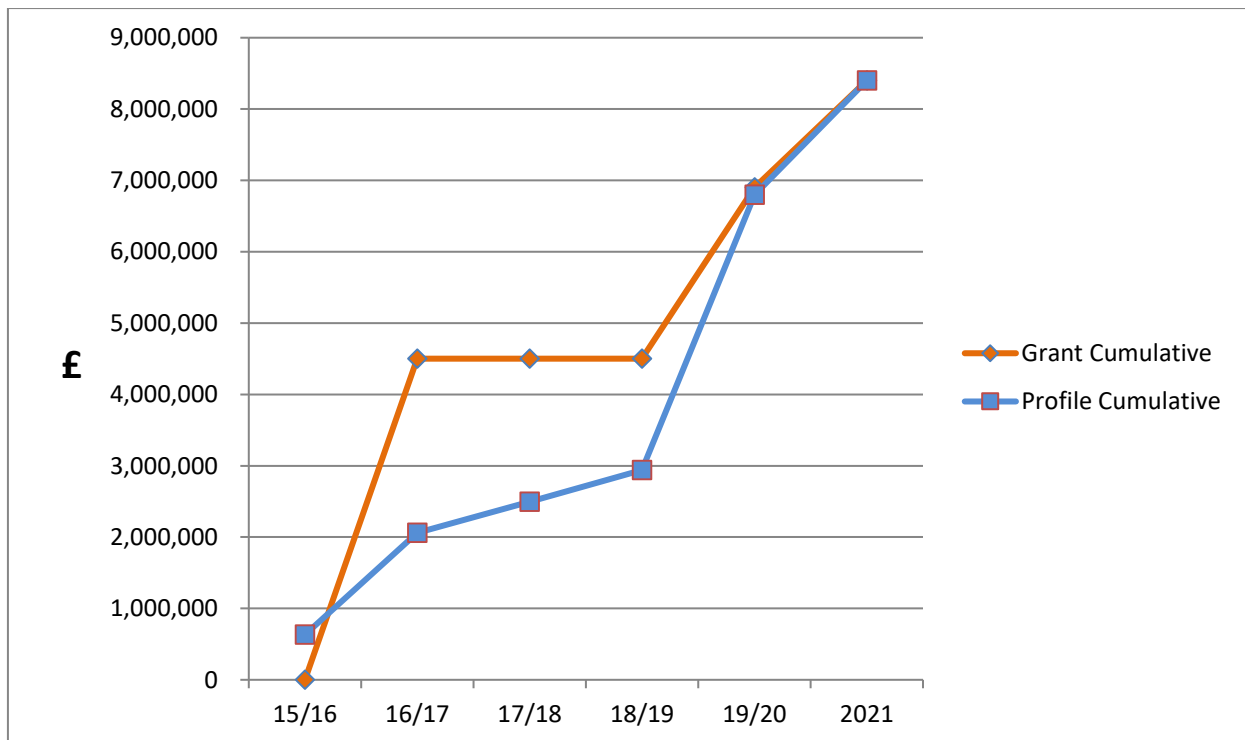


Figure 2b

6. DfT Retained Projects Summary

6.1 The following projects have been retained by the DfT which requires project status reporting as well as it 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	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	200,000	21,000	68,000	70,000		159,000			359,000
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	900,000					16,200,000	10,500,000	28,200,000
	Forecast Profile Spend	0	28,000	417,500	76,000	179,000	449,000	450,500	1,154,500	12,100,000	14,500,000
	Actual Spend to Date	0	28,000	417,500	76,000	179,000	84,500		339,500		785,000
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	1,100,000	0	0	0	0	510,000	32,000,000	28,490,000	63,200,000
TOTAL Forecast Profile	381,900	146,100	617,500	97,000	468,000	549,000	550,500	1,664,500	27,900,000	32,490,000	63,200,000
TOTAL Actual	381,900	146,100	617,500	97,000	247,000	154,500	0	498,500	0	0	1,644,000

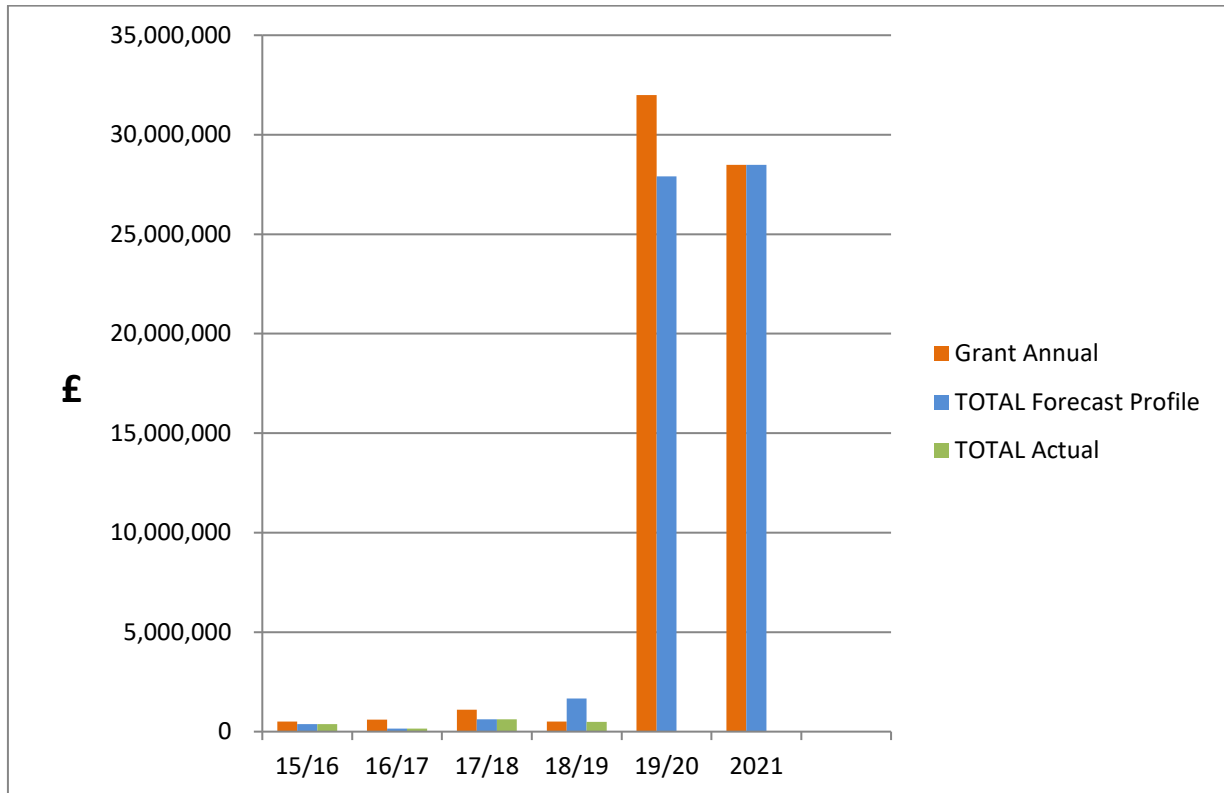


Figure 3a

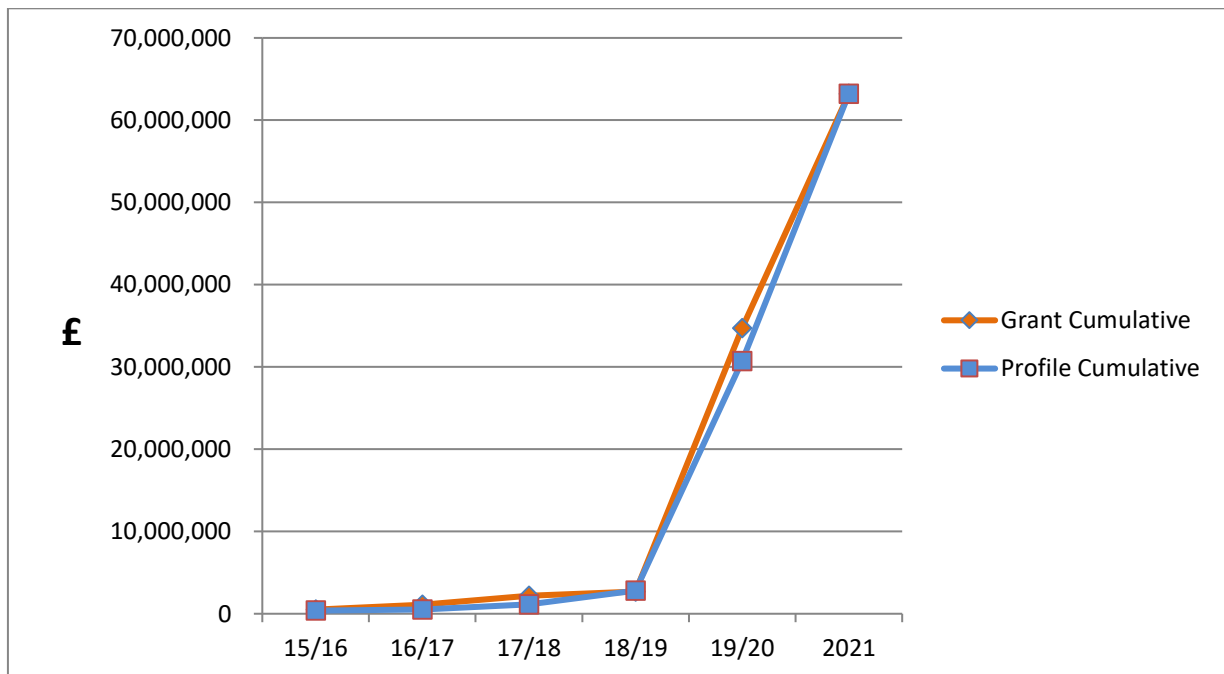


Figure 3b



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Meeting & Date:	SWLEP Board Meeting – Wednesday, 23 January 2019		
Subject:	Re-allocation of Funding from the Local Growth Deal		
Attachments:	None		
Author:	Tom Dobrashian	Total no of sheets:	10

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

- 1.1. To update the Board on the Salisbury and South Wiltshire Recovery Programme and seek approval by the Board to draw down monies from the £1.1m which the report seeks to be formally re-allocated from the Local Growth Deal funding.

2. Summary

- 2.1 Salisbury and South Wiltshire are still being impacted by the Novichok attack last year. Footfall remains persistently below 2017 levels in Salisbury. Since the incident in March, there has been a 12% decrease in visits to the city, compared to a 2.4% decrease in footfall nationally through 2018. Salisbury has seen a drop of circa 1 million in footfall to the city centre, a drop of around 100,000 per month.
- 2.2 A strong partnership has been established to develop a long-term recovery strategy and programme of interventions to drive economic growth in the sub-region. A small dedicated team has been recruited by Wiltshire Council to shape and deliver the programme. Staff members from the Swindon and Wiltshire Local Enterprise Partnership (SWLEP) are fully engaged with the development of the plan for a step change in the economic performance of Salisbury and the sub region. Potential projects are being scoped that will not only support Salisbury but will have a significant impact on the economy of Wiltshire and Swindon.
- 2.3 In September the Board agreed to allocate £1.1m for 'for support to be given where needed to the people and businesses of Salisbury and Amesbury'. It is proposed that SWLEP funding is allocated to a small number of projects to develop their scope, implementation plan and business case. To receive funding, it is recommended that only those projects that have the potential to make a significant impact on economic performance of Salisbury and South Wiltshire are funded and that they should be part of the wider programme under development.

- 2.4 SWLEP funding would be used as the catalyst to accelerate delivery, increasing scope and leveraging in further monies both private and public monies. Immediate projects that the Board is recommended to fund to are Porton Science Park and Illuminating Salisbury (Son et Lumière). An overview of each project is included in the paper.

3. Recommendation

The Swindon and Wiltshire Local Enterprise Board is recommended to:

- 3.1. authorise the Director to re-allocate £1.1m from the Local Growth Deal to support projects proposed by the South Wiltshire Operations Board which meet the economic outcomes sought by the Swindon and Wiltshire Local Enterprise Partnership;
- 3.2. approve £0.20m for the development of future phases of Porton Down Science Park;
- 3.3. approve £0.15m for the feasibility work and business plan development of the illuminating Salisbury major tourist attraction, including a 'proof of concept' trial;
- 3.4. require a report from the Director to the Board meeting on 20 March 2019 on the definitive list of projects seeking Board support and the timescale for the use of the funding for those with developed proposals.

4. Detail

4.1. Salisbury Economic Recovery

- 4.1.1. Salisbury and South Wiltshire are still being impacted by the Novichok attack last year, with footfall remaining persistently below 2017 levels in Salisbury. Since the incident in March, there has been a 12% decrease in visits to the city, compared to a 2.4% decrease in footfall nationally through 2018. Salisbury has seen a drop of circa 1 million in footfall to the city centre, a drop of around 100,000 per month, with a significant impact on the businesses of Salisbury and South Wiltshire.
- 4.1.2. Government agencies, Wiltshire Council and the SWLEP have provided support to businesses directly and indirectly. At the end of November, funding had delivered support to 126 businesses and safeguarded an estimated 304 jobs. Indirect support has been through managing and financially underpinning the Salisbury market and free car parking, in order to increase visitor numbers.
- 4.1.3. The SWLEP Local Growth Deal is providing in Salisbury, £6.06m to transforming The Maltings and £13.83m to the development of the Wiltshire College campus. In the wider area of South Wiltshire, £4m has supported the successful delivery of the first phase of the Porton Science Park, £1.35m has recently been allocated to the proposed Royal Artillery Museum at Netheravon and businesses in parts of South Wiltshire are benefitting from a proportion of a £1m investment in a roll-out of ultrafast broadband.



- 4.1.4. Government funding is now fully allocated. At present the recovery programme has only the proposed £1.1m of SWLEP capital funding for which to take forward new projects.
- 4.1.5. To deliver the medium to long term economic recovery, a South Wiltshire Economic Recovery Operations Board (hereafter: Operations Board) has been established. The Operations Board is responsible for the development of the strategy and oversight of the projects necessary to make a step change to support economic and community recovery.
- 4.1.6. The Operations Board has oversight of the following pillars of activity:
- Community & Wellbeing
 - Economic
 - Infrastructure
 - Tourism
 - Culture
- 4.1.7. Each pillar is chaired by a strategic lead for that area in their business as usual role, and the intention is that each pillar will draw in other strategic and delivery partners across the public and private sectors as required to deliver the projects and outcomes assigned to that pillar. The SWLEP Director chairs the economy pillar.
- 4.1.8. The Operations Board and pillar chairs are supported by a dedicated programme team to ensure projects assigned to the pillar have an evidenced business case, fully developed action plan, with financial assessment, timings and risk analysis. The Economic Recovery Programme is intended to be a holistic and ambitious strategy and programme of projects to make a step change improvement to the economy of the sub-region. The projects being proposed for funding are already included within the programme.
- 4.1.9. The Operations Board reports through to Wiltshire Council's Cabinet, and to the South Wiltshire Economic Task Force, chaired by John Glen MP, which brings in respective political bodies, alongside strategic business partners. The SWLEP Chairman is a member of the Task Force. A full governance structure is included at **Appendix A**.

4.2 SWLEP Funding

- 4.2.1 In September 2018 the SWLEP Board agreed to allocate £1.1m 'for support to be given where needed to the people and businesses of Salisbury and Amesbury'. This was in recognition that the incidents were having a significant negative impact on businesses revenue and profitability.
- 4.2.2 It is proposed that SWLEP funding is allocated to a small number of projects to develop, in the first instance, their scope, implementation plan and business



case. Those projects may then receive further SWLEP funding subject to that business case, or preferably, following this feasibility work attract other private or public-sector funds.

- 4.2.3 To receive funding it is recommended that only those projects that have the potential to make a significant impact on economic performance of Salisbury and South Wiltshire are funded and that they should be part of the wider Programme under development, and be supported and overseen by the Operations Board.
- 4.2.4 SWLEP funding would be used as the catalyst to accelerate delivery, increasing scope and leveraging in further monies both private and public monies. Immediate projects that the Board is recommended funding to are Porton Science Park and Illuminating Salisbury (Son et Lumière). An overview of these projects is included in the paper.
- 4.2.5 Wiltshire Council and partners are investigating a potential Salisbury High Street funding bid in response to the launch of the Future High Street Prospectus by MHCLG in December 2018. A project is being developed to improve the gateway to the city centre from the railway station and along Fisherton Street including a capital feasibility study to support the creation of a creative/cultural quarter. Illuminating Salisbury project, which is outlined in this report, could fit within this remit if the proposals can be developed further. SWLEP funding may be required to support the shaping or the delivery of the project prior to any formal announcement being made.
- 4.2.6 Wiltshire Council, SWLEP and partners are continuing to develop the rollout of mobile and super-fast broadband in Salisbury and Wiltshire and approaches to resolving the lack of acceptable levels of mobile and broadband coverage in rural areas in south Wiltshire. In addition, the Recovery Programme is investigating how 'Smart City' concepts can be implemented.
- 4.2.7 The Recovery Programme team is working closely with the Cathedral in terms of understanding how the Cathedral and the City are celebrating the 800th anniversary in 2020 and how to support the Cathedral Masterplan delivery.

4.3 Porton Science Park

Overview

- 4.3.1 Porton Science Park site is adjacent to the Defence Science & Technology Laboratory (Dstl) facility and the Public Health England (PHE) Porton site. Outline planning permission has been granted for 355,502 sq. ft. of research and development accommodation, with the Science Park having the potential to deliver 2000+ direct jobs, 939 indirect jobs, £64-72m of gross development value and £14.5m GVA per annum (based on a study in 2014).
- 4.3.2 The facilities at both Dstl and the PHE are unique, providing an important link between academia and industry and a broad spectrum of capability not available



elsewhere on a single site, as well as linking to education and training opportunities. The addition of a research focused science park to this site facilitates even stronger industrial and academic links, as well as increasing the skills base and providing potential career paths for scientists and research personnel.

- 4.3.3 The Porton Science Campus has evolved significantly in recent years and alongside this, so too has the opportunity for the Science Park. Dstl's presence at Porton is growing with the multi-million-pound investment of Project Helios and other significant government programmes, including the recent announcement of the merger of the Home Office Science & Technology capabilities (Centre for Applied Science and Technology – CAST) with Dstl. Recent meetings with Dstl suggest a willingness to work with parties outside the current Dstl footprint in the science park itself, subject to the development of detailed proposals.
- 4.3.4 Public Health England is embarked upon a Science Hub programme that will see significant elements of its science capability currently based at Porton relocate to Harlow in Essex by around 2024, with the residual capabilities at the Science Campus comprising PHE's regional testing facilities, the National Cancer Registry plus the manufacturing facilities of Porton Biopharma Limited.
- 4.3.5 The Science Park is currently managed and led by Wiltshire Council, which has taken a 200-year lease from Dstl for the site. With funding from government (via SWLEP) and its own capital programme the Council has built and operates the Phase I 'Beech-Allen Building'. This provides 42,500 sq. (3,950 sq.) of accommodation delivering business incubation and grow-on laboratory and office space for SMEs.
- 4.3.6 This first phase is c70% let and has tenants such as Q3 Analytical, Smiths Detection Ploughshare Innovations, Porton Biopharma and Clarity Biosolutions. With this platform, Wiltshire Council is proposing to work alongside the SWLEP to develop and accelerate the development of the Science Park within the umbrella of the South Wiltshire Recovery Programme.

Proposed activity

- 4.3.7 SWLEP funding is being sought to support the following three elements to accelerate the delivery of the Park;
- an implementation plan for future utility provision for the future phases of the Park;
 - a marketing plan to ascertain sector and potential investor interest; and
 - an assessment as to how best to work with the private sector in taking forward the delivery of the Park.

The latter two points will be included in an over-arching business plan. Wiltshire Council is requesting £0.20m to support this development work. The benefit of this investment would be that the Science Park will be able to



move forward with clarity to deliver the 2000 jobs and attract in private sector development. The elements are described in more detail below.

- 4.3.8 The Science Park site has the principal utilities (water, electricity and telecoms) servicing the site, however it lacks the provision of gas and the capacity of both water and electricity to the site is limited and requires upgrading to support the delivery of future phases. The lack of service capacity headroom and an understanding of the cost to provide suitable connections limits the marketing and implementing of future phases.
- 4.3.9 Funding is sought from the SWLEP to accelerate the work needed to develop the utility strategy, designs and costings to provide a secure supply to the Science Park site and to secure the necessary agreements from Dstl / MoD and other campus stakeholders to enable the supply to be brought to the site.
- 4.3.10 The focus of the Science Park, originally oriented primarily towards the Health and Life Sciences has been evolving to encompass Defence and Security technologies in its various guises alongside Health and Life Science activities that have synergies with existing capabilities elsewhere within the Science Campus.
- 4.3.11 The tenants within the Innovation Building reflect the diversity of the appeal of Porton as a location for innovative science 'outside the wire' and the breadth of the opportunity that exists. To ensure the optimum market positioning for the Science Park there is a pressing requirement for some focussed work to update the partner's understanding of the market opportunities in terms of both sectors and scale.
- 4.3.10 This needs to encompass both known areas of opportunity and growth sectors that have synergies with the existing expertise and capabilities that exist at Porton as well as a broader look at the overall Science & Technology landscape to identify possible opportunities that may have been overlooked.
- 4.3.11 Considering the above, funding support is requested from the SWLEP to:
- understand the current strengths the Science Park can draw upon;
 - identify principal relevant market sectors and key opportunity areas – having regard (inter alia) to government S&T strategy and the LIS;
 - assess wider market capacity and positioning of regional competitor offer (for example, Oxford, Southampton etc) and its implications for the positioning of Porton;
 - identify potential inward investment opportunities (both private and public sector) and develop a marketing strategy; and
 - develop detailed proposals for the next stage of delivery.
- 4.3.12 To support the delivery of future phases there is a need, at an appropriate stage, to bring in private sector funding and expertise to help accelerate delivery and drive the park forward. This should be done in a way that balances the need for the private sector investors to achieve commercial



returns whilst maintaining the momentum of delivery by them taking on appropriate and necessary commercial risks.

- 4.3.13 In summary, there is a broad spectrum from direct delivery (the approach currently being taken), where the Council takes all the risk and bears all the cost but is in full control of the delivery programme to an outright sale which passes on the delivery risk for future phases in its entirety to a private sector partner, but at the cost of control. Between this there are a range of options including development agreements and joint ventures that allow for risks and control to be shared or balanced in various ways. With the support of SWLEP, external advice will be sought which will then will be integrated within a revised Porton Science Park Business Plan.
- 4.3.14 In summary the SWLEP is being asked for £0.20m as a contribution towards the acceleration of this important asset for the SWLEP. This would be conditional on Wiltshire Council confirming monies invested could be treated as capital.

4.4 Illuminating Salisbury/ Son et Lumière

- 4.4.1 Funding is sought from the SWLEP to progress the Outline Business Case for a major Light and Sound installation and implementing a pilot 'proof of concept' scheme which would represent an early delivery in the Recovery Programme.
- 4.4.2 The major incidents which occurred in Salisbury in 2018 have had a profound and prolonged impact on the leisure and retail economy of the city centre. The night time economy has been particularly disrupted, suffering a 20% loss in footfall. This reduction in the vibrancy of the city's night time economy also deters investment from higher value hotel and restaurant businesses which could otherwise enhance the city's offer and encourage more staying visitors, who on the average spend five times as much as day visitors over the course of their stay (Visit Wiltshire, Economic Impact of Wiltshire's Visitor Economy).
- 4.2. The Wiltshire & Swindon Destination Management & Development Plan 2015-20 identified the visitor economy to be worth £1.4 billion and supports over 28,000 jobs – around 9% of Wiltshire & Swindon's employment. However, to maintain this level of economic contribution the report recognised that Wiltshire & Swindon cannot stand still and needed to develop further attractions.
- 4.3. Overnight visitors are more likely to explore further and build a relationship with the destination, leading to recommendations and repeat trips. However most visits to Salisbury, mirroring that of Swindon & Wiltshire area, are day trips.
- 4.4. The Deltic Night Index (www.delticgroup.co.uk) puts the average spend on a night out at £54.49. From April to December there were over 275,540 fewer visitors in the city between the hours of 8pm and 9am. On that basis it is estimated that the overall financial impact on the city centre from the night time economy alone has been a loss of over £15 million. This figure does not



include indirect spend associated with night time activity such as supply chain, fashion retail, or transport.

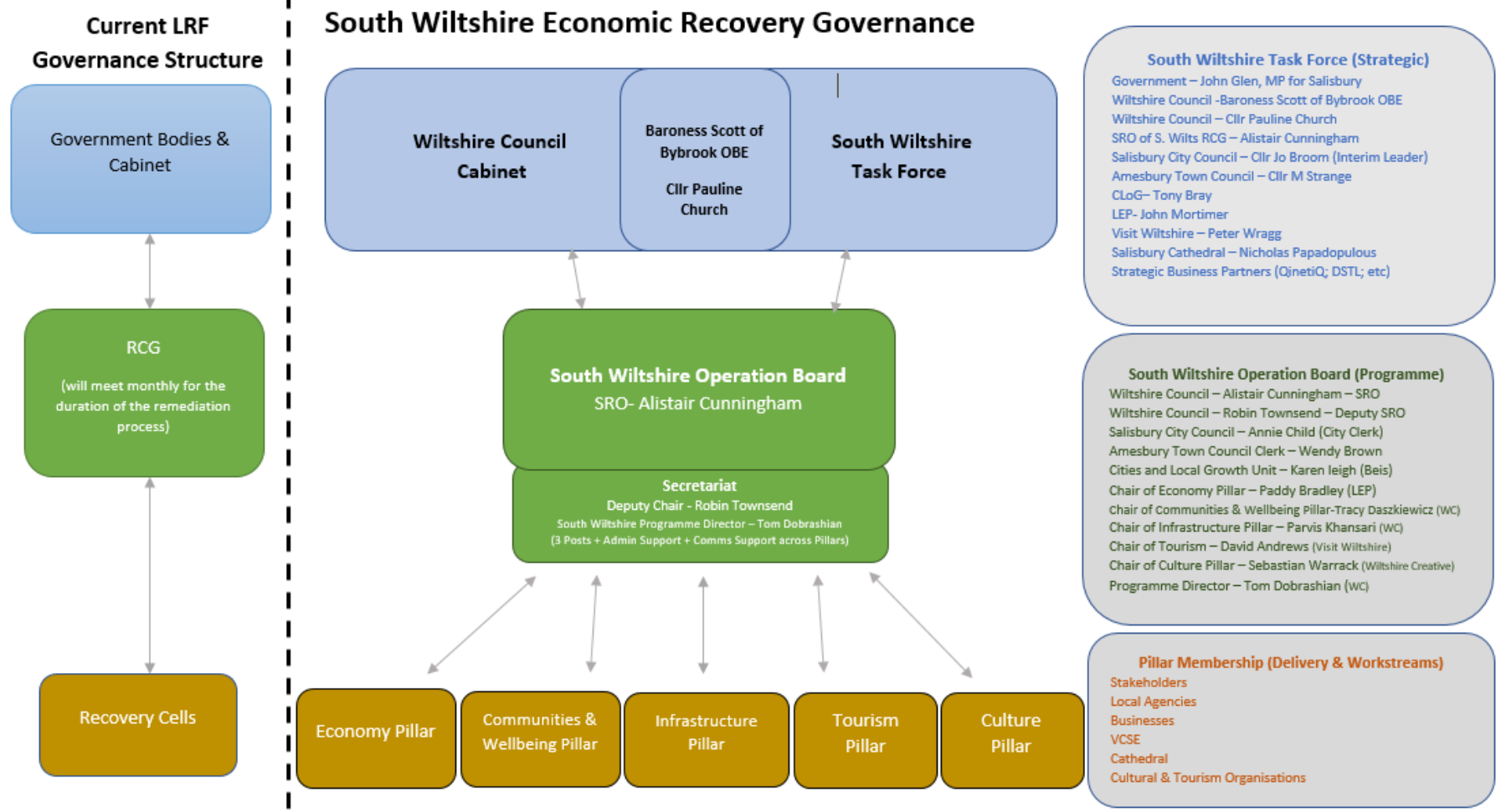
- 4.5. The Recovery Programme has begun to develop an exciting proposal for a large tourist attraction based on 'Son et Lumière' displays which would complement the offer of the Cathedral and Magna Carta in Salisbury. Following seed funding provided by Wiltshire Council, SWLEP is now being asked to fund work that would develop detailed costings, implementation plan and business case.
- 4.6. There are strong reasons why investment in new high-profile product would benefit the Swindon and Wiltshire's visitor economy. A new large attraction can have a transformational impact on the visitor economy, accelerating growth and job creation. It would:
 - attract both new and repeat trips and encourage longer stays by building the critical mass of product to convert day trips into overnight stays within the coach and independent traveller markets; and
 - create a new hub of visitor activity stimulating other business investment in Salisbury.
- 4.7. There is a significant body of evidence that demonstrates that Light and Sound shows are an effective way of creating positive excitement and attracting large numbers of visitors at night. The technology is cost-effective over time because once installed, the resource costs of putting on frequent shows in terms of energy cost and content creation are low.
- 4.8. As a cultural city with a rich heritage, there is an opportunity to support Salisbury's economic recovery from this impact by better leveraging and promoting assets such as the Market Square, the world class Cathedral, and other visitor attractions.
- 4.9. The installation's objectives will be to:
 - enhance the architecture and appearance of the Guildhall and Market Square;
 - identify other suitable locations for light animations in Salisbury;
 - enable the production of frequent shows using light and sound which will be a visitor attraction in and of themselves while keeping the city vibrant into the evening hours, encouraging more businesses to continue trading at these hours and visitors to stay in the city;
 - support festivals, markets, and key events such as the 800th anniversary of the city; and
 - work with the creative players in industry and draw in the wider community to help share shows and displays.
- 4.10. The outcomes of the installation will be to:
 - increase the number of visitors, length of visits, and visitor spend particularly at night;



- redress persisting negative perceptions of the city which have arisen since the major incidents of 2018; and
 - enhance the outcomes of the Cultural Strategy, Brand Positioning and Visitor Strategy under development.
- 4.11. A Light and Sound installation will be a cost-effective way of bringing these positive outcomes to the city. This is because, once the initial capital investment is made in installing the required equipment, content can be dynamically controlled digitally, and the energy cost will be limited (potentially being more efficient than the current halogen lighting used to light the market square). Once installed, the equipment can be employed frequently at modest additional resource cost. The benefits of maximising the utility of the Market Square, creating a new attraction to the city to complement its existing cultural and heritage assets, and changing visitor behaviour to extend the length of stays and the activities during them, will outweigh the costs of installation and maintenance.
- 4.12. It is proposed to procure and appoint an experienced professional individual or organisation who will manage the project in this detailed business design phase. In the short to medium term, risk will be managed by South Wiltshire Operations Board. The project will comprise:
- development of the Outline Business Case for the Light and Sound installation;
 - identify fundraising activity for the capital installation, targeting relevant government funding programmes;
 - obtain planning and other statutory consents; and
 - in consultation with local cultural stakeholders for the purposes of content creation, delivery of a 'proof of concept' Light and Show event to take place in the short term in the city of Salisbury. This proof of concept would provide a robust evidence base to support the Outline Business Case as well as providing an early 'quick win' in the overall Recovery Programme complementing other events scheduled for 2019 including the OVO cycle race and National Armed Forces Day.
- 1.14 This feasibility and design work that SWLEP would be funding will enable the Programme to continue to develop proposals as per the outline above. Lighting from the station along Fisherton Street 'Gateway to Salisbury' and including specific 'shows' in prominent locations, including the Market Square, could fit the remit of the High Street Funding' if linked to a step change in the performance of Salisbury town centre. Hence if successful SWLEP funding would be a catalyst for drawing in significant additional investment.



Appendix A





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Meeting & Date:	SWLEP Board – Wednesday, 23 January 2019		
Subject:	SWLEP Incorporation		
Attachments:	Appendix I: Novation of the Accountable Body agreement		
Author:	Paddy Bradley & Debby Skellern	Total no of sheets:	7

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

- 1.1. This paper updates the Board on the progress made towards the incorporation of the SWLEP as a company limited by guarantee to be known as the Swindon and Wiltshire Local Enterprise Partnership Limited.

2. Summary

- 2.1. At its meeting on 28 November, the Board was informed of the timescale for the incorporation of SWLEP. Work has continued to progress this and on 14 January 2019, the Swindon and Wiltshire Local Enterprise Partnership Limited was registered at Companies House. The intention is to be fully operational by 31 March 2019 as required by government.
- 2.2. Clark Holt Solicitors, who are advising SWLEP on incorporation, has drafted a novation document for the accountable body agreement and this has been sent to Wiltshire Council's Legal Services for review. A follow-up meeting took place on 15 January 2019 with Wiltshire Council's Legal Service acting under instruction from the Economic Development Service to agree the work required to progress the accountable body agreement; business transfer agreement and contracts and assets agreement. Further work is being undertaken by Wiltshire Council internally before these agreements can be signed. Legal representatives from Swindon Borough Council will be kept informed of progress and invited to participate in future discussions.
- 2.3. Next steps for incorporation will include setting up a bank account for the new SWLEP and, working through the LEP Network, becoming VAT exempt if possible. Work on the TUPE of staff and admitted status to the LGPS pension scheme will follow at a later date as required.



3. Recommendations

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

- 3.1. the progress made on the incorporation of SWLEP as a company limited by guarantee.



Appendix I: Novation of the Accountable Body agreement

CLARKHOLT
COMMERCIAL SOLICITORS

Dated 2019

NOVATION OF ACCOUNTABLE BODY AGREEMENT

- (1) **WILTSHIRE COUNCIL**
- (2) **SWINDON BOROUGH COUNCIL**
- (3) **SWINDON AND WILTSHIRE LOCAL ENTERPRISE PARTNERSHIP** (an unincorporated association)
- (4) **SWINDON AND WILTSHIRE LOCAL ENTERPRISE PARTNERSHIP LIMITED** (a not-for-profit company limited by guarantee)

This **Novation Agreement** is made on 2019

BETWEEN:

1. **WILTSHIRE COUNCIL** of County Hall, Bythesea Road, Trowbridge, Wiltshire BA14 8JN (“**Wiltshire**”);
2. **SWINDON BOROUGH COUNCIL** of Civic Offices, Euclid Street, Swindon SN1 2JH (“**Swindon**”);
3. **SWINDON AND WILTSHIRE LOCAL ENTERPRISE PARTNERSHIP** (an unincorporated association) of Wiltshire Council Offices, Monkton Park, Chippenham SN15 1ER (“**the Old LEP**”);
4. **SWINDON AND WILTSHIRE LOCAL ENTERPRISE PARTNERSHIP LIMITED** (a not-for-profit company limited by guarantee) also of Wiltshire Council Offices, Monkton Park, Chippenham SN15 1ER (“**the New LEP**”).

BACKGROUND

- (A) The parties (other than the New LEP) are parties to an Accountable Body Agreement dated [] 2015 (“**the Original Agreement**”), a copy of which is shown in the Schedule.
- (B) The Old LEP is required under central Government rules to incorporate as a company.
- (C) The New LEP will take over the functions of the Old LEP with effect from [] 2019 (“**the Novation Date**”).
- (D) The purpose of this Novation Agreement is to give the New LEP the same benefits as the Old LEP had under the Original Agreement.

TERMS

1. Definitions

In this Novation Agreement

“**the Novation Date**” shall have the meaning set out in Background (C) above;

“**the Original Agreement**” shall have the meaning set out in Background (A) above;

“**the Two Councils**” means Wiltshire and Swindon.

2. Two Council’s obligations

As from the Novation Date the Two Councils

(a) agree to perform the Original Agreement for the benefit of the New LEP; and

(b) be bound to by its terms in every way as if the New LEP had been a party to the Original Agreement in place of the Old LEP.

3. New LEP’s obligations

As from the Novation Date, the New LEP agrees with the Two Councils to perform its obligations under the Original Agreement (in place of the Old LEP).

4. Release



As from the Novation Date:

- (a) the Two Councils release the Old LEP from its obligation under the Original Agreement; and
- (b) the Old LEP release the Two Councils from their obligations under the Original Agreement.

5. Change to the Original Agreement

- (a) In clause 8.1 of the Original Agreement the words “*Data Protection Act 1998*” shall be replaced by the words “*applicable data protection legislation*” with effect from the Novation Agreement.
- (b) In all other respects, the Original Agreement shall remain unaltered.



Swindon & Wiltshire
LOCAL ENTERPRISE PARTNERSHIP

SWLEP Board
10 January 2019
Paper Number 5.1

SCHEDULE

(copy of the Original Agreement)

IN WITNESS WHEREOF the parties have signed this Novation Agreement as a Deed on the day and year first before written.

EXECUTED as a **DEED** by)
THE COMMON SEAL OF WILTSHIRE)
COUNCIL being affixed to this Novation Agreement)
and authenticated by the person named below who is)
authorised by the Council to act for the purpose:)

.....
 Authorised Signatory

EXECUTED as a **DEED** by)
THE COMMON SEAL OF SWINDON BOROUGH)
COUNCIL being affixed to this Novation Agreement)
and authenticated by the person named below who is)
authorised by the Council to act for the purpose:)

.....
 Authorised Signatory

.....
SIGNED for and on behalf of
SWINDON AND WILTSHIRE LOCAL ENTERPRISE PARTNERSHIP
 (an unincorporated association)

.....
SIGNED for and on behalf of
SWINDON AND WILTSHIRE LOCAL ENTERPRISE PARTNERSHIP LIMITED
 (a not-for-profit company limited by guarantee)



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Meeting & Date:	SWLEP Board – Wednesday, 23 January 2019		
Subject:	Spending plan for additional funding		
Attachments:	Appendix 1: Skills Advisory Panel Factsheet Appendix 2: SAP Toolkit Appendix 3: Draft DfE SAP Memorandum of Understanding Appendix 4: ESRC EOI for specialist research support		
Author:	Paddy Bradley and Debby Skellern	Total no of sheets:	Cover paper - 4 pages Appendix 1: 3 pages Appendix 2: 21 pages Appendix 3: 20 pages Appendix 4: 2 pages

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1. Purpose

This paper updates the Board on additional funding which has been awarded or allocated to SWLEP for activities to support SWLEP incorporation, the development of the Local Industrial Strategy (LIS) and the Skills Advisory Panel (SAP) and SAP toolkit evidence collation.

2. Summary

2.1. As part of its response to government on the Strengthening Local Enterprise Partnership report in October 2019, SWLEP was invited to bid for up to £200,000 to support the transition to incorporation and the development of our LIS during 2018/19. On 19 December, notification was received that this sum had been approved in full. There will be a further opportunity to bid for additional funding for 2019/20.

2.2. During the autumn, the Department for Education has been working with LEP Skills Leads nationally on the development proposals for the establishment of Skills Advisory Panels (Appendix 1). Where appropriate boards already operate within an area, a new structure does not need to be established as long as they report to the LEP and they comply with government’s National Assurance Framework guidance. In order to operate effectively and to underpin the development of the people pillar of the local industrial strategy, there is the requirement to compile a detailed evidence base, the content of which is set out in Appendix 2. A one-off allocation of £75,000 has been awarded to each LEP to develop this evidence base. A draft MOU to draw

down this funding was circulated on 20 December which needs to be agreed and submitted by 25 January (Appendix 3).

- 2.3. The intention of the Department for Education is that the resource allocated to the SAP and the development of its evidence base will underpin the development of the people pillar of the LIS. It is therefore proposed that the LIS and SAP resources are used in a complementary way to enable the work required to develop the LIS and SAP evidence base to be fully integrated, carefully managed and quality assured through recruiting additional resource within the core team. Table 1 presents the detailed spending plan for expenditure through to 31 March 2020. The proposed LIS Manager and Research and Evidence Manager would be overseen by SWLEP's Programme Manager for Policy and Strategy.
- 2.4. The ESRC has also offered access to specialist advice and research support to the value of £5,300 to each LEP to develop its LIS. Expressions of interest by LEPs to access this support were requested by, and submitted on, 11 January 2019 (Appendix 4). The EOI submitted by SWLEP sought support for specialist business engagement and proof of concept work for three of the big ideas for the LIS. If successful this would result in six by eight weeks support per concept undertaken by a postgraduate researcher in their second or third year of research. Support has been requested for:
- the development and installation of new-energy vehicle re-fuelling infrastructure along the M4 corridor, from London to South Wales and the Oxford to Cambridge expressway, offering both hydrogen and electric vehicle charging points. This could include a research and development/test facility (ESRC support);
 - the use of hydrogen as an alternative source of clean energy for both commercial and domestic use (paid for by SWLEP); and
 - secure big data environment to support advances in healthcare and early intervention to keep people working for longer (paid for by SWLEP).
- 2.5. Support from the ESRC has also been requested in identifying suitable experts to form Independent Scrutiny Panels which government expects LEPs to establish to test the evidence base and development of individual local industrial strategies.
- 2.6. Funding allocated to progress the transition to incorporation is included within the £200,000 awarded. £27,500 has been allocated to cover independent legal, financial and pension advice to the SWLEP for the remainder of 2018/19 financial year. There will be another opportunity to bid for additional resource for 2019/20 subject to the outcome of SWLEP's annual performance review on 23 January. Specific details have not been released yet but it is anticipated that it could be used to cover other business start-up costs, such as new IT equipment and telephones, should SWLEP choose to move offices plus additional capacity funding.

Table I: Spending plan for additional resource Jan 2019-March 2020

Source	Activity	2018/19	2019/20	Total
Funding awarded				
MHCLG	Incorporation and LIS development	£200,000		£200,000
DfE	SAP toolkit		£75,000	£75,000
ESRC	LIS - in kind research		£5,300	£5,300
Total		£200,000	£80,300	£280,300

Source	Activity	2018/19	2019/20	Total
Planned expenditure				
LIS	Incorporation: legal support	£7,500	5,000	£12,500
	Incorporation: financial advice	£3,000	£5,000	£8,000
	Incorporation: other/contingency	£0	£7,000	£7,000
LIS	Big ideas business engagement	£15,000	£20,000	£35,000
LIS	Additional granular evidence requirement	£0	£20,000	£20,000
LIS	Contracted services or Manager (HE secondee?). (£40k-£45k +20% on-costs = £54k p.a.)	£13,500	£40,500	£54,000
LIS	Research and Evidence Manager (50% FTE, (£30-£35k + 20% on-costs = £36k-£44k p.a.)	£5,550	£16,650	£22,200
LIS	Specialist research placement looking at the application of hydrogen (paid for by SWLEP)	£5,300	£0	£5,300
LIS	Specialist research placement looking at secure big data and improvements in healthcare proof of concept (paid for by SWLEP)	£5,300	£0	£5,300
LIS	Design and print	£0	£20,000	£20,000
LIS	Consultation	£0	£10,000	£10,000
LIS	Unallocated		£700	£700
Sub-total		£55,150	£144,850	£200,000

Source	Activity	2018/19	2019/20	Total
ESRC	Specialist research looking at new energy vehicle charging infrastructure proof of concept (time in kind offer).	£5,300	£0	£5,300
	Sub-total	£5,300	£0	£5,300
SAP	Research and Evidence Manager (50% FTE, (£30-£35k + 20% on-costs = £36k-£44k p.a.)	£5,550	£16,650	£22,200
SAP	Additional granular evidence requirement including data and software licences	£0	£10,000	£10,000
SAP	Skills Advisory Panel meetings and admin support	£1,500	£4,500.00	£6,000
SAP	Independent Panel – expert scrutiny x 4 meetings x 5 experts including prep total 40 days@£750 per day)	£0	£30,000	£30,000
SAP	Website pages development	£0	£6,800	£6,800
	Sub-total	£7,050	£67,950	£75,000
Total		£67,500	£212,800	£280,300

3. Recommendations

The Swindon and Wiltshire Local Enterprise Board is recommended to:

- 3.1. approve the spending plan for the additional funding.

4. Appendices

- 4.1. Appendix 1: Skills Advisory Panel Factsheet
- 4.2. Appendix 2: SAP Toolkit
- 4.3. Appendix 3: Draft DfE SAP MOU
- 4.4. Appendix 4: ESRC support expression of interest

Skills Advisory Panels: Factsheet

Key Messages

- Skills Advisory Panels aim to bring together local employers and skills providers to pool knowledge on skills and labour market needs, and to work together to understand and address key local challenges.
- As part of the Secretary of State's speech on technical and vocational education on 6 December, we have published some guidance for Mayoral Combined Authorities, the Greater London Authority and Local Enterprise Partnerships on the role of Skills Advisory Panels. The guidance¹ sets out the purpose, composition and responsibilities of a Skills Advisory Panel.
- Alongside the governance guidance, we have also published an analytical toolkit² to support Skills Advisory Panels to carry out high quality local skills analysis, which will be used by Skills Advisory Panels to fully understand and assess their skills needs and wider labour market challenges, now and in the future.
- The Secretary of State for the Department for Education also announced that each Skills Advisory Panel will get £75,000 to analyse their local skills needs and priorities, which could include employing a labour market analyst.

Skills Advisory Panels

- Skills Advisory Panels aim to bring together local employers and skills providers to pool knowledge on skills and labour market needs, and to work together to understand and address key local challenges.
- This includes both immediate needs and challenges and looking at what is required to help local areas adapt to future labour market changes and to grasp future opportunities. This will help colleges, universities and other providers deliver the skills required by employers, now and in the future.

The Skills Advisory Panel governance

- This guidance sets out the role of the Skills Advisory Panels, their purpose, composition and responsibilities.
- Where existing employment and skills boards are functioning well, they will take on the Skills Advisory Panel function rather than a new body needing to be created.
- Where they do not, we expect areas to reform existing boards so that they have a membership that represents all types of providers (e.g. Further Education, Higher Education and independent providers), employers (including SMEs and larger employers

¹ <https://www.gov.uk/government/publications/skills-advisory-panels-saps-role-and-governance>

² <https://www.gov.uk/government/publications/skills-advisory-panels-analytical-toolkit>

from across the private and public sectors), the voluntary and community sector and other key local stakeholders (including at least one local authority for non-Mayoral Combined Authority areas and Greater London).

- We expect the Skills Advisory Panels to reflect the geography of the Local Industrial Strategies. Where the Mayoral Combined Authority leads on the Local Industrial Strategy, we expect that it will lead on the development of the local Skills Advisory Panel. Where the Mayoral Combined Authority leads on the development of the local Skills Advisory Panel but the relevant Local Enterprise Partnership boundaries extend beyond the Mayoral Combined Authority area, we would expect that the Skills Advisory Panel analysis covers the full geography of those Local Enterprise Partnerships and for those Local Enterprise Partnerships to be appropriately represented on the Panel.

Developing thinking around stronger influence

- The consultation *Provider Funding for the Delivery of T Levels* was published in November 2018³. This proposes a requirement in provider funding agreements to have due regard to the skills analysis, local plans and strategies published by the Skills Advisory Panel, and expects providers to work together to provide the skills offer that is needed without undue duplication. It is proposed that this is reciprocated with a requirement on Skills Advisory Panels to have regard for providers' missions and capabilities in their planning work.
- We believe that this would strike the right balance between providers offering a range of T Levels locally that meet local and regional skills priorities, whilst at the same time allowing providers to take account of other factors such as national skills needs, breadth of provision and social mobility. This policy is being consulted on and we would welcome views on how the policy should be defined and developed.
- We are exploring whether we should give Skills Advisory Panels any additional influence over skills supply.

The Analytical Toolkit

- Alongside the governance guidance, an analytical toolkit⁴ and accompanying list of useful data sources⁵ have been published to support Skills Advisory Panels to carry out high quality local skills analysis and identify their existing and future skills gaps and employment priorities.
- Skills Advisory Panels' analysis will also support strong Local Industrial Strategies, which all areas will have in place by early 2020.

³ <https://www.gov.uk/government/consultations/funding-for-the-delivery-of-t-levels>

⁴ <https://www.gov.uk/government/publications/skills-advisory-panels-analytical-toolkit>

⁵ <https://www.gov.uk/government/publications/skills-advisory-panels-analytical-toolkit/skills-advisory-panels-data-sources>

Funding to develop analytical capability

- We will also provide £75,000 to each Skills Advisory Panel to grow their analytical capability. Where applicable, this will be after any resolution on geography Local Enterprise Partnerships have been agreed in line with the Government expectations set out in *Strengthened Local Enterprise Partnerships*, published by the Ministry of Housing, Communities and Local Government (MHCLG) in July 2018⁶.
- The £75,000 funding can be used towards employing a new labour market analyst, though the Skills Advisory Panel will decide on the exact use of funding. The following non-exhaustive list is provided as examples of suitable ways of delivering the new role of the Skills Advisory Panel:
 - Employing staff to produce high-quality analysis of local skills needs and wider labour market challenges
 - Provision of training to analytical staff
 - Obtaining improved analytical tools
 - Obtaining new and/or improved sources of data
- We will put in place a Memorandum of Understanding (MoU) between Government and local areas agreeing the expectations on what the funding should be spent on.
- The Skills Advisory Panel should ensure the results of their analytical work is shared as widely and transparently as possible, including with local colleges, employers, central government and other Skills Advisory Panels.

Next Steps

- The Department for Education's Skills Advisory Panels programme team will hold a Q&A session on Tuesday 11 December at 4pm where skills analysts and policy leads are invited to ask questions.
- We will work with local areas to support their progress in implementing these changes, which we expect to be in place by October 2019. We will review with them their progress both in developing robust governance structures and analytical capacity in summer 2019 to determine whether they are on track.
- If any further funding is made available to Skills Advisory Panels, it will be dependent on sufficient progress. In addition, levels of progress could have implications for any future requirements on skills providers and government agencies to make use of a Skills Advisory Panel's analysis.
- The Department for Education's Skills Advisory Panels programme team will look at how to spread best practice across Local Enterprise Partnerships and Mayoral Combined Authorities, how to address concerns around data availability and what analytical support central government should provide.
- For any enquiries on the Skills Advisory Panels, please contact us:

SAP.PROGRAMME@education.gov.uk.

⁶ <https://www.gov.uk/government/publications/strengthened-local-enterprise-partnerships>



Department
for Education

Skills Advisory Panels

**Analytical Toolkit for Local Skills
Analysis**

6 December 2018

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Analytical Toolkit for Local Skills Analysis

Skills Advisory Panels aim to bring together local employers and skills providers to pool knowledge on skills and labour market needs, and to work together to understand and address key local challenges. This includes both immediate needs and challenges and looking at what is required to help local areas adapt to future labour market changes and to grasp future opportunities. This will help colleges, universities and other providers deliver the skills required by employers, now and in the future.

Skills Advisory Panels aim to strengthen the capabilities of Local Enterprise Partnerships and Mayoral Combined Authorities¹, or local areas from hereafter, to carry out high quality analysis which will be used to identify their skills and employment needs and priorities, as well as inform their skills agenda, and improve their economic outcomes. This will assist local areas to develop action plans to address skills issues which, in turn can give more people in the local community access to high quality skills provision that leads to good jobs. The analysis produced will underpin the 'People' element of their Local Industrial Strategy².

1. Overview

The Department for Education's Skills Advisory Panels programme team, or we from hereafter, have developed this toolkit to improve consistency and support local areas to produce robust evidence to inform local decision-making on skills needs and priorities.

This toolkit includes a detailed framework and methodology to ensure the analytical outputs produced by local areas meet the standards set out in this document. The structure of this toolkit is as follows:

- a) **Actions for Quality Outcomes** (page 3) – actions to support effective follow-up of the identified skills and employment priorities.
- b) **Standards** (page 4) – indicators to ensure high quality local skills analysis incorporates full consideration of skills landscape and labour market thinking.
- c) **Analytical Framework and Methodology** (page 4) – 5-stage model indicating areas of consideration to enable an in-depth understanding and analysis of local skills systems.

This document includes a glossary of key terms the reader can refer to for the definition of some key terms and concepts we use throughout this toolkit. A supplementary

¹ References to Mayoral Combined Authorities in this toolkit, also include and apply to the Greater London Authority (GLA).

² [Industrial Strategy White Paper](#)

document 'Skills Advisory Panels: Data Sources' is available³. This document lists publically available data sources that may assist local areas when using this toolkit.

This toolkit has been designed in partnership with the Cities and Local Growth Unit⁴, the Department for Business, Energy and Industrial Strategy (BEIS) and the Department for Work and Pensions (DWP). In developing Skills Advisory Panels, we have worked with seven areas (Greater Manchester and West Midlands Combined Authorities, as well as Cornwall and the Isles of Scilly, Greater Lincolnshire, Lancashire, Leeds City Region and Thames Valley Berkshire Local Enterprise Partnerships). In developing this toolkit, we have also sought the views of all Local Enterprise Partnerships and Mayoral Combined Authorities. Alongside this analytical toolkit, we have published governance guidance⁵ which sets out how the government will support Skills Advisory Panels, and its expectations as to their role, structure and governance.

2. Actions for Quality Outcomes

To enable local areas to effectively act on their identified skills and employment priorities, we recommend the following actions:

- **Assess** the labour market and skills system of the local areas and identify skills and employment priorities.
- **Manage** relationships with policy leads within the local area and the Skills Advisory Panel by presenting analysis and its implications clearly, and disseminate information effectively to ensure common understanding.
- **Deliver** skills and employment priorities through effective plans and efficient routes, and enable delivery through engagement with the local area's Skills Advisory Panel and other stakeholders. These relationships should facilitate a more efficient allocation of resources in local areas.
- **Evaluate** the impact of implemented actions to deal with skills and employment priorities. Monitor whether the priorities identified and acted upon are effective in assisting sustainable growth and development in economic performance.

Regular reviews of the skills system in relation to the labour market are encouraged. This will allow local areas to reflect on the changing landscape of the labour market and skills systems. Timescales to produce high quality analysis will differ between local areas,

³ Skills Advisory Panels data sources: <https://www.gov.uk/government/publications/skills-advisory-panels-analytical-toolkit/skills-advisory-panels-data-sources>

⁴ A partnership between the Ministry for Housing, Communities and Local Government (MHCLG) and the Department for Business, Energy and Industrial Strategy (BEIS)

⁵ Skills Advisory Panels role and governance <https://www.gov.uk/government/publications/skills-advisory-panels-saps-role-and-governance>

however we advise annually, or when circumstances change, as a minimum. We will seek evidence from local areas to demonstrate continuous evaluation of skills priorities.

We expect Skills Advisory Panels to share analysis and best practice, as widely and transparently as possible, with central government and other Skills Advisory Panels to learn from each other and tackle wider skills challenges.

3. Standards

The role of the standards for Skills Advisory Panels is to ensure that local areas are producing high quality skills analysis which will form a robust evidence base for identifying skills and employment priorities in the short and longer-term.

To determine the suitability of local analytical practices for skills and the quality of the evidence used, we will expect local areas to demonstrate reflection of:

- Key headline outputs which, in relation to the labour market, highlight:
 - the skills currently available and whether they meet demand
 - where skills needs are currently and likely to be in the future
 - whether the local skills system is providing the future workforce with the necessary skills to meet future demand.
- Evidence that demonstrates reflection on a breadth of:
 - high quality data sources on skills, employment and the labour market to build their evidence base
 - national and localised levers (including policy and funding initiatives) to steer skills and employment priorities in the short and longer term.
- Action plans for their strategies in respect of skills and employment priorities within the areas and the underpinning rationale for such proposals.
- Explicit reflection on the potential impacts and effects of issues that affect labour market trends such as digitalisation, globalisation, automation, ageing population, and trade and migration shifts.

We will work with local areas to support their progress in implementing these changes, which we expect to be in place by October 2019. We will review with them their progress in summer 2019 to establish how local areas are on track to successfully embed the toolkit and whether further implementation is required (including further assistance from the Department for Education). This will also inform the basis of an assessment of the adequacy of this toolkit to support local areas and identify areas for improvement which will help the Department for Education to review and develop future versions of the toolkit.

4. Analytical Framework

The analytical framework will support analysts to determine the types of skills and employment priorities needed to improve their economic efficiency. These priorities will differ between local areas, due to the varying economic contexts and structures already in existence.

The framework will ensure that local areas are identifying skills and employment priorities under coherent and consistent objectives, thus establishing a national picture. The framework enables users to retain the flexibility currently available, so that they can identify specific skills priorities that are relevant to their local area.

A common analytical framework for local areas is required to reduce analytical disparities, and ensure consistency in the approach taken to build an evidence base when identifying skills and employment priorities. Primarily, this will enable comparability within and across local areas and improve their analytical capability.

The analytical framework has been designed to assist the review of the skills system with consideration of the labour market context, both locally and nationally. Topics that skills priorities may fall under are outlined in the analytical framework.

Analysts are responsible for reviewing topics in this analytical framework. Analysts should then determine which are of greater relevance and importance to the local areas in improving efficient allocation of local resources, and reducing skills mismatches.

We appreciate that the area of skills is dynamic and that supply and demand of skills are not separate issues. Skills supply and demand impact each other and therefore, whilst the framework has divided them to avoid duplication where possible, the effects may be apparent in multiple stages of the framework and methodology.

The Skills Advisory Panels analytical framework contains 5 key stages:

Stage 1 – Analysis and definition of the local landscape
<ul style="list-style-type: none">▪ Examination of the current economic landscape in the area▪ Determine performance benchmarks within and across multiple geographical levels
Stage 2 – Analysis of skills demand
<ul style="list-style-type: none">▪ Identification of the strengths and weaknesses in labour markets▪ Exploration of skill needs based on current and future demand▪ Insight into business and employer environments
Stage 3 – Analysis of skills supply
<ul style="list-style-type: none">▪ Determine available skills against those required in the area▪ Identification of potential challenges that may restrict skills supply

Stage 4 – Mapping of demand and supply

- Assessment of the types of skills gaps and the causes
- Ascertain whether learner provision and business development meets demand
- Assessment of the likelihood in meeting future demand through current supply

Stage 5 – Conclusions

- Derive skills priorities for the local area to improve economic efficiency
- Outline the available or required mechanisms to support the delivery of the skills and employment priorities

5. Analytical Framework Stages

This section provides a more in-depth description of each of the 5 areas of practice relating to local skills analysis. Each area of practice provides questions and objectives to assist the identification of potential priorities in local areas.

To help local areas develop an in-depth and robust evidence base that informs decisions on which skills mismatches between skills supply and employer demand should be prioritised, topics, themes and key questions to consider are also included in section 5.1 and 5.2 respectively. Themes and key questions are not exhaustive, but highlight the main areas for exploration. It is the responsibility of local areas to determine further themes within the topic area that should be prioritised and examined in more detail.

Stage 1: Analysis and definition of the local landscape

What is the labour market and skills performance of the local area?

How does that compare with neighbouring or similar areas, and how does it sit regionally and nationally?

Is there potential for the local area to be comparable to various geographical levels (e.g. international, national, and regional)?

Objectives:

- Increasing awareness of the volume and depth of strengths and weaknesses in the local area
- Understanding the factors that influence labour demand and supply
- Increasing awareness of the volume and depth of strengths and weaknesses in the local area

Stage 2: Analysis of skills demand

What barriers are preventing businesses from securing the labour to meet their skills needs?

Objectives:

- Defining the stock of employment and skills that employers are requesting
- Building a picture of overall business conditions, whilst also examining specific factors for particular sectors and occupations
- Identifying the changes and factors that could impact businesses recognising the wide diversity among businesses (e.g. small employers, large employers, and both private sector and public sector).

Stage 3: Analysis of skills supply

Are there provisions in place to ensure the labour force will have skills for current and future demand?

What are the reasons that may prevent this?

Objectives:

- Determining the characteristics of the current workforce
- Defining skill stocks
- Outlining the challenges that restrict the local area from providing the labour force with required skills
- Defining potential changes to the local area and labour force that will affect the flow of desired skills for businesses

Stage 4: Mapping of supply and demand

How responsive is the skills system?

Do the labour force supply the skills to meet current and future demand?

Where does the skill supply fail to meet the demand at different levels (e.g. sectoral and occupational)?

Is there significant demand for the current and future supply? Does the demand provide opportunity to fully exploit the supply of skills available now and in the future?

Objectives:

- Ascertaining issues that may exist with the offer available from education providers and the effect of underutilisation of skills on businesses
- Understanding the factors that could increase fragility to labour supply and business demand
- Identifying barriers that prevent the skills system adjusting to changing business demand

Stage 5: Conclusions

What are the main skills priorities?

What current policy levers and initiatives, at both local and national level, can help deliver the priorities?

Are new policy levers or initiatives required to ensure the skills and employment priorities are achieved?

Objectives:

- Understanding current and future skills and employment priorities which will have greater impact on the local area
- Outlining the actions needed locally and nationally to address skills and employment priorities
- Understanding how actions will achieve economic efficiency and a reduction in skills mismatches

5.1 Themes

This section provides themes that we encourage local areas to consider when using the analytical framework. This is not an exhaustive list.

Stage 1: Analysis and definition of the local landscape	Stage 2: Analysis of skills demand	Stage 3: Analysis of skills supply	Stage 4: Mapping of skills demand and supply
Skills and Labour Supply			
Demographics Labour market activity Workforce participation Sector and occupational employment Specialised / transferrable skills Locally offered provisions External and local providers of learning Migration and geographical mobility	Occupation and sector demand Workforce skills needs Specialist skills Learning provider provisions Stock of employment Workforce share	Provider participation rates Qualifications Higher Education and Further Education course provision Education leaver preparedness Learner starts Further Education (Level 4 and 5) outcomes Graduate destinations Migration Movement of workforce between jobs	Skill shortages Skill mismatches Provider responsiveness Mismatches and underutilisation Labour force participation rates Further Education outcomes Travel to education Demographics

Stage 1: Analysis and definition of the local landscape	Stage 2: Analysis of skills demand	Stage 3: Analysis of skills supply	Stage 4: Mapping of skills demand and supply
Economy and Labour Demand			
Productivity Growth Job and business creation Wages Workforce conditions and patterns Labour market structure	Business growth Recruitment Vacancies Employment prospects and fragility Redundancies Wages and benefits	Business growth and decline Sector growth and decline	Declining industries and sectors Innovation and new industrial demands Public and private funding
Cross-cutting			
Geography Housing Transport Poverty Vulnerability Inequalities (including social mobility and deprivation) EU exit	Barriers to training and employment Employer investment in training Market strategies Technological change (e.g. automation, innovation)	Higher Education, Further Education, informal and non-regulated provision uptake and financial costs Barriers to accessing training and employment Travel to work EU exit	Job mobility Underutilisation Travel to work Learner behaviour and destinations Migration and EU exit

Stage 1: Analysis and definition of the local landscape	Stage 2: Analysis of skills demand	Stage 3: Analysis of skills supply	Stage 4: Mapping of skills demand and supply
Policy⁶			
<u>Growth and City Deals</u> <u>Welfare reforms (e.g. Universal Credit, National Living Wage)</u> <u>Sector deals and Grand Challenges</u> Income and corporation tax trends Infrastructure projects (e.g. HS2) <u>Enterprise Zones</u> <u>Northern Powerhouse⁷ / Midlands Engine⁸</u>	National Retraining scheme <u>Local Digital Skills Partnerships</u> <u>Work and Health Programme</u> <u>Disability Employment Gap Commitment</u> <u>Fuller Working Lives</u> <u>Enterprise Zones</u> <u>Opportunity Areas</u> Careers Hubs, Enterprise Co-ordinators and Advisers	<u>Apprenticeships and Traineeships</u> <u>T Levels</u> <u>Level 4 and 5</u> <u>Adult Education Budget</u> Higher level skills (including <u>Advanced Learner Loans</u>)	National Retraining Scheme <u>Adult Education Budget</u> Higher level skills (including <u>Advanced Learner Loans</u>) <u>Digital Skills Partnerships</u> Careers and employment engagement in skills and work <u>Work and Health Programme</u>

⁶ More information about these policies can be found at www.gov.uk

⁷ <https://northernpowerhouse.gov.uk/>

⁸ <https://www.midlandsengine.org/>

5.2 Key Questions

This section provides exemplar questions that we encourage local areas to consider when using the analytical framework. These questions should assist analysts in producing an in-depth evidence base, to support the skills priority decisions. The list of questions is not exhaustive, but it indicates the main areas for exploration. It is the responsibility of local areas to determine questions that are most relevant to them.

Stage 1: Analysis and definition of local landscape

Skills and Labour Supply

- What are the key sectors / occupations of employment?
- What is the demographic structure (by size and age) of the overall and working populations?
- Who are the key education providers (by type incl. informal / non-regulated; size and Ofsted ratings) in the local area and where are they situated?
- What is the proportion of individuals who are Not in Education, Employment or Training (NEETs)? How many NEET would like to be in employment, education or training?
- What proportion of people move employment within the local area? What are the reasons for employee movement (e.g. wages, progression opportunities)?

Economy and Labour Demand

- What is the level of productivity and economic activity (overall and by sector / occupation)?
- What are the levels of employment, unemployment and inactivity? What are the levels of underemployment?
- What proportion of jobs are low paid? Which occupations / sectors are these in (e.g. public sector)? What proportion of low paid employees move to higher paid work over time?
- What is the coverage of 'atypical work' and how stable is the working environment?
- What is the rate of job and business creation (overall and by sector / occupation)?
- What does the dispersion / distribution in employment (e.g. business type and size) and wages look like?

Cross-cutting

- What are the levels of inequality in your area (e.g. deprivation, social mobility, gender pay gap)?
- What proportion of workers commute into and out of the local area for work?
- What is the qualification level of the labour force that migrate into the local area for employment? Is this a result of domestic or international migration?
- How affordable is housing in your area compared with neighbouring areas?
- What proportion of individuals are in receipt of government payments (e.g. Universal Credit, Working Tax Credit, Child Tax Credit)?

Policy

- Is there a distinct difference in your local area or regional landscape compared with others?
- What has been the impact of the introduction of Universal Credit and National Minimum Wage?
- Is job creation or business growth within Enterprise Zone locations?

Stage 2: Analysis of skills demand

Skills and Labour Supply

- What skills are employers demanding? Are these skills transferrable or specialist?
- How are these skills likely to change in the next 5 – 10 years?
- What are the sectors and occupations with the largest proportion of new vacancies? Do these require a specific qualification level or course?
- Which sectors and occupations are expanding?
- What are the new emerging and growing sectors and occupations?

Economy and Labour Demand

- What do current recruitment practices and retention rates look like? How does this differ by sector, geography and skills levels?
- How do these trends are likely to differ in the next years?
- What is the distribution of wages in the sectors / occupations where there are skills gaps?
- Which sector, occupations and localities have seen the biggest growth in jobs filled and/or in unmet demand?
- Which sectors / occupations have the highest staff and talent retention? What factors influence retention (e.g. pay, working conditions)?

Cross-cutting

- What proportion of employees have higher qualification level or skills than those required in their current jobs?
- What is the rate of employer investment in skills? Which sectors / occupations are investing in their workforce and at what skills levels?
- For employers who are not investing in skills training, what are the reasons?
- How large is training investment? What are the main barriers to skills development?
- What proportion of jobs are susceptible to technological changes (e.g. automation) and in what sectors / occupations?

Policy

- What opportunities are there to a) upskill the ageing population who wish to continue working and b) reskill those in jobs susceptible to technological change (e.g. automation)?
- What programmes are there to support access, identification and take-up of training?
- What proportion of the workforce take part in government's employment initiatives?
- What incentives encourage sustained employment?

Stage 3: Analysis of skills supply

Skills and Labour Supply

- What courses and training provisions are on offer? Do these provide the current and future skills to satisfy the demand from employers?
- What are the barriers to take up courses and other training provisions?
- Is the local population over or under qualified?
- What qualifications and skills do the population hold? Are they sector / occupational specific?
- How has the demographic profile of the local area changed over the past 5 years? How will this impact future labour supply?
- What qualifications do the active workforce hold in comparison to the inactive?
- Which skills do the commuting workforce bring to the local area?
- Which skills do the commuting workforce bring to the local area?
- What proportion of school leavers go into Further Education or university?

Economy and Labour Demand

- What is the proportion of education leavers start in high growth sectors / occupations?
- What are the current working patterns (by demographic factors and hours worked)? Do you expect these to change?
- What attracts graduates to the area?
- What is the rate of retirement? Does this differ or compare in sectors/occupations?

Cross-cutting

- Is Higher Education / Further Education course uptake concentrated in particular subjects?
- Do education providers offer the courses that the workforce require and where demand outstrips supply?
- For training providers are there enough people in the workforce to incentivise training investments? Are training providers (education and employers) providing the labour force sufficient opportunities to reskill?
- What impact would a restriction on EU migration have on labour supply? How would this differ by sector and occupation?
- What is the average commuter distance and time? How do these journeys differ by locality?

Policy

- What impact will the initial T Levels have on the distribution of qualifications and learner outcomes? Will there be sufficient placements in sectors / occupations?
- Do apprenticeships lead to employment?
- How have advanced learner loans increased uptake of level 3 to 5 qualifications?
- Are local areas maximising the potential of wider employment support measures?

Stage 4: Mapping of skills demand and supply

Skills and Labour Supply
<ul style="list-style-type: none">▪ What evidence is there of skills issues, now or in the future (skills shortages, mismatches and underutilisation)?▪ Which sectors and occupations do the local area population favour? Are these low or high skilled roles?▪ Are education providers delivering courses to meet employer demand?▪ Are people employed in a sector / occupation that is aligned with their formal qualifications?▪ What is the proportion of overqualified and underqualified workers and the impact on the labour market? How has learner behaviour changed? Are application rates changing? Do learners move to other areas following study?
Economy and Labour Demand
<ul style="list-style-type: none">▪ Is there a shift of labour to sectors / industries and occupations that are larger? Is this due to competing sectors / occupations?▪ How many jobs are impacted by automation / digitalisation? What are the future skills needed and do the labour force have these?▪ Are employers investing in upskilling to reduce fragility?▪ What is the labour market participation rate? Are those that are inactive able to enter with the skills required?▪ Is there wage growth in lower paid sector / occupations?
Cross-cutting
<ul style="list-style-type: none">▪ Are learners choosing the courses that supply the training for skills in demand? What information, advice and guidance are learners being provided?▪ Are employees changing jobs to ascertain greater benefits (e.g. wages)?▪ Are employers dependent on workers from outside the local area to meet demand?▪ Is there enough demand in sectors / occupations for the supply that exists?▪ Do learners remain where they studied for employment? Do learners return to the local area after studying elsewhere?

Policy

- Where is the Adult Education Budget or Education and Skills Funding Agency (ESFA) provision required to meet demand across sectors and occupations (e.g. by age, gender, qualifications)?
- Are there examples of local areas and organisations working with industry and informal / private sector providers to design and deliver new programmes in response to emerging skills demand? Are there opportunities to do so?
- Do education providers promote courses relating to those in demand sectors or occupations? Or are they changing the content / type of courses according to shifts in skills demand?
- Are education providers engaging with employers to understand these skills needs?
- Are employers engaging with employees to relay skills required and ways to obtain them (through upskilling development)?
- Are individuals wanting to upskill? Is there preference to have lesser paid jobs for greater quality of life? Do 'atypical' jobs reduce the investment of employers in providing training and opportunities to develop / upskill?

Stage 5: Conclusions

Outcomes

- What priorities will decrease the risk or uncertainty to future skills demand and supply?
- Would your priorities provide quick fixes or long term solutions?
- Are these priorities applicable to all of the local area or certain subsets?
- Are your priorities unique or similar to higher geographical levels (e.g. international, national, and regional)?

Mechanisms

- What current policies or initiatives are in place that could best address priorities? Are new policies or initiatives required?
- What previous interventions have assisted improvement to similar priorities? Are these available still or are there alternatives that will provide better outcomes?
- Is there reliance on national levers to deliver priorities? Could priorities be supported through local strategies? How can local areas work together to maximise results?

Glossary

Skills shortage

Where there is a lack of skilled and qualified people for the jobs that are available in the labour market. The skills in demand by employers is not met by the workforce, and makes it harder for employers to introduce new products or services, or adapt with new working practices⁹.

Hard-to-fill vacancies

Vacancies that an employer has and is finding difficult to fill – for any reason¹⁰.

Skills mismatch

Where an individual's level or type of skills does not meet those that are in demand by employers or the labour market¹¹.

Underutilisation

Employment does not incorporate the qualifications or skills that an employee holds.

Not in Education, Employment or Training (NEET)

Typically focused on 16-24 year olds. Anybody who is not in any form of education or training and not in employment is considered to be NEET. Consequently, a person identified as NEET will always be either unemployed or economically inactive¹².

Underemployment

A person willing to work more hours, available to do so and worked less than the specified hours of work threshold¹³.

Labour market structure

Characteristics of the labour market that may cause inequalities in employment. Potential areas are wage flexibility, benefits, concentration, market share.

'Atypical' work

Employment that does not fit within the 'typical' standard of full time, regular work for an employer over a period of time. Standard hours and income are guaranteed.

⁹ Source: UKCES <https://ukces.blog.gov.uk/2016/01/29/ukces-explains-skills-shortage-vacancies/>

¹⁰ Source: UKCES <https://ukces.blog.gov.uk/2016/01/29/ukces-explains-skills-shortage-vacancies/>

¹¹ <https://unevoc.unesco.org/go.php?q=TVETipedia+glossary+A-Z&filt=all&id=568>

¹² ONS

<https://www.ons.gov.uk/employmentandlabourmarket/peoplenotinwork/unemployment/bulletins/youngpeoplenotineducationemploymentortrainingneet/march2018>

¹³ ONS

<https://www.ons.gov.uk/employmentandlabourmarket/peopleinwork/employmentandemployeetypes/datasets/underemploymentandoveremploymentemp16>

Atypical work covers part-time work, temporary/fixed-term work, casual and seasonal work, self-employed people and homeworkers. A recent addition to atypical work is zero hour contracts.

Employment fragility

Jobs that are at risk of poorer prospects and that are at risk of reduction or depletion. These jobs are vulnerable to emerging trends and labour market challenges (e.g. digitalisation, globalisation, automation, ageing population, trade and migration shifts).

Transferable skills¹⁴

Transferable skills are skills that the majority types of study, work and career have in common and they can serve as a bridge from study to work and from one career to another.

Transferable skills include, among others, team working, communication/presentation skills, both written and oral, communication/dialogue with non-technical audiences (public engagement), project and time management skills, problem solving and creativity and the ability for abstract thought.

¹⁴ ESF (European Science Foundation) (2009), *Research Careers in Europe: Landscape and Horizons*, A Report by the ESF Member Organisation Forum on Research Careers, ESF, Strasbourg.



Department
for Education

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SKILLS ADVISORY PANELS (Increasing local analytical capabilities):

MEMORANDUM OF UNDERSTANDING (“MoU”) dated 19/12/2018

Between:

(1) **THE SECRETARY OF STATE FOR EDUCATION** of Sanctuary Buildings, 20 Great Smith Street, London, SW1P 3BT (“**DfE**”)

(2) The bodies listed in Annex A (hereafter the **local area(s)**)

Each a “**Participant**”, together the “**Participants**”.

BACKGROUND

- (A) Skills Advisory Panels (SAPs) are a 2017 manifesto commitment and a key initiative under the Government’s Industrial Strategy to address mismatches between skills supply and employer demand more effectively. The aim of SAPs is to support new local partnerships comprising of local employers, skills providers and local government to pool knowledge on skills and labour market needs, and to work together to understand and address key local challenges. This includes both immediate needs and challenges and looking at what is required to help local areas adapt to future labour market changes and to grasp future opportunities. This will help colleges, universities and other providers deliver the skills required by employers, now and in the future (**the “Aim”**). The Panels will analyse and reach an evidence-based view on local skills needs to deliver the new SAP role on skills needs, inform the ‘People’ element of the Local Industrial Strategies and local post-16 skills provision, so that skills provision better meets labour market needs, now and in the future.
- (B) In order to achieve this aim, the SAPs will need to generate high quality analysis. DfE will provide implementation funding to each local area for the purpose of building capacity, growing local capability sustainably and for producing high quality analysis to underpin the work of the SAP in achieving the Aim (**the “Project”**).
- (C) The purpose of this MoU is to set out the arrangements as regards to the responsibilities of the Participants in respect of the use of this seed funding to grow the local analytical capability and deliver the SAP role sustainably.

The Participants have reached the following understanding:

1. KEY OBJECTIVE

The key objective is to enable local areas to use capability funding provided by DfE under Section 31 of the Local Government Act 2003 ('a Section 31 grant') for the Project, delivering on the announcement the Secretary of State for the Department for Education made on 6 December 2018 as part of his speech on technical and vocational education.

DfE announced new guidance on the role of SAPs, backed by a £75,000 package of analytical support for each area to assess their skills needs.

- Role of SAPs and governance: <https://www.gov.uk/government/publications/skills-advisory-panels-saps-role-and-governance>
- Analytical toolkit and data sources: <https://www.gov.uk/government/publications/skills-advisory-panels-analytical-toolkit>

2. PRINCIPLES OF COLLABORATION AND THE PARTICIPANTS' RESPONSIBILITIES

The Participants have decided to adopt the following principles ("Principles") in relation to the Key Objective:

- To appropriately use the Section 31 grant funds for the purpose of implementation costs associated with the Project;
- To act in good faith to support achievement of the Key Objective and compliance with these Principles.

3. STATUS

This MoU is not intended to create a binding legal obligation between the Participants, and no legal obligations or legal rights shall arise between the Participants from this MoU. The Participants enter into the MoU intending to honour all their obligations.

4. LOCAL AREA OBLIGATIONS

The local area will use any implementation funding provided by DfE under a Section 31 grant for the purposes of the Project, in line with the analytical standards contained within the analytical toolkit DfE published:

<https://www.gov.uk/government/publications/skills-advisory-panels-analytical-toolkit>

The responsible authority will be accountable for the fund and the LEP/MCA will decide on the exact use of funds paid to it. However, the following non-exhaustive list is provided as examples of suitable ways of delivering the new SAP role:

- Employing staff to produce high-quality analysis of local skills needs and wider labour market challenges
- Provision of training to analytical staff
- Obtaining improved analytical tools
- Obtaining new and/or improved sources of data

The local area will be expected:

- to consider carefully using the seed funding towards obtaining new or improved analytical tools or data sources to minimise risk of duplication (e.g. with plans the DfE SAPs Programme team is exploring) and maximise the value of the £75,000 funding, if the local area already has an appropriate analytical team in place
- not to pool the funding with other local areas in line with the purpose of the funding to ensure the analytical capability is developed sustainably locally

The local area will be expected to use the funding provided in line with the SAPs

Guidance on Roles and Governance: <https://www.gov.uk/government/publications/skills-advisory-panels-saps-role-and-governance>.

The local area's implementation of this guidance (including embedding the analytical toolkit) will be reviewed by DfE SAPs programme team in summer 2019, with changes expected to be in place by October 2019

Any future funding to support the implementation of SAPs will be subject to this review.

The LEP/MCA is subject to the forthcoming National Local Growth Assurance Framework¹ and will be expected to provide regular feedback on their implementation

¹ This document will replace the LEP National Assurance Framework and the Single-Pot Assurance Framework for MCAs.

progress against the published governance standards to their Cities and Local Growth area lead and the SAPs programme team prior to the review in summer 2019.

5. DEPARTMENT FOR EDUCATION OBLIGATIONS

DfE will transfer within a reasonable time £75,000 through a Section 31 grant, for the local area's incurred and future expenses in respect of implementation activities such as those specified in the analytical toolkit published on gov.uk.

DfE's Skills Advisory Panels programme team will work with local areas to support their progress in implementing these changes, which we expect to be in place by October 2019. We will review with local areas their progress both in developing robust governance structures and analytical capacity in summer 2019 to determine whether they are on track. If any further funding is made available to SAPs, it will be dependent on sufficient progress. In addition, levels of progress could have implications for any future requirements on skills providers and government agencies to make use of a SAP's analysis.

We will work with SAPs to determine:

- how to spread best practice across SAPs
- how to address concerns around data availability (and so the local area may like to consider carefully using the seed funding towards obtaining new or improved analytical tools or data sources to minimise risk of duplication and maximising the value of the funding, if the local area already has an appropriate analytical team in place)
- what analytical support central government should provide
- what influence SAPs might have over skills provision.

6. COSTS AND LIABILITIES

Except as otherwise provided in this MoU, the Participants will bear their own costs and expenses incurred in complying with their obligations under this MoU.

Each of the Participants shall remain liable for any losses or liabilities incurred due to their own or their employees' actions, and no Participant intends that another Participant shall be liable for any loss it suffers as a result of this MoU.

7. CONFIDENTIALITY

Each of the Participants understands and acknowledges that it may receive or become aware of Confidential Information belonging to one or more of the other Participants whether in the course of fulfilling commitments under this MoU or otherwise.

Each Participant shall treat the other Participant's Confidential Information as confidential and safeguard it accordingly, and not disclose another Participant's Confidential Information to any other person (except their employees, agents, and professional advisers to which such disclosure is necessary for the purposes contemplated under this MoU).

These obligations of confidentiality shall not apply to any Confidential Information to the extent that such Confidential Information is required to be disclosed by a requirement of law placed upon the Participant making the disclosure (including any requirements for disclosure under the Freedom of Information Act 2000 and/or the Environmental Information Regulations 2004 or Code of Practice on Access to Government Information).

8. DATA PROTECTION AND RECORD KEEPING

The Participants confirm that they shall comply with their responsibilities under the Data Protection Act 2018 and the General Data Protection Regulation 2016/679.

The local areas shall provide use of funds statements, confirming the grant received and spent was used wholly for the purposes for which it was given, at the end of financial year 2018-19 (i.e. in April 2019) and at the end of financial year 2019-20 (i.e. in April 2020), signed by its Accounting Officer.

9. START DATES AND DURATION

This MoU will commence on 19 December 2018 and will continue until 31 March 2020.

10. REVIEW AND AMENDMENTS

This MoU will not be reviewed.

Amendments to this MoU may only be made upon written agreement of both Participants.

11. COMMUNICATIONS

All notices or communications under this MoU shall be in writing and sent for the attention of the representatives through the contact details set out below or to such other person or other address as the relevant Participant may give notice to the other Participants:

- For DfE: SAPs Programme Team

12. DISPUTES

Any dispute arising from this MoU which cannot be resolved through discussions between the Participants' representatives detailed in section 11 shall be referred to a Deputy Director of DfE and a nominated officer of the local area who shall convene within 30 days of such referral to discuss and seek to resolve the dispute.

In the event the dispute remains unresolved, the final decision shall rest with the Secretary of State.

13. GOVERNING LAW AND JURISDICTION

This MoU shall be governed by and construed in accordance with English law and, without affecting the dispute procedure set out in paragraph 12, each Participant agrees to submit to the exclusive jurisdiction of the courts of England and Wales.

This MoU comes into force on the date specified in paragraph 9.

ANNEX A – Local Areas

The responsible authority will be accountable for the fund and the LEP/MCA will decide on the exact use of funds paid to it (the body running local SAP shown in capitals).

(M)CA	LEP	Responsible authority
CAMBRIDGESHIRE AND PETERBOROUGH COMBINED AUTHORITY	GCGP	Cambridgeshire and Peterborough CA
GREATER MANCHESTER COMBINED AUTHORITY	Greater Manchester	Greater Manchester Combined Authority
LIVERPOOL CITY REGION COMBINED AUTHORITY	Liverpool City Region	Liverpool City Region Combined Authority
SHEFFIELD CITY REGION COMBINED AUTHORITY	Sheffield City Region	Sheffield City Region Combined Authority
TEES VALLEY COMBINED AUTHORITY	Tees Valley	Tees Valley Combined Authority
WEST MIDLANDS COMBINED AUTHORITY	Black Country	West Midlands CA
	Coventry and Warwickshire	
	Greater Birmingham and Solihull	
WEST OF ENGLAND COMBINED AUTHORITY	West of England	West of England Mayoral Combined Authority
North Of Tyne Combined Authority	NORTH EASTERN	North East Combined Authority
WEST YORKSHIRE COMBINED AUTHORITY	Leeds City Region	West Yorkshire Combined Authority
GREATER LONDON AUTHORITY	London	Greater London Authority
Not applicable	BUCKINGHAMSHIRE THAMES VALLEY	Buckinghamshire County Council
	CESHIRE AND	Cheshire East Council

WARRINGTON	
COAST TO CAPITAL	West Sussex County Council
CORNWALL AND THE ISLES OF SCILLY	Cornwall Council
CUMBRIA	Cumbria County Council
D2N2	Derbyshire County Council
DORSET	Dorset County Council
ENTERPRISE M3	Hampshire County Council
GLOUCESTERSHIRE	Gloucestershire County Council
GREATER LINCOLNSHIRE	Lincolnshire County Council
HEART OF THE SOUTH WEST	Somerset County Council
HERTFORDSHIRE	Hertfordshire County Council
HUMBER	Hull City Council
LANCASHIRE	Lancashire County Council
LEICESTER AND LEICESTERSHIRE	Leicester City Council
NEW ANGLIA	Suffolk County Council
OXFORDSHIRE LEP	Oxfordshire County Council
SOLENT	Portsmouth City Council
SOUTH EAST	Essex County Council
SOUTH EAST MIDLANDS	Luton Borough Council
STOKE-ON-TRENT AND STAFFORDSHIRE	Staffordshire County Council
SWINDON AND WILTSHIRE	Wiltshire Council
THAMES VALLEY BERKSHIRE	Royal Borough of Windsor and Maidenhead
THE MARCHES	Shropshire Council
WORCESTERSHIRE	Worcestershire County Council
YORK AND NORTH YORKSHIRE	North Yorkshire County Council

ANNEX B: Current capacity and capability of local areas as of December 2018

Swindon and Wiltshire Local enterprise Partnership (SWLEP)

Prior to the central government releasing the funding, please return the form below to

SAP.PROGRAMME@education.gov.uk by 25 January 2019.

Section A: Developing robust analysis sustainably

1) What is your current analytical capacity and capability to produce robust analysis of local skills needs and wider labour market challenges?

Please explain:

- a. what your local area is currently doing well and how the analysis and research is produced/commissioned
- b. share examples of analysis and research you are currently presenting to the employment & skills board to understand local skills needs and wider labour market challenges (or equivalent governance already in place)
- c. the barriers faced for producing robust analysis of local skills needs and wider labour market challenges.

- a. SWLEP commissions consultants to produce an economic assessment every two years; the third and latest edition was signed off by the Board in May 2018. The economic assessment for the area includes data and high level analysis on employment, skills and labour market information which is freely available from NOMIS and the ONS as well as some Working Futures analysis. This is set within the wider economic context including business data, productivity and growth projections.

Additional work has taken place over the last year to develop a Higher Education Strategy (signed off in July 2018) and associated evidence base which involved extensive survey work with employers, young people and workers in employment. An Apprenticeship Strategy has also been developed and the LEP has used a number of sources to inform this including the Data Cube and data purchased through an organisation working with all LEPs through the LEP network (Blue Sheep). A specific piece of work was commissioned in 2018 to improve our understanding of the barriers to taking up Apprenticeships by learners and small

and medium sized businesses and this piece of work has used a number of data sources but also produced some primary data and evidence on the current understanding of apprenticeships.

Other strategies which have been produced recently to support the development of our LIS include the Swindon and Wiltshire Digital Capabilities Strategy, Energy Strategy, a cross-LEP Cyber Science and Innovation Audit and our emerging Rail Investment Strategy.

- b. The key pieces of work currently being progressed by SWLEP's Skills and Talent Subgroup include the delivery of the Higher Education Strategy, the Apprenticeship Strategy and the delivery of the Enterprise Adviser Network although a broader range of skills issues is also being tackled through our Strategic Economic Plan (2016) funded largely through ESIF programmes. Our five subgroups report directly to the SWLEP Board as set out in Swindon and Wiltshire Governance Framework².
- c. The key issue with the production of robust evidence is internal capacity within SWLEP and its partners to undertake the work. Work is generally commissioned which in turn is costly. The requirement to produce a Local Industrial Strategy with sufficient granularity could therefore be a challenge and the delivery of the SAP toolkit could not be met without additional capacity as the scope of the data is wider and deeper than that currently covered by the economic assessment. SWLEP greatly appreciates the additional resource that is being made available to meet this need.

2) How do you intend to make best use of the £75,000 funding so that the local analytical capability is developed with the most impact and deliver the SAPs objectives sustainably?

Please outline plans, key risks and mitigations as per table below.

² The Swindon and Wiltshire Governance Framework operates in compliance with the National Assurance Framework guidelines.

Table 1: Plans, key risks and mitigations

Quarter	Activities	Risks	Mitigations
Jan-Mar 19	Recruitment of an experienced Research Manager and LIS Manager.	Risk 1: demand within the marketplace from other LEPs places constraints on SWLEP's ability to recruit.	Re-advertise or commission research support instead.
	Skills and Talent Subgroup membership and terms of reference revised to meet Skills Advisory panel requirements	None anticipated	N/A
Apr-Jun 19	Compilation of SAP toolkit and co-ordination with the development of the LIS and specialist support access through the ESRC IAA if successful.	See risk 1 above	Re-advertise or commission research support instead.
	Skills and talent Subgroup (Skills Advisory Panel) revised and becomes operational	Risk 2: Difficulty in securing the commitment of the right mix of employers.	Build into the SWLEP Board recruitment activity
Jul-Sep 19	Compilation of SAP toolkit data and co-ordination with the development of the LIS and specialist support access through the ESRC IAA if successful. Skills and talent Subgroup (Skills Advisory Panel) updated on data analysis.	See risk 1 above	See mitigation 1 above
Oct-Dec 19	People section/s of the LIS/ refresh of the Skills Plan written	None anticipated	N/A
Jan-Mar 20	Approval of LIS by SWLEP Board and submission to government	None anticipated	N/A
Apr 20-Mar 21	Implementation of the LIS Delivery Plan and bidding to the UK shared Prosperity Fund	Risk 3: Launch of UK Shared Prosperity Fund A is delayed	Lobby and await government action
Apr 20+	Rollout, oversight and management of LIS delivery programmes	See risk 3 above	Lobby and await government action

Table 2: Planned expenditure of £75,000 allocation to March 2020

Source	Activity	2018/19	2019/20	Total
SAP	Research and Evidence Manager (50% FTE, (£30-£35k + 20% on-costs = £36k-£44k p.a.)	£5,550	£16,650	£22,200
SAP	Additional granular evidence requirement including data and software licences	£0	£10,000	£10,000
SAP	Skills Advisory Panel meetings and admin support	£1,500	£4,500.00	£6,000
SAP	Independent Panel – expert data scrutiny x 4 meetings x 5 experts including prep total 40 days@£750 per day)	£0	£30,000	£30,000
SAP	Website pages development	£0	£6,800	£6,800
	Sub-total	£7,050	£67,950	£75,000

3) How would you be able to demonstrate that the £75,000 funding has the most impact, including in the longer-term?

a. Please outline early plans on how you anticipate the funding to make a difference to the high quality analysis that you will be able to generate and influence the skills decisions strategically in your local area.

b. Please outline if you expect any outstanding capacity and capability gaps beyond this £75,000 funding and what further support you would like DfE SAPs programme team to consider.

a. Through recruiting internal research, analysis and strategy writing capacity, SWLEP will be able to produce, revise and refine analysis iteratively in a way which is not possible with research services which are procured. Analysis will be cross cutting yet deeper as our thinking on the development of our Local Industrial Strategy evolves and matures. In addition, the funding will enable us to access new data and systems which may require a paid-for licence which have up until now been beyond our access. The Research Manager will therefore work closely alongside the LIS Manager who will be responsible for drafting the Swindon and Wiltshire Local Industrial Strategy. Both posts would be new to

SWLEP and would be part funded by the SAP contribution.

Although the analysis will be specific to our area, in responding to the SAP toolkit development requirement, we will be able to better and more consistently benchmark ourselves with other LEPs nationally as well as identify mutually beneficial opportunities for cross border working with neighbouring LEPs as data will have been consistently collected and presented and we assume there will be a requirement to make the data, or at least the analysis, publically available.

- b. We would like the DfE SAP programme team to consider continuation funding beyond this initial £75,000 capacity funding to ensure the on-going health of the local economy and skills and employment needs are monitored and addressed through to the long term. The LIS has a 30 year time horizon, data is produced monthly, quarterly and annually and the impact of Brexit has yet to be felt and its long term impact measured both in terms of trade, economic stability and migrant labour issues for front line services across the public sector and beyond etc. will be significant.

Section B: Developing strong and representative governance

4) What is the current governance used by the LEP/MCA?

- a. Please provide supporting evidence such as the current terms of reference of the existing relevant board.
- b. What barriers have you faced so far to ensure a strong and representative governance to assess local skills needs and wider labour market challenges?

- a. The Subgroup Terms of Reference operates across SWLEP's five subgroups and can be found in appendix 1 of our Assurance Framework (also included as appendix 1 to this MOU). The Assurance Framework sits within SWLEP's full Governance Framework which can be accessed at:
<https://swlep.co.uk/about/governance>.
- b. The Skills and Talent Subgroup became operational in September 2016 and as its agenda has developed SWLEP has recognised that its membership required a review. The launch of the Skills Advisory Panels is well timed and will form the context for this review to take place. This will enable business representation on the SWLEP group to be extended and the number of providers sitting on the group will also be revised to make its operation becomes more strategic in terms

of setting and agreeing the priorities for future action. We currently have two Employment and Skills Boards which operate in Swindon and in Wiltshire. We anticipate that the arrangements in the 2 Local Authorities will now be reviewed in the light of the SAPs guidance. Both Las have indicated their desire to align processes through the SAP arrangements.

5) How do you propose to take on the SAP role – through revising existing governance or creating a new body?

- a. Please outline the changes envisaged to the terms of reference of an existing board or an initial draft of the terms of reference if setting up a new body.
- b. Please outline how much progress realistically you envisage to have made by Summer 2019.

- a. . As stated above, the proposal is that SWLEP's Skills and Talent Subgroup will undertake the Skills Advisory Panel role as set out by DfE. It operates at a strategic level taking on large programmes of work and tackling LEP-wide issues. The existing terms of reference therefore require revision but an entirely new body will not need to be established.
- b. By September 2019 we expect to have:
- revised the Skills and Talent Group to meet the requirements of SAPs;
 - recruited a Research Manager;
 - recruited a LIS Manager (outside of the scope of this funding); and
 - compiled the data to meet the scope of the SAP toolkit.
- Work beyond September will focus on analysis and interpretation in terms of setting the 'people foundation' priorities within our LIS and refreshing the Skills Plan. .

6) How would you be able to demonstrate that the changes to the (existing or new) governance make a difference on the advice on addressing local skills needs and wider labour market challenges to the Strategic Board?

- a. Please outline challenges you may anticipate and where you would welcome further guidance from DfE SAPs programme team.

We would like to see a clear alignment between the analysis of skills needs in the area and the skills provision that is delivered by colleges, training providers, universities and

the voluntary sector to meet the needs of employers and learners. We would also like to ensure that other publicly funded provision in the area meets needs and takes account of the analysis, for example DWP provision, provision for specific groups.

We have very good relationships with providers and key stakeholders and have taken on the role of fostering collaboration to meet the skills needs. This can however be challenging without any formal process in place.

a. We anticipate the following challenges:

- Agreeing a process for the analysis of needs to drive the provision available in an area and the changes needed including the development of T levels.
- Developing a strategic and collaborative approach with providers when competition is a key feature of the market.
- Z LEPs having the responsibility to co-ordinate and influence provision and reduce skills gaps with no statutory framework or statutory guidance in place to support the process

We would welcome further guidance from DfE's programme team on:

- Guidance on working with providers and other stakeholders to bring about the changes as a result of the needs analysis.
- MOUs to be in place with other key stakeholders at a national level, for example the DWP.

 <p>Swindon & Wiltshire LOCAL ENTERPRISE PARTNERSHIP</p>	<p>SWLEP Subgroups Terms of Reference</p>
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1. Purpose

- 1.1. In March 2016 the SWLEP Board approved the implementation of a structure of subgroups aligned to the strategic objectives of the Strategic Economic Plan (SEP). In order to provide robust Board oversight of the implementation of the SEP, it is proposed that the Board establishes five Subgroups to reflect its strategic objectives.
- 1.2. The Subgroups are responsible for overseeing and providing strategic direction, advice and support to the SWLEP Board to ensure the Swindon and Wiltshire Local Enterprise Partnership's strategic objectives are delivered successfully.
- 1.3. There are 5 Subgroups:
 - Skills and Talent;
 - Transport;
 - Digital Capability;
 - Place Shaping; and
 - Business Development.

2. Governance

- 2.1. The Subgroups shall be accountable to the SWLEP Board and must operate at all times within the parameters of the SWLEP Assurance Framework. The decisions and business of each subgroup shall be subject to the overview and scrutiny function set in place for the SWLEP.
- 2.2. Each Subgroup will have a SWLEP Board Member as the Chair and Vice-Chair who act as the link between the sub-group and the Board. Each sub-group will also have a Lead Officer acting as the link to the Secretariat and the Officers Group. The Board will set the overall strategic context for the sub-groups and the responsibility for approving project prioritisation rests with the SWLEP Board. The sub-group will offer the Board advice in its specialist area and the Chair or Vice Chair of individual sub-groups will report on activity to the SWLEP Board.

3. Scope

- 3.1. The Chair, with the support of the Lead Officer will manage the operation of each Sub-group to deliver the priority actions identified in the SEP for each of the strategic objectives. The sub-groups will:
- 3.1.1. Oversee the development, implementation and delivery of the SWLEP's strategic objectives that will support long-term sustained growth in the local economy;
 - 3.1.2. Provide advice and support to the SWLEP Board on relevant policy matters and issues relating to the subgroup focus that require strategic action and consideration including consideration of the implications of national Government policy changes on programmes and projects as they arise;
 - 3.1.3. Analyse performance information pertaining to their areas of focus and advise the SWLEP Board on emerging implications and opportunities;
 - 3.1.4. Ensure strategic linkage and close working with other SWLEP Subgroups and relevant Unitary Authority teams;
 - 3.1.5. Through strong links with the SWLEP Communication Manager, support the implementation of the SWLEP's marketing and communication strategy;
 - 3.1.6. Undertake such other functions as prescribed or agreed upon by the Sub-Group and agreed by the Board;
 - 3.1.7. Oversee the development and implementation of its own strategy, undertake stakeholder management activity and review the delivery of projects and programmes which fall under its strategic remit (Table 1); and
 - 3.1.8. Request funding, if required, up to an agreed amount from the Board to support strategy development and stakeholder management.

Table 1: Overview of sub-group activity

Sub-group	Overview
Skills and talent	Development and delivery of the Swindon and Wiltshire Skills and Talent Plan in response to the priority in the SWLEP's Strategic Economic Plan. Maintain oversight over SWLEP funded skills and talent projects and the delivery of European and other funded skills projects in order to inform the SWLEP board of emerging strengths and weaknesses.
Transport Infrastructure	Develop the Swindon and Wiltshire Transport Infrastructure Plan in response to the priority in the SWLEP's Strategic Economic Plan. Maintain oversight over SWLEP funded transport projects and the delivery of European and other funded transport projects in order to inform the SWLEP board of emerging strengths and weaknesses. This sub-group replaces the former Swindon and Wiltshire Local Transport Body.
Digital	Develop and deliver the Digital Capabilities Plan in response to the

Sub-group	Overview
capability	<p>priority in the SWLEP's Strategic Economic Plan.</p> <p>Maintain oversight over SWLEP funded digital capability projects and the delivery of European and other funded digital capability projects in order to inform the SWLEP board of emerging strengths and weaknesses.</p>
Place-Shaping	<p>Develop and deliver the Swindon and Wiltshire Place-Shaping Plan in response to the priority in the SWLEP's Strategic Economic Plan.</p> <p>Maintain oversight over SWLEP funded place-shaping projects and the delivery of European and other funded place-shaping projects in order to inform the SWLEP board of emerging strengths and weaknesses.</p>
Business development	<p>Develop and deliver a Swindon and Wiltshire Business Development Plan in response to the priority in the SWLEP's Strategic Economic Plan.</p> <p>Maintain oversight over SWLEP funded business development projects and the delivery of European and other funded business development projects in order to inform the SWLEP board of emerging strengths and weaknesses.</p> <p>The Chair, with the support of the Vice Chair, to act as the representative of Small and Medium Enterprises on the SWLEP Board.</p>

4. Sector Engagement Groups

- The Business Development Subgroup will work with relevant businesses to establish sector engagement groups linked to the priority and “ones to watch” business sectors identified in the strategic economic plan:
- Health and Life Sciences;
- Digital and ICT;
- Financial and Business Services;
- Advanced manufacturing;
- Land-based industries (provided through the Rural Economy Sector Group);
- Visitor economy including the creative and cultural industries;
- Adult Health and Social Care
- Low carbon; and
- Construction

5. Membership

- 5.1. The Chair and Vice Chair for each sub-group will be private sector Board members who will be supported by a Lead Officer and administrative assistance from the SWLEP core team.
- 5.2. The Chair will hold the post for 3 years, or for the period which is co-terminus with their remaining Board tenure whilst the Vice Chair will rotate annually

amongst Board Members. If the Chair is not present at any meeting the Vice Chair will preside.

- 5.3. The Lead Officer will liaise regularly with the Chair, help manage the work of the Subgroup and ensure reports for the Board are prepared in a timely and accurate manner and will co-ordinate additional support when required. In addition, the Lead Officer will liaise with the SWLEP's Communications Manager over communication and engagement matters.
- 5.4. Each subgroup will include at least three businesses representatives with relevant experience of the sub-group theme, without having a proprietary or potential pecuniary interest. The role of these additional representatives is to provide advice to the Chair and Vice-Chair from a business perspective.
- 5.5. The Subgroups will determine additional attendees such as experts and temporary members according to need.

6. Conflict of interest

- 6.1. The SWLEP Governance Framework includes in section 3 a Conflicts of Interest Policy and members of the SWLEP Subgroups are required to disclose at Subgroup meetings and using the SWLEP's Register of Interests form any potential conflicts of interest or pecuniary interests (e.g. direct financial interest in a scheme through employment or personal gain including any interest as a result of close personal relationships or friendships) which may prevent them from making an impartial decision. Depending on the nature of this interest, there may be the need to co-opt another suitable member on to the SWLEP Subgroup for the purpose of making the decision in question.
- 6.2. Publicly elected Members will continue to declare their interests using their respective local authority's register of interests. They must also declare any additional interests outside their own authority's area but within the SWLEP area boundary by completing the SWLEP Register of Interests form. Elected Members must abide by their respective authority's code of conduct when conducting SWLEP business.

7. Code of Conduct

- 7.1. All members of the SWLEP Subgroup and officers shall, when carrying out any duties or responsibilities on behalf of the SWLEP, abide by the 7 principles of public life: selflessness; integrity; objectivity; accountability; openness; honesty; and leadership as defined in section 28 of the Localism Act 2011.

8. Quorum

- 8.1. The quorum for a meeting shall be half the total membership plus one to include either the Chair or Vice Chair and one external business. No business

shall be transacted unless a quorum is present. If a quorum ceases to be present during a meeting the meeting shall be adjourned to a date to be agreed or determined by the Chair.

9. Meetings

9.1. The Subgroups will meet bi-monthly and at such other times as may be agreed. The agenda for any meeting shall be agreed by the Chair in consultation with members of the group. The agenda and supporting papers shall be circulated electronically to the members of the group at least five working days before the meeting. Meeting notes will be distributed within ten working days following the meeting. The time commitment for the members of the sub-groups is circa 30 hours a year.

10. Variation and dissolution

10.1. These terms of reference shall be reviewed by the SWLEP Board on an annual basis but can be amended as required to meet the current and evolving needs of the Sub-Groups with the agreement of the Board.

10.2. The dissolution of any Sub-Group can be made by the SWLEP Board or by the unanimous agreement of the Members and then ratified by the SWLEP Board.

11. Agreement

11.1. The above Terms of Reference for the SWLEP priority Sub-Groups have been agreed and signed by:

XXXX, Chair

Sub-group

Date

EXPRESSION OF INTEREST FORM:
Analytical Support for Local Industrial Strategies:
Researcher Placements in Local Enterprise Partnerships

Please return Expression of Interest forms to the LEP Network (Jennifer Gun, jennifer@lepnetwork.net) by **close of play 11 January**, keeping your response to *no more than 2 pages*. Please see the guidance document for detail on how to fill out this form. This form will be used by IAAs to identify where there is scope for their research organisation to facilitate suitable placements. IAAs will contact you directly to discuss this and reach agreement. LEPs will make the final decision on the placement match.

LEP:	Swindon and Wiltshire Local Enterprise Partnership
Main point of contact <i>(include email and telephone number):</i>	Debby Skellern, Programme Manager Strategy and Policy debby.skellern@swlep.co.uk 01225 718398 (Mon-Thurs)
Analytical project/challenge: <i>Please detail the analytical project/challenge you would like to use this funding to address. If you have more than one project/ placement opportunity please specify each, indicating priority order.</i>	<p>We have multiple priorities and would be interested in allocating additional financial resource to the placement on offer through the ESRC in order to engage in specialist business engagement and proof of concept activities for the development and commercialisation of three of our LIS big ideas. Given we are prepared to allocate additional funding, we do not wish to rank them in terms of priority. The proposed projects are:</p> <ol style="list-style-type: none"> 1. The development and installation of new-energy vehicle re-fuelling infrastructure along the M4 corridor, from London to South Wales and the Oxford to Cambridge expressway, offering both hydrogen and electric vehicle charging points. This could include a research and development/test facility; 2. The use of hydrogen as an alternative source of clean energy for both commercial and domestic use; and 3. Secure big data environment to support advances in healthcare and early intervention to keep people working for longer. <p>In addition we are looking for academics and industry specialists to join an independent panel to scrutinise and test our evidence base as the LIS develops over the next year. We would welcome suggestions on suitable academics to engage on our panel, again paid for by SWLEP.</p>
Type of placement: <i>Please detail the type of placement you</i>	As stated above we wish to understand test the development opportunities and commercialisation of these three big ideas in the Swindon and Wiltshire area with a

<p><i>think would best support you to address this analytical problem/challenge. are interested in, for example in terms of research expertise (e.g. social research, economist etc.), researcher career stage, duration, location etc.</i></p>	<p>view to driving productivity and transformative change. These placements will require specialist technological knowledge as well as business commercialisation acumen. We are therefore looking for three postgraduate placements who are in their 2nd or 3rd year of study. SWLEP would pay for the two additional placements at £5,300 each (the order could be changed if required):</p> <ol style="list-style-type: none"> 1. April-May - new energy vehicle charging infrastructure; 2. May-June – hydrogen as an alternative energy (commercial and domestic) 3. June-July - secure big data and health <p>We are able of offer desk space at SWLEP offices as required although off-site travel and business engagement is also envisaged. We anticipate each placement will be 6-8 weeks in duration.</p> <p>As stated above we are also looking for academics and/or industry specialists to join an independent scrutiny panel who have technical, economic or business development expertise to test our evidence base. Expenses for their involvement which would be met by the SWLEP. We would look to hold four panel sessions with up to 5 experts (£1500 per expert per session including preparation and expenses).</p>
<p>Timing: <i>Are there any timing constraints on the work? Is there a particular deadline or timescale that needs to be met?</i></p>	<p>We would prefer for all the placements to have been completed by the end of July 2019. The Independent panel would meet regularly over the next year.</p>
<p>IAA preferences: <i>The available institutions are detailed in the guidance document. Please indicate your preferences here – it is fine to have no preference.</i></p>	<p>No preference although it is always good to make contact with universities which are geographically near to foster longer term relationships, especially as we do not have a university based in our area. That said we would expect the placements to actively engage with local businesses and organisations rather than focus solely on remote desk based research.</p>

Many thanks for completing this form. We expect IAAs to be in contact with LEPs before end January to progress these discussions. All placements will need to be agreed and funding in place before 31 March 2019.



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Meeting & Date:	SWLEP Board Meeting – Wednesday, 23 January 2019		
Subject:	Energy Strategy – key performance indicators		
Attachments:			
Author:	Paddy Bradley	Total no of sheets:	4

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

- 1.1. The Swindon and Wiltshire Local Enterprise (SWLEP) Board received a report (5.2 Energy Strategy) at its meeting on 28 November 2018 on the work to develop an energy strategy for the area. The Board endorsed the strategy and requested a follow-up report to confirm the strategy’s key performance indicators and any necessary amendments to the strategy’s action plan.
- 1.2. The draft Board minute 5.2 refers:
The Board:
“APPROVED the strategic priorities of the Swindon and Wiltshire Local Energy Strategy;
REQUIRED 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.”

1. Summary

- 1.1. The paper provides a set of key performance indicators by which the Board may measure the effectiveness of the implementation of the strategic priorities and action plan of the SWLEP’s Energy Strategy.

2. Recommendations

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

- 2.1. approve the use of the key performance indicators for the Energy Strategy as indicated in section 3.7; and

- 2.2. receive an annual report in the May of each year, commencing in May 2020 on the extent of achievement of the key performance indicators.

3. Detail

- 3.1. SWLEP's strategic energy priorities are:

Smart grids and mitigating constraints

- 3.1.1. 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

- 3.1.2. 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

- 3.1.3. 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

- 3.1.4. 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.

- 3.2. The Working Group met in January 2019 and the Director also met Community Energy Groups to discuss potential approaches to setting measures to assess the effectiveness of the implementation of the strategy.
- 3.3. The proposed key performance indicators relate to each strategic priority and their measurement will enable the Board to understand whether the SWLEP executive and partners have delivered what is expected in the strategy.
- 3.4. There was a debate about including wider-ranging impact targets such as a percentage reduction in CO₂ or the establishment of zero-emission zones. However, the group wanted the Board to be able to measure what it could control and the activity to achieve, for example, a noticeable reduction in CO₂ is largely out of the control of the SWLEP Board.
- 3.5. The impact of our actions will lead to a reduction of our carbon footprint and the area will be included in the Government's audit of its Climate Change agreement.
- 3.6. There are no proposed changes to the action plan as the key performance indicators are consistent with implementing the plan.
- 3.7. **Proposed key performance indicators**
- 3.7.1. In determining the indicators, the group recognise that a baseline audit will need to be completed in some cases in order to measure improvement.
- 3.7.2. Smart grids and mitigating constraints
- 3.7.2.1. Number of strategic employment sites with insufficient network access which have the constraints removed enabling development of the site.
- 3.7.2.2. Number of strategic employment sites which have an energy solution either wholly or in part provided by renewable sources.
- 3.7.3. Hydrogen technology innovation and deployment
- 3.7.3.1. Complete an audit of hydrogen provision by April 2019.
- 3.7.3.2. Number of deployments of hydrogen technology above baseline
- 3.7.3.3. Number of hydrogen-related businesses above baseline
- 3.7.3.4. Number of hydrogen-fuelled vehicles above baseline
- 3.7.4. The transition to new energy vehicles
- 3.7.4.1. Number of charging points facilitated by the SWLEP
- 3.7.4.2. Development by March 2020 of a business case to support the creation of a corridor along the M4 and into the Cambridge Milton Keynes Oxford arc which enables ease of movement of all vehicles regardless of their powertrain



3.7.5. Low carbon growth

- 3.7.5.1. Development by July 2019 of investment criteria involving low-carbon growth priorities in order to support SWLEP decision-making for bids and business loan applications.



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Meeting & Date:	SWLEP Board Meeting – Wednesday, 23 January 2019		
Subject:	Rail Strategy – Update and Position Statement		
Attachments:	Draft Position Statement (32 pages)		
Author:	Ian Durston	Total no of sheets:	3 + 32 = 35

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

- 1.1. A rail study has been carried out over the past six months, in conjunction with Swindon Borough Council and Wiltshire Council, in order to develop a Rail Strategy for the SWLEP. This paper presents an update on the work carried out and the highlights of the findings to date.

2. Summary

- 2.1. In August 2018, Systra (along with SLC Rail) were appointed to carry out a rail study on behalf of the SWLEP, Swindon Borough Council and Wiltshire Council. The intention is to use this work to develop a Rail Strategy for the SWLEP and to support the Transport Plans of the two Local Authorities. Subsequently, the Rail Strategy will be used to support the Local Industrial Strategy being developed by the SWLEP.
- 2.2. Systra has taken an approach of carrying out analysis to determine where the highest economic benefit opportunities lie for SWLEP. Next, the company has analysed what rail services would be necessary to realise these opportunities. Finally, the infrastructure and investment priorities required to enable these services have been identified.
- 2.3. Written stakeholder input was sought at the beginning of the work.
- 2.4. Rail infrastructure investment is expensive and difficult to obtain. Whilst it would be nice to ‘do everything’, prioritisation of schemes is an important element of the strategy.
- 2.5. A draft position statement has been presented to the Commissioning Group and was well received. This is appended to this paper. A stakeholder workshop is being held on the Wednesday, 16 January 2019 to review the position statement, so

feedback from the workshop will be fed into the final strategy document. Any significant developments will be reported to the Board verbally on the 23 January.

2.6. The current emerging service options are:

- 2.6.1. **Bristol – Oxford – Cambridge via EWR:** such a service would generate up to £27m GVA per annum for the economy (including some non-Wiltshire flows), and would support new stations on the Great Western Main Line.
- 2.6.2. **Southampton – Swindon – Oxford – Birmingham:** such a service would generate up to £17m GVA per annum including the benefits of improved connectivity between the Solent, South Wiltshire and Swindon and would enhance access to the Midlands.
- 2.6.3. **Swindon – Gloucester – Birmingham – Manchester:** such a service would be worth up to £20m GVA per annum, including the value of local links between Swindon and Gloucestershire.

2.7. The current emerging station options are:

- 2.7.1. **Swindon East:** to support the proposed Eastern Villages and to act as a parkway station for outer Swindon and the eastern part of the M4 Growth Zone.
- 2.7.2. **Swindon West / Moredon Bridge:** this could either be a station close to M4 J16 or Royal Wootton Bassett station and would support growth to the west of Swindon. A station at Moredon Bridge to support a local catchment may also be viable, but the case would be interlinked with a Swindon West station.
- 2.7.3. **Devizes Parkway:** a new ‘railhead’ station to serve Devizes and the surrounding area.
- 2.7.4. **Porton Parkway:** providing a ‘West Salisbury’ Parkway station, relieving Salisbury and supporting the A303 Growth Zone and the range of high skilled jobs that already exist in the area around Boscombe Down.
- 2.7.5. **Corsham:** providing accessibility for Corsham residents and supporting significant and growing numbers of high skilled jobs around Corsham on the border of both A350 and M4 Growth Zones.
- 2.7.6. **Ashton Park:** there may be a case for a station at Ashton Park, but this is subject to further work.



3. Recommendation

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

- 3.1. approve the draft position statement as an acceptable direction of travel for the SWLEP Rail Strategy;

4. Detail

- 4.1. Please refer to the appended draft position statement.

12th December 2018

SYSTRA

Swindon & Wiltshire Rail Study

Draft Position Statement



Introduction

The Swindon & Wiltshire Rail Study has been commissioned by SWLEP to provide an updated evidence base and framework for directing SWLEP's investment in rail enhancements

It will also provide evidence and guidance to support the unitary authorities in formulating revisions of their Local Plans and Local Transport Plans.

The study is divided in to two parts, the first phase deals with evidence gathering, and identifying service options for development.

The second phase will prioritise options for development and set out how they might be delivered.

This document summarises the current position of the work and the emerging findings.

Study Aims & Objectives

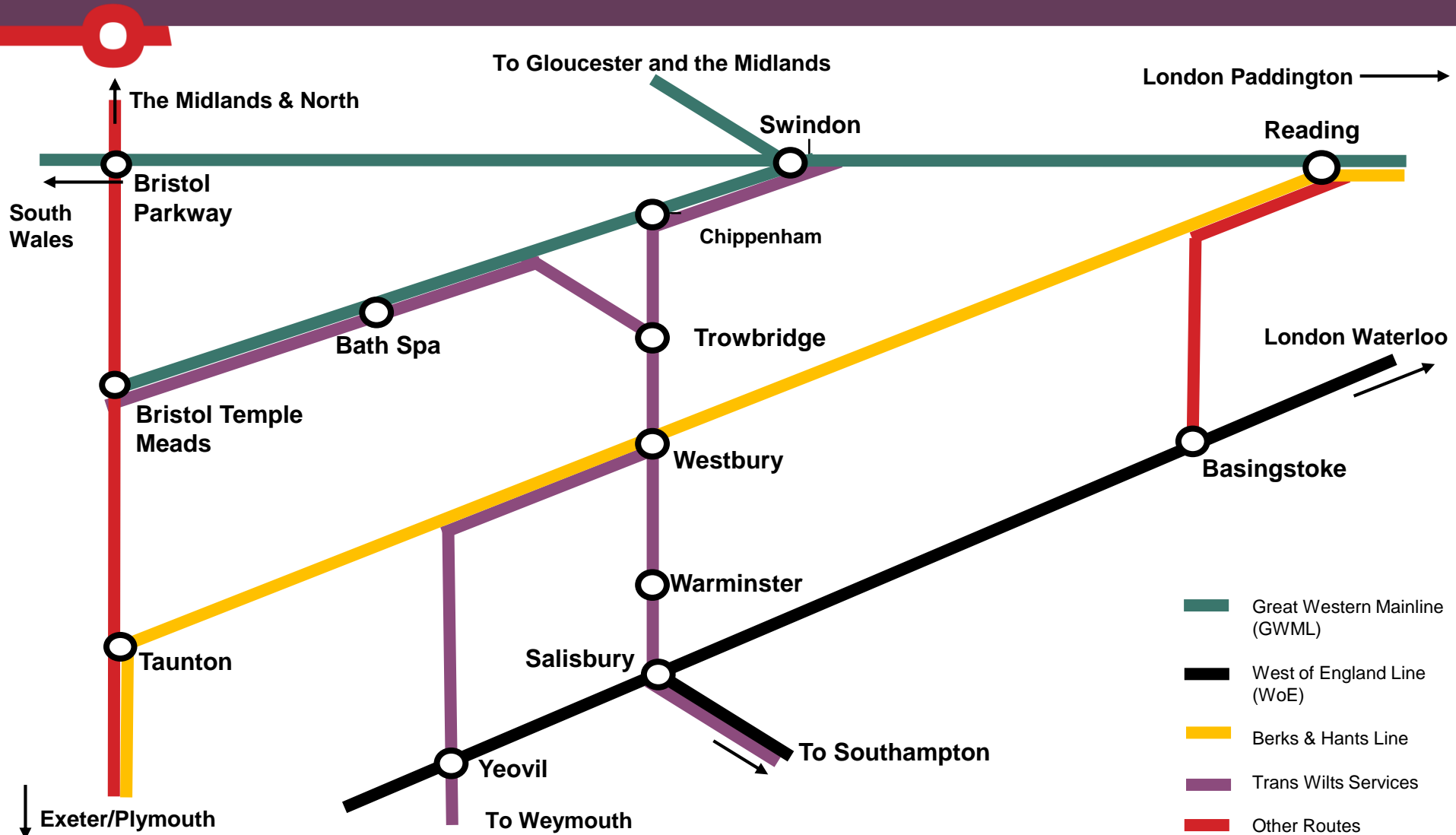
The main aims and objectives of the study are to:

- Understand the strengths and weaknesses of the current and committed rail provision in the area
- Understand the gaps in provision and identify how these might be addressed
- Identify and evidence short, medium and long term opportunities for investment
- Understand the impact of changes to the network beyond the local area
- Examine how rail can support the growth of the SWLEP economy
- Ensure rail is part of the place-shaping agenda for Swindon and Wiltshire, and examine its role in supporting access to opportunities
- Identify a symbiotic relationship between rail and the growth of the SWLEP area



Route Profiles

The Existing Network: Four Distinct Routes



Profile: The Great Western Mainline

Current Services (trains per hour)

- 2TPH London – Cardiff/Swansea calling at Swindon
- 2TPH London – Bristol Temple Meads calling at Swindon and Chippenham
- 0.5TPH London – Gloucester/Cheltenham calling at Swindon
- 0.5TPH Swindon – Gloucester/Cheltenham
- Up to two freight trains in each direction per hour

Strengths

- High average speeds between core stations E.g. 77mph London – Swindon
- High service frequency E.g. 2TPH Chippenham – London and up to 5TPH Swindon – London
- Supports excellent East – West connectivity for the north of Wiltshire and Swindon
- Partial electrification of the route to be completed shortly

Committed Future Services (2019 Timetable)

- 1TPH London – Gloucester/Cheltenham calling at Swindon
- 2TPH London – Bristol via Bristol Parkway running non stop Reading – Bristol Parkway
- Completion of introduction of IET trains with reductions in journey times – 15 minutes off typical London – Bristol times

Weaknesses

- The route is severally capacity constrained especially between Didcot Parkway and Wootton Bassett Jn
- Scope for further low cost capacity interventions are limited
- Access to the network from within Swindon & Wiltshire is limited to Chippenham and Swindon stations which both have access issues
- The focus on long distance high speed services means there are no obvious services to support the opening of new stations

Profile: Berks & Hants Line

Current Services (trains per hour)

- 1TPH London – Exeter – Plymouth (most services are non-stop in Wiltshire)
- Small number of additional services London – Taunton/Paignton/Exeter
- 1TPH London – Bedwyn
- 1TPH Reading – Newbury
- Significant freight flows Mendip Quarries to London

Strengths

- Route has potential to form part of a Central Wiltshire Hub
- High average speeds E.g. Westbury – London 71mph (when services are available)
- Route is currently being electrified between Reading and Newbury
- Some potential to improve access via new stations

Committed Future Services (2019 Timetable)

- 0.5TPH service London Paddington – Exeter providing a train every two hours at Wiltshire stations
- Reduced journey times as result of the deployment IET trains

Weaknesses

- The service currently provided at Westbury and Pewsey is poor and the committed service will only improve frequencies to a train every two hours – unfavourable compared to GWML
- New timetable will break connectivity west of Exeter
- Route is severally capacity constrained by the mixture of slow freight and fast passenger trains – limiting the scope for developing services
- Access to the route is only available at Westbury, Pewsey and Bedwyn
- The route runs to the south of many of a number of larger settlements such as Devizes and Marlborough
- Lack of links between Bedwyn and other Wiltshire stations
- Conflict between stakeholders in the South West who have aspirations for a fast service between Plymouth, Exeter and London not calling at stations in Wiltshire, and aspirations for improved services in Wiltshire.

Profile: West of England Line

Current Services (trains per hour)

- 1TPH London – Salisbury – Exeter
- 1TPH London – Salisbury
- Six services per day extend to Westbury, and three per day to Bristol Temple Meads
- Limited freight traffic mainly container trains from Southampton avoiding the South West Mainline and MoD traffic

Strengths

- Clockface and high frequency service from London to Salisbury
- Useful extension of services to serve Trans Wilts Towns such as Warminster and Trowbridge – but service is operationally driven.

Committed Future Services (SWR Franchise)

- Limited improvements to journey times and incremental change to service levels
- Scope for journey time reductions

Weaknesses

- The route is heavily capacity-constrained due to single line sections west of Salisbury and traffic density north of Basingstoke
- Average speeds towards London are poorer than for other Wiltshire routes. E.g. Salisbury – London 56mph
- Route is an outlier compared to other SWR services being operated by diesel trains

Profile: Trans Wilts Route

Current Services (trains per hour)

- 1TPH Portsmouth – Cardiff
- 0.5TPH Weymouth – Bristol
- 0.5TPH (approx.) Westbury – Swindon
- Additional services to provide up to 3tph between Westbury and Bristol Temple Meads
- Extension of some SWR London – Salisbury services to Westbury and Bristol

Strengths

- Provides a strong north-south link across the county
- Provides good connectivity to regional centres such as Bath and Bristol
- High density of stations relative to other routes

Committed Improvements

- Improvements in quality of rolling stock through cascade of Class 166 *Turbo* trains to the route

Weaknesses

- The route is formed of a patchwork of services with frequencies and timing varying across the day
- Frequency between Westbury and Swindon is still poor (but much improved on historic levels)
- Operationally complex as the service cuts across three mainline routes
- Poor connections at Westbury into east-west services

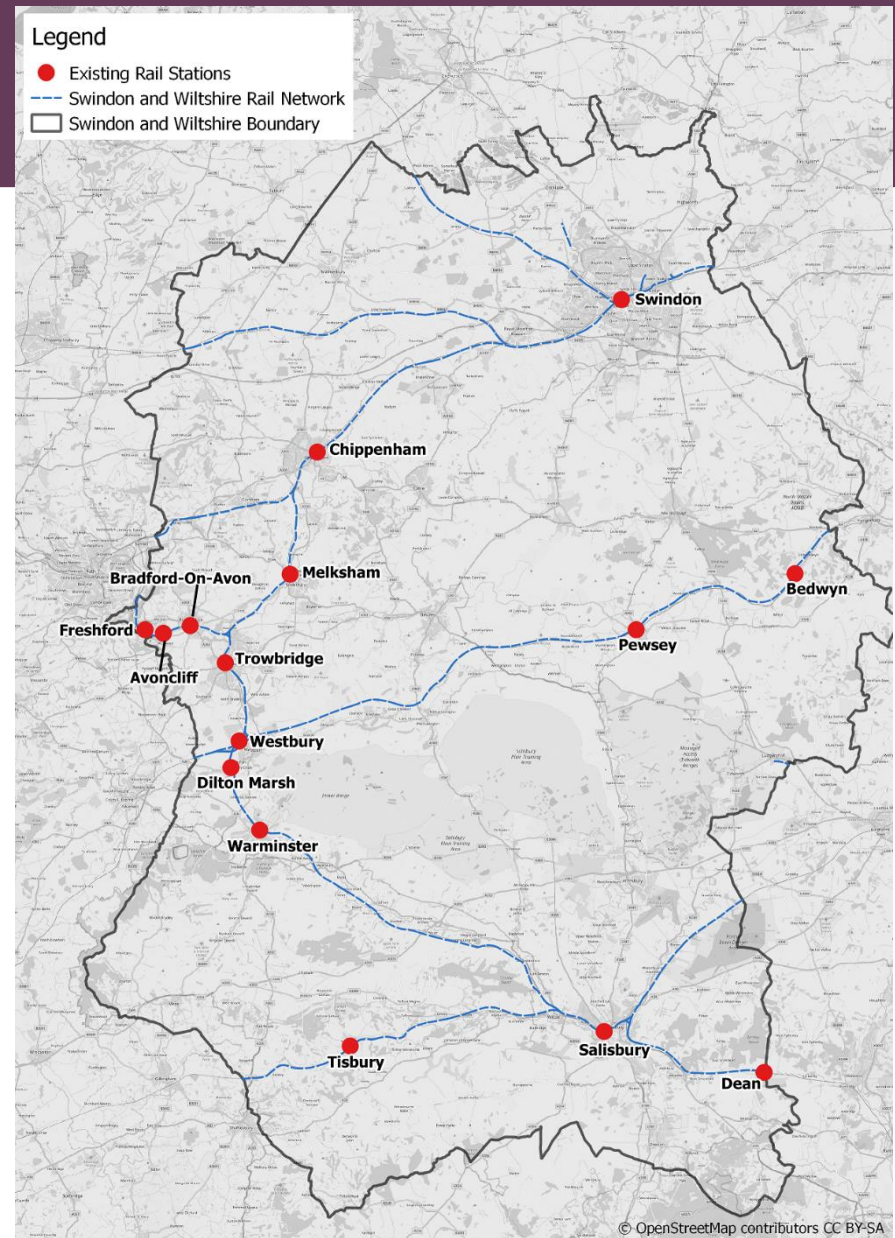
Profile: Stations

Currently the SWLEP area has 15 stations varying in size and usage from Swindon with over 3m users per annum to Dilton Marsh with only around 18k users.

The density of stations is greatest on the Trans Wilts route, whilst the Berks & Hants and Great Western Mainline are served by only two and three stations respectively and the West of England Line is served by three stations.

Whilst the location of stations fits broadly with the historic spatial development of the area there are a number of gaps. These reflect the historic rationalisation of routes where smaller stations on major lines were often closed to facilitate more and faster high speed long distance services.

As land use patterns have changed and access to town centre stations has become more congested, despite a background of growing rail demand the pattern of access to the rail network has not kept pace. Currently only 18% of the population of Swindon and 29% of the population of Wiltshire live within 2km of a rail station.





Stakeholder Engagement

Stakeholder Engagement

As part of the study we conducted a stakeholder engagement exercise with rail user groups and the Wiltshire Area Boards to understand aspirations for the development of the network. We have used the outputs of this exercise to inform the service options described further below.

Westbury Town Council

Bedwyn Passengers Group

Salisbury City Council

Forward Swindon

Devizes CEM

MOD Corsham

Ludgershall Town Council

Wiltshire Council

Swindon Borough Council

Melksham Rail Users Group

Devizes Town Council

Trans Wilts

Corsham Town Council

Transition Marlborough's Transport Group

In addition we are in the process of engaging with the rail industry including Network Rail, GWR and SWR. We have also already conducted a face to face meeting with DfT.

Stakeholder Aspirations: Service Enhancements and New Stations

Great Western Mainline

- Corsham Station
- Royal Wootton Bassett Parkway Station
- Hullavington Parkway station
- Moredon Bridge Station
- Links to East Midlands, Chilterns and Anglia
- Links to the Midlands and the north

West of England Mainline

- Reopening Andover – Ludgershall Branch to passenger traffic
- Porton Parkway station

Berks & Hants

- Improved services from Westbury to the West Country
- Improved service levels the length of the Berks & Hants route
- Extension of Paddington – Bedwyn services at least as far as Westbury
- Devizes Parkway and Marlborough stations
- Reopening Savernake - Marlborough line
- Bus links between Bedwyn and Marlborough

Trans-Wilts

- Extend Swindon – Westbury to Southampton
- Start Swindon – Westbury from Oxford
- Later evening services on Trans Wilts Routes
- Increased service frequency on Trans Wilts routes
- Optimise services to provide hubs at Salisbury and Westbury
- Improve service frequency to Frome, Yeovil and Weymouth
- Stonehenge & Wilton Parkway Station
- Ashton Park, Staverton, Wylve Valley Stations
- Increased capacity on Portsmouth Harbour – Cardiff services

Stakeholder Aspirations: Station & Infrastructure Enhancements

Existing Stations Enhancements

- Swindon Station Gateway Enhancements
- Melksham Station facilities
- Trowbridge Station reconstruction
- Increase the number of station with barriers to improve revenue collection
- Salisbury Park & Ride route to link with rail station

Infrastructure Enhancements

- Third platform at Chippenham
- Capacity enhancements between Thingley Jn and Trowbridge
- Fourth platform face at Westbury
- Reinstatement of platform 1 at Westbury

Miscellaneous

- Provision of light rail from Salisbury to Stonehenge, Wilton, Porton and Amesbury

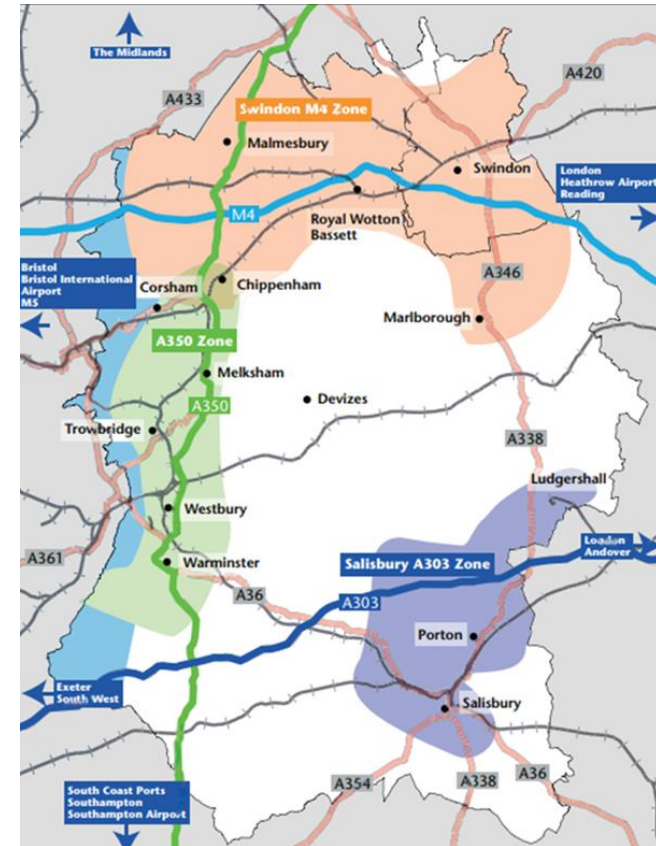


Rail & the Local Economy

Rail & the Local Economy

The SWLEP Strategic Economic Plan is focussed on three **growth zones**, as shown in the adjacent diagram. These are focussed on the economic and physical geography of the area and broadly align with three of the four rail routes in the area. The exception is the Berks & Hants route which runs through the more rural centre of the county, although even this interfaces with the A350 Growth Zone at Westbury.

The utility to Swindon and Wiltshire of the overlap between rail corridors and growth zone is, however, limited by the relatively low number of access points to the rail network. This is especially so for the M4 Growth Zone; Great Western Mainline services can only be accessed at Swindon and Chippenham; similarly, the A303 Growth Zone only has stations at only Salisbury and Grateley. The A350 Growth Zone has a greater number of stations but strategic east-west links are only possible at Westbury.





Gap Analysis

Gap Analysis

In developing this work we have conducted a gap analysis to draw together the issues that need to be addressed to improve the rail service across the study area. In addition to the specific issues raised as part of the Stakeholder Engagement work we believe that there are two main areas which would benefit from improvement. These are:

- Strategic connectivity outside of the South Wales/Bristol – Swindon – London axis
- Local accessibility to the network in terms of both the location and number of stations and frequency of stopping services

In the following slides we present the average speed by rail for a number of strategic links from key Wiltshire stations and benchmark average speeds to London against other parts of the country.

We have also prepared a series of maps showing typical journey times to local authority areas across the UK from key rail stations in Swindon and Wiltshire.

London Access Benchmarking

	Average Speed to London (mph)	Typical trains per hour (tph)	Journey Time (hh:min)
Chippenham	75	2	01:12
Salisbury	56	2	01:28
Swindon	77	4	00:55
Westbury	71	<1	01:16
Birmingham	81	3	01:22
Manchester	85	3	02:09
Edinburgh	81	2	04:17
Glasgow	79	1	04:30
York	89	2	02:06
Leeds	79	2	02:21
Sheffield	69	2	02:18
Nottingham	71	2	01:47
Southampton	59	4	01:20
Peterborough	86	3	00:52
Leicester	87	4	01:08

	>80mph	2TPH or greater	<01:30
	60-80 mph	1TPH	01:30 – 02:30
	<60 mph	Less than 1TPH	>02:30

Where direct services to London exist the SWLEP area enjoys a very high quality of service to London, with a good balance between journey time, speed and frequency. The exceptions relate to service frequency from Westbury and average speed from Salisbury. Whilst average speeds are slightly lower than some other routes nationally, this will be improved when electrification work is completed.

In general it will be hard to raise average speeds further due to the distance and stopping pattern of trains.

In the future the opening of HS2 will change this picture with substantial journey time reductions from Birmingham and Manchester and ultimately the East Midlands and Yorkshire.

Non London Strategic Average Speeds (mph)

	CHIPPENHAM	SALISBURY	SWINDON	WESTBURY	TROWBRIDGE
Birmingham	36	47	40	33	50
Reading	75	45	81	40	47
Plymouth	48	42	47	56	46
Manchester	41	50	44	40	52
Leeds	50	51	49	45	47
Nottingham	41	41	40	37	42
Newcastle	62	62	58	56	54
Bristol	60	45	63	39	39
Oxford	45	42	44	48	37
Southampton	35	41	60	50	44
Cambridge	48	44	47	41	41

Non-London strategic connectivity presents a less consistent pattern than the results for London. Average speeds to major regional centres such as Southampton, Oxford, and Birmingham are poor. In some cases this reflects low average service speeds, but typically it is a function of the need for interchange to complete journeys.

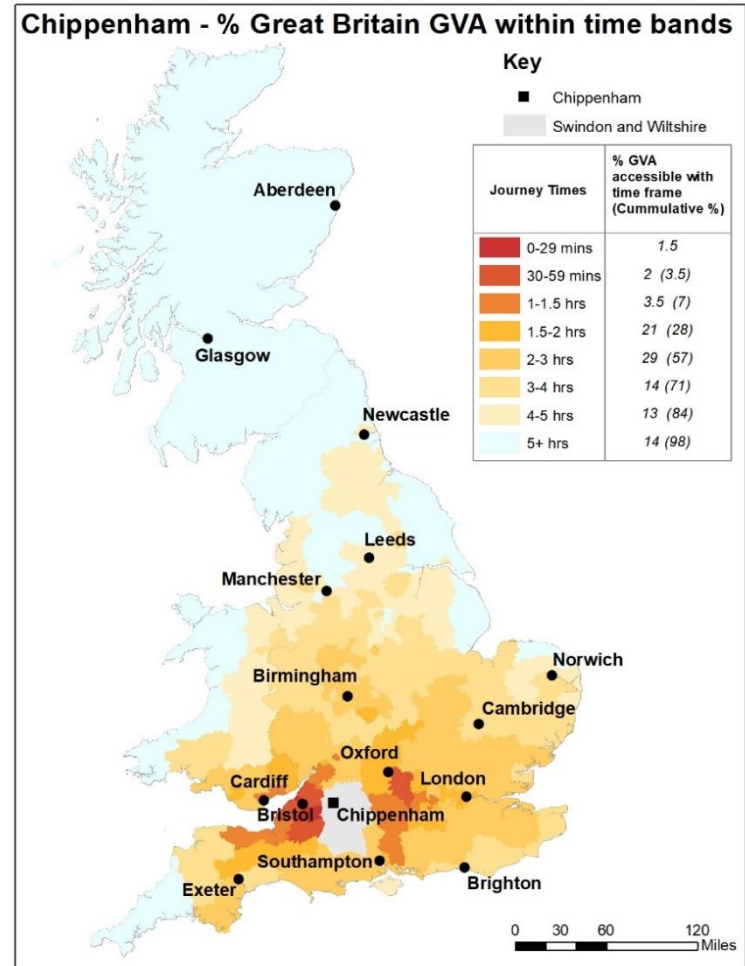
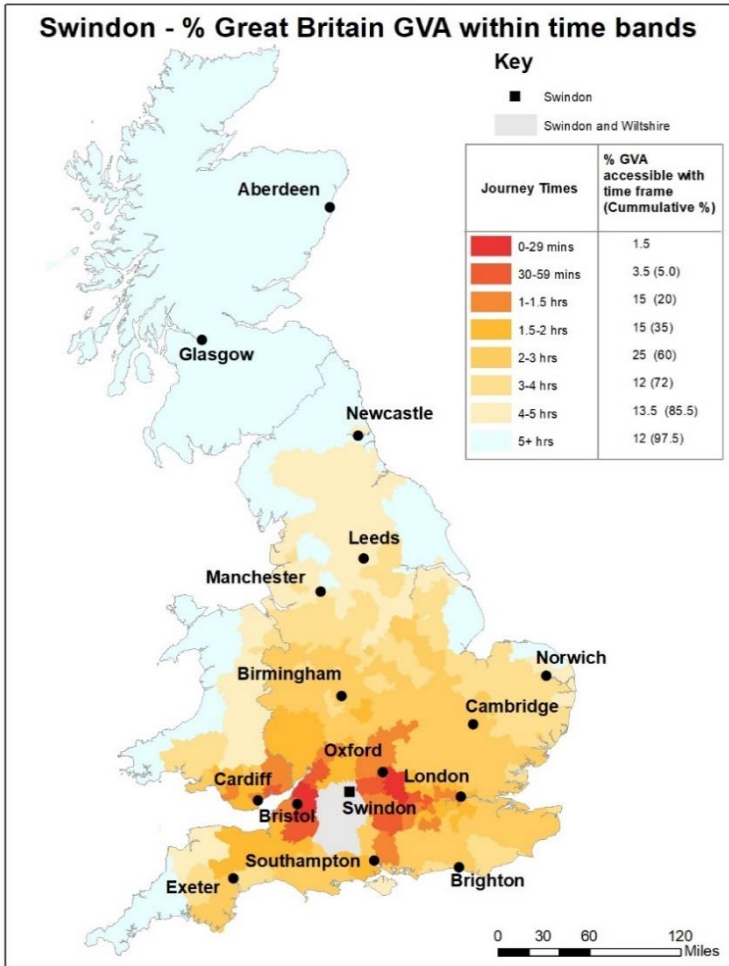
Given that the scope for improving services towards London is relatively limited without major interventions this would suggest that the focus of strategic intervention should be on non-London movements. This would also align with broader national policies around the rebalancing of the economy away from London.

	>80mph
	60-80 mph
	<60 mph

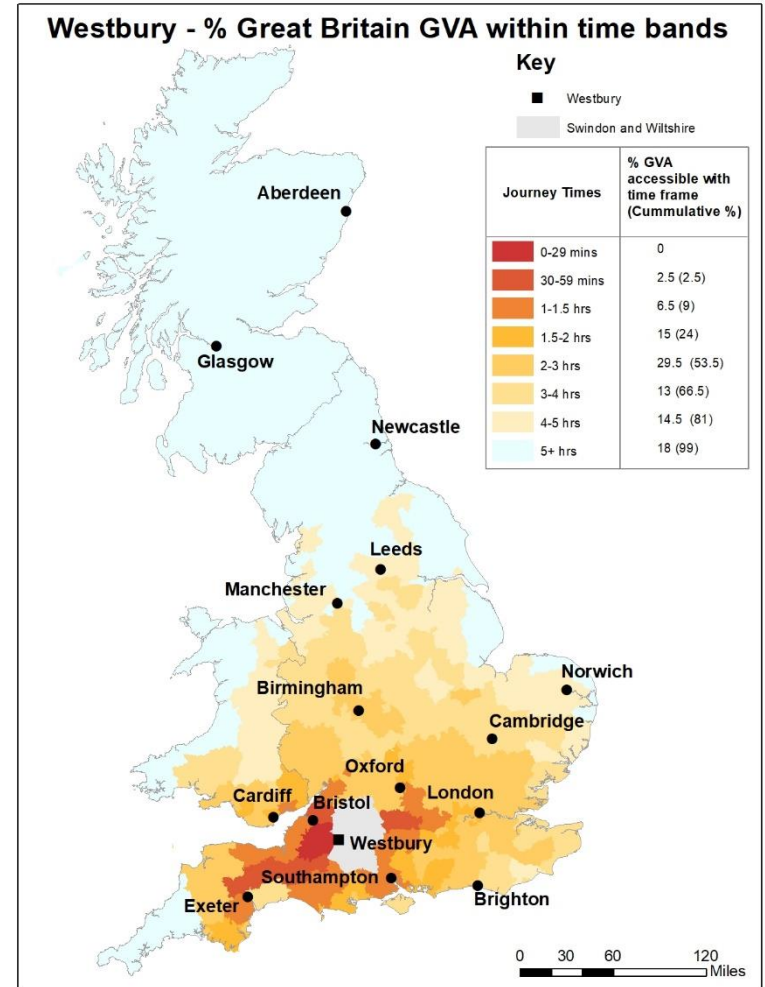
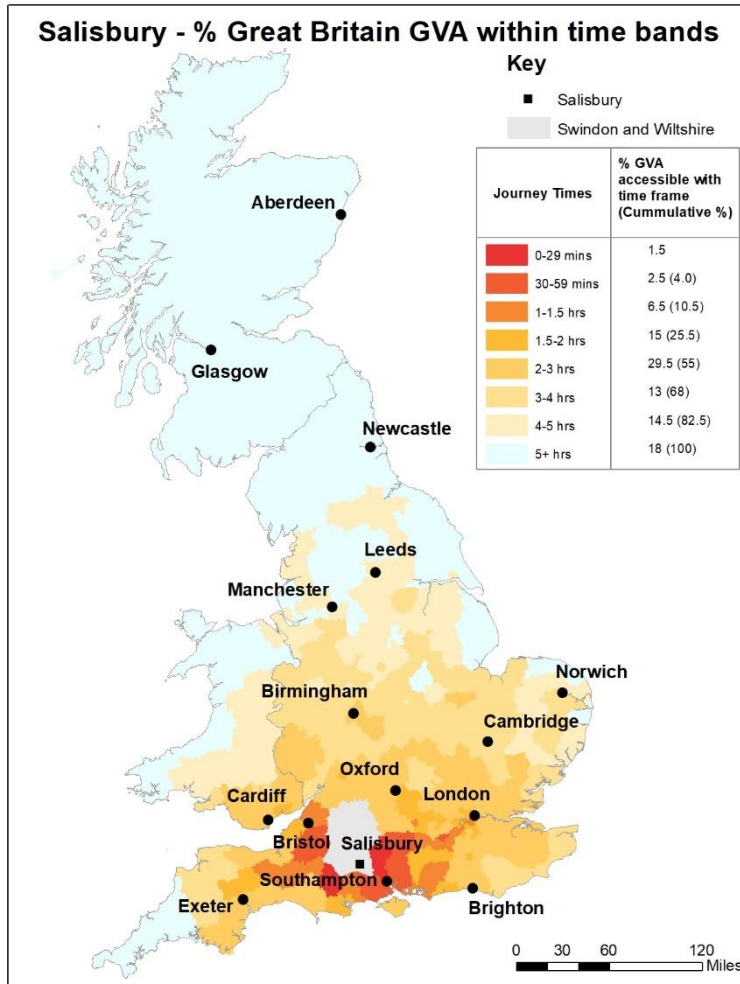
To understand accessibility across the UK and how this is linked to the size of the UK economy we have produced a series of maps which show journey times by time band to all local authorities across Great Britain and the proportion of UK GVA which is located in each time band. The maps on the following pages show the results for Swindon, Chippenham, Westbury and Salisbury.

The results on the maps emphasise strong local and east-west strategic connectivity but show how broader strategic links are lacking, especially to the north. This is especially the case in the centre and south of the county. In all cases the difference in the proportion of the economy that is within two hours and that which is available within three hours is very large. Two hours travel time is often seen as being a psychological boundary for making business trips, as it comfortably allows a return business trip within a day, there are therefore clear agglomeration benefits in increasing the proportion of the economy within the two hour band.

Strategic Connectivity & GVA



Strategic Connectivity & GVA

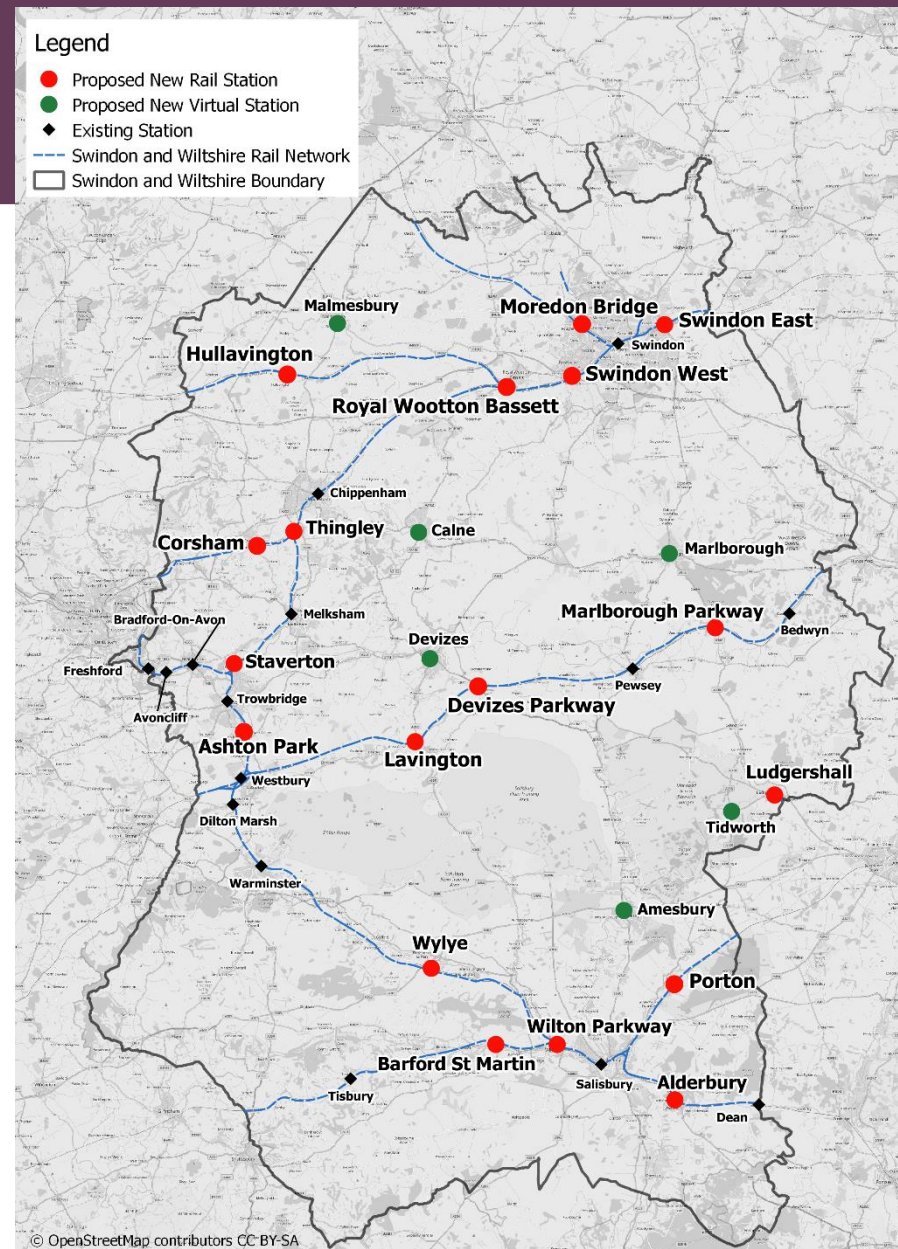


Accessibility to the network

Within the route profiles we identified that access to the network was an issue with a low density of stations across the study area.

To examine ways of addressing the gaps we have tested a number of station locations, these include those proposed in the stakeholder engagement exercise along with a number of additional sites in areas which have relatively poor access to the rail network. The stations at Barford St Martin and Alderbury were not proposed in the stakeholder engagement but have been derived by the project team from a gap analysis of the network. The list does cover a very broad range of locations and it should not be assumed that all sites could be delivered.

We have also included a number of “virtual” station sites which are not located on the rail network but could form hubs from which access could be provided to the rail network. Access would be provided via dedicated bus links with through ticketing available. These include settlements such as Calne and Ludgershall as well as alternatives to stations at Devizes and Marlborough.





Service Options Assessed

Service Options

Using the information we have gathered as part of the gap analysis we have generated a number of service options that we believe address the gaps in the existing network. We have assessed the impact on journey times and wider economic impacts of these options. The following sets out these options and tests by route. Please note that stations sites were described in the previous section.

Great Western Mainline

- Bristol – Oxford – Cambridge direct service
- Swindon – Birmingham and the north via Gloucester options
- Extension of Metro West Bristol – Bath service to Swindon to serve stations at Corsham and Royal Wootton Bassett

West of England Mainline

- 2TPH Waterloo – Exeter St Davids
- Operation of 1TPH Salisbury – Reading via Basingstoke
- Improved access to Heathrow via Southern Rail Access Link

Berks & Hants

- Operation of Exeter – Westbury – London service
- Extension of Paddington – Bedwyn services to Frome
- Extension of Paddington – Exeter services to Plymouth an improved interchange from Solent at Westbury

Trans-Wilts

- Extension of Swindon – Westbury service to Southampton
- Operation of Southampton – Swindon – Oxford – Birmingham service
- Extension of Metro West Bristol – Bath service to Westbury
- 1TPH Bristol – Weymouth
- Operation of a Westbury – Trowbridge – Melksham – London Paddington service

National and sub national opportunities

- Improved access to Heathrow via Western Rail Access (WRATH)
- Impact of Crossrail on Central London access
- Impact of HS2 on long distance movements



An Emerging Story

An Emerging Story: Stations



At the time of writing our analysis of service options and stations is being concluded. We currently have an understanding of the wider economic impacts of a number of service options and an emerging understanding of the merits of different approaches to improving accessibility. In terms of the assessment stations we feel there is an emerging case for new stations in the following areas, based on initial assessments of catchment demand and the potential wider economic impact on the areas served. These sites are:

- **Swindon East**
To support the proposed Eastern Villages and to act as a Parkway station for outer Swindon and the eastern part of the *M4 Growth Zone*
- **Swindon West / Moredon Bridge**
This could either be a station close to M4 J16 or Royal Wootton Bassett Station and would support growth to the west of Swindon. A station at Moredon Bridge to support a local catchment may also be viable to support, but the case would be interlinked with a Swindon West station
- **Devizes Parkway**
A new “railhead” station to serve Devizes and the surrounding area
- **Porton Parkway**
Providing a “West of Salisbury” Parkway station, relieving Salisbury and supporting the A303 Growth Zone and the range of high skilled jobs that already exist in the area around Boscombe Down
- **Corsham**
Provide accessibility for Corsham residents and supporting the significant and growing number of high skilled jobs around Corsham on the border of both the *A350 and M4 Growth Zones*.
- **Ashton Park**
We believe there may be a case for a station at Ashton Park, however this is subject to further work around future housing and employment numbers.

Emerging Findings: Free Gifts

There are a number of improvements that are either in the process of being delivered or are likely to be delivered by 2036 that will bring benefits to the Wiltshire area, without any input from the SWLEP, however given the impact that these would have the SWLEP should be actively supporting them. It is estimated that the wider economic impact of these schemes may be worth a total of £62m per annum in additional GVA. The results for these are set out below.

Journey Time Reductions to London = £16.72m pa



HS2 (improved connectivity to East Midlands and north) = £24m pa



Crossrail (improved access to Central London from Paddington) = £12m pa

Access to Heathrow via Western/Southern Access schemes = £9m

An Emerging Story: Key Service Options Results

We have also identified a number of service options that appear to address gaps and deliver significant economic benefits. These should be seen as the headline results as there are a number of other improvements that would also bring improved services to the area. The results for these service options are as follows:

Bristol – Oxford – Cambridge via EWR: Such a service would generate up to **£27m GVA per annum** for the economy (including some non Wiltshire flows), and would support new stations on the GWML.

Southampton – Swindon – Oxford – Birmingham: Such a service would generate up to **£17m GVA per annum** including the benefits of improved connectivity between the Solent, South Wiltshire and Swindon and would enhance access to the Midlands.

Swindon – Gloucester – Birmingham – Manchester: The development of such a service would be worth up to **£20m GVA per annum**, including the value of local links between Swindon and Gloucestershire.

An Emerging Story: The Value of Incremental Improvements

The three groups of services identified on the previous slide all generate substantial benefits but equally all represent a transformational change in connectivity. We have also tested a range of other service changes which could potentially be delivered as increments to existing service structures. Below we present the impact on the economy of these changes.

Great Western Mainline

- Metro West to Swindon = **£0.65M GVA p.a.**
Potential conflict with plan to send service to Westbury – see Trans Wilts

Berks & Hants

- 0.5TPH Exeter – London = **£3.00M GVA p.a.** including benefits of interchange at Westbury
- 1TPH Plymouth – London calling at Westbury would add a further **£2.98m GVA p.a.** over the above
- 1TPH London – Frome = **£2.55m GVA p.a.**

West of England Line

- 2TPH Waterloo – Exeter is only worth **£0.16m GVA p.a.** to the Wiltshire economy
- 1TPH Yeovil – Salisbury – Reading is worth up to **£0.45M GVA p.a.** per annum

Trans Wilts

- Metro West to Westbury = **£0.4M GVA p.a.** – more limited impact than sending services to Swindon, but much easier to path so may offer a “quick win” as part of a longer-term strategy.



Summary

Summary

Within this document we have set out our progress to date on the development of the SWLEP Rail Strategy. The initial conclusion is that whilst the area already benefits from good rail links, particularly on the east-west axis, there are a number of gaps in provision that could be addressed to further support the development of the area. There are a number of areas where local access to the rail network could be improved, to help support accessibility and economic growth objectives.

A theme that emerges from the work is that access to London from Swindon and Wiltshire is currently a key competitive strength; this will, however, be reduced by substantial improvements in access from other areas of the country to London by HS2; with the scope for equivalent improvements on the Great Western Mainline being very limited. This highlights the importance to the SWLEP area of using rail enhancements to improve access to other parts of the country, addressing the current deficiencies in non London strategic connectivity, and addressing the objective of rebalancing the economy away from a dependence on London.

Phase 1 of the study is currently drawing to a close, although there are some tasks still to complete. Phase 2 of the study will prioritise schemes and develop a timeline for implementation. This phase will also examine what alterations to the rail network are required to deliver these services, and what the delivery mechanisms for this might be.



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Meeting & Date:	SWLEP Board Meeting – Wednesday, 23 January 2019		
Subject:	Chairman’s update		
Attachments:	None		
Author:	John Mortimer	Total no of sheets:	1

Papers are provided for:	Approval <input type="checkbox"/>	Discussion <input type="checkbox"/>	Information <input checked="" type="checkbox"/>
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**Meetings attended by John Mortimer, SWLEP Chairman,
28 November 2018 and 23 January 2019**

28 November 2018	Chaired SWLEP Board Meeting, Swindon
3 December 2018	Meeting with Tim Goodship, DEFRA, London
4 December 2018	Chaired Rural Economy Steering Group Meeting, Malmesbury
14 December 2018	Attended Lackham College Royal Visit
4 January 2019	Interview with BBC Wiltshire regarding Multi-Campus University
10 January 2019	Interview with BBC Wiltshire regarding Salisbury investment Chaired Commissioning Group Meeting, Chippenham
15 January 2019	Chaired Growth Hub Governance Group, Chippenham
<i>16 January 2019</i>	<i>Attended Third Party Stations’ Discussion Meeting, Swindon Attended Rail Stakeholder Workshop, Swindon</i>
<i>22 January 2019</i>	<i>Attended LEP Network Working Group, London Attended Higher Education Meeting at New College, Swindon</i>
<i>23 January 2019</i>	<i>Attended SWLEP Annual Assessment with government - Chippenham</i>

Meetings in Italics are scheduled at the time of writing.

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



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Meeting & Date:	SWLEP Board Meeting – Wednesday, 23 January 2019		
Subject:	Director’s Report		
Attachments:	Marketing and Communications report (5 pages)		
Author:	Paddy Bradley	Total no of sheets:	9

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

- 1.1. 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.
- 2.3. The updates to current work include:
 - 2.3.1. Growing Places Infrastructure Fund (GPIF) update; and
 - 2.3.2. 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 (Growth Summit) steering group
- Commissioning Group
- Monthly meetings with SWLEP BEIS Local Relationship Manager



- Hosted a visit by the SWLEP senior sponsor, Chris Thompson
- Salisbury Economy Recovery Group
- Induction meeting for Interim South Wiltshire Economic Recovery Director and team
- Economy Pillar – South Wiltshire Recovery Plan (three meetings)
- South Wiltshire Operations Board (three meetings)

Priority theme subgroups

- Skills & Talent Subgroup
 - Chaired the Careers Hub Steering Group
 - Meeting with Ofsted, Chair of Skills & Talent Subgroup and SWLEP Skills Lead to plan event for businesses about apprenticeships.
- Business Development Subgroup
 - Chaired Inward Investment Governance Group
 - GPIF Working Group
 - Energy Strategy Working Group and separate meeting with local Community Energy Groups
- Transport Subgroup
 - Rail Strategy steering group (two meetings)
- Digital Capabilities Subgroup
 - Meeting with Cyber Consultant concerning the role of cyber in our local industrial strategy
- Industrial Strategy Working Group
 - Meeting with Government organisation, the Knowledge Transfer Network to propose methods of collaboration to assist the development of our local industrial strategy
- 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:
 - EU Exit preparations
 - BEIS – The Industrial Strategy One Year On
 - Quarterly meeting of LEP Executives
- Quarterly meeting of the Business and Economy Group hosted by Business West
- Switch on to Swindon Place Board – two meetings
- 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



- A420 Users Group
- Business meeting with Robert Buckland MP
- Business roundtable with Claire Perry MP
- Hydrogen Hub national executive meeting and roundtable event
- Salisbury Brand positioning – stakeholder meeting
- Salisbury Cultural Development Strategy – stakeholder meeting

4.2. Business visits and meetings

- Cooper Tire – strategy meeting with Wiltshire Council and Government agencies
- Wessex water – adaptation and resilience framework
- Change Tool Box – developing a business idea
- Amey PLC regarding links to our rail strategy
- Planning meeting for the Techie awards which we sponsor
- Keep in touch meeting with Inspire
- Keep in touch meeting with Business West
- Sound Doctor – potential collaboration over our digital marketing
- DSTL – planning meeting for the development of the next phase of Porton Science park
- BeOnBoard – an organisation to support placing women on boards
- New College and Swindon College

4.3. GPIF update

- 4.3.1. Following the call for proposals to the GPIF Loan Programme in the summer of 2018, payments to Recycling Technologies in Swindon are scheduled to be made in February 2019. Recycling Technologies will receive in total £1,035,000 to fit out a new production and research and development facility in Swindon that will see it develop and manufacture plastic recycling units that will be exported globally. This will create significant jobs in the local area, forecast to be up to 300 in the next five years, across a variety of skill levels from HNC through to PhD level.
- 4.3.2. There are two other loans in final stages of agreement. One is to create in South Wiltshire a training facility and business incubator to support the establishment of new businesses and help grow existing micro-firms, a cohort of which will be linked to those leaving the military.
- 4.3.3. The second loan is also in South Wiltshire and is to support transport infrastructure works essential for the opening of a new hotel, conference and leisure facility.
- 4.3.4. The GPIF group has rejected one application to support the development of a training facility and business incubator as the group were not convinced of the certainty of the project reaching fruition.



4.3.5. The group has approximately £3m to allocate in future loans and is meeting on the 23 January 2019 to propose its strategy for the use of the capital.

4.4. Marketing and Communications

4.4.1. The report from the Interim Head of Marketing and Communications is attached at Appendix I.

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



Appendix I – 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 6% Year-on-Year.

2.2. Consistent with the same period last year, there was a noticeable decrease in engagement online, Twitter activity decreased to 17.1k impressions in November and December.

2.3. The proposed multi-campus University for Swindon and Wiltshire received noticeable media attention with articles published in the [Swindon Advertiser](#), [Salisbury Journal](#) and the [Gazette & Herald](#). BBC Wiltshire also featured the project in extensive coverage on its Breakfast Show.

2.4. A series of local Event and Award sponsorships confirmed for 2018

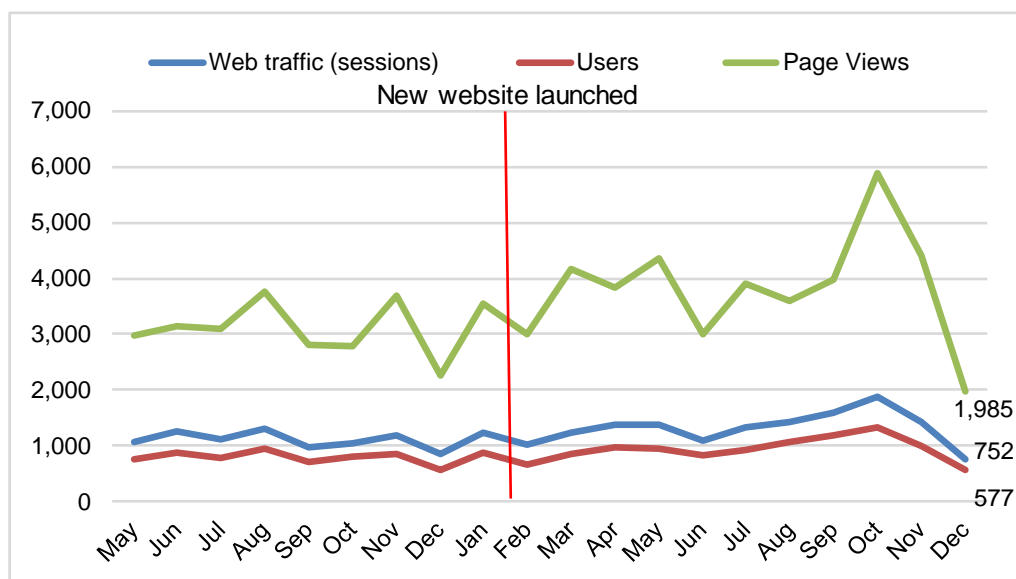
3. Recommendations

3.1. This paper is for information only.

4. Detail

4.1. Online Engagement

4.1.1. SWLEP Website





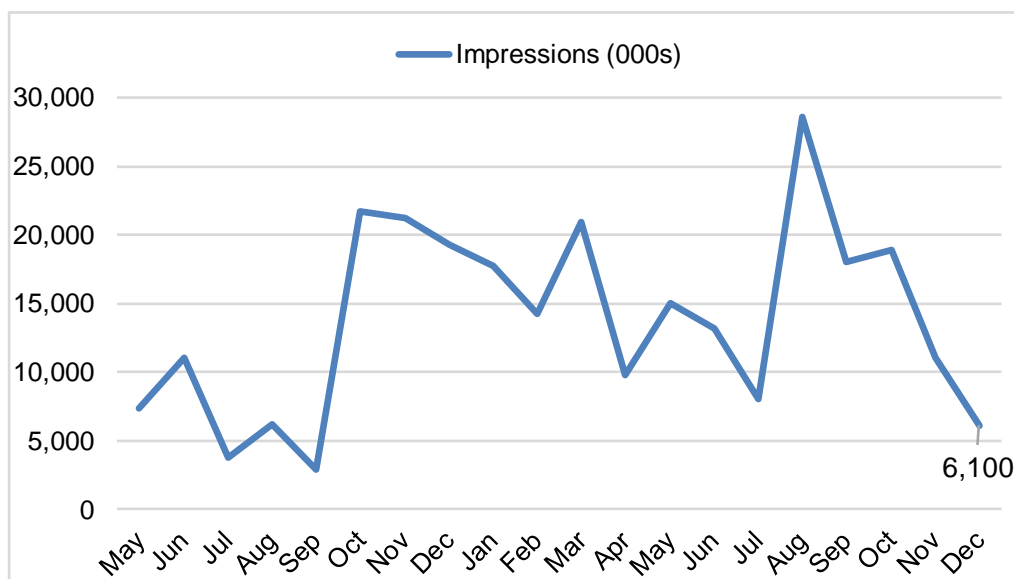
- Website traffic decreased by 37% in the period November-December 2018 with 2,176 sessions (the period of time a user is actively engaged in the site);
- Comparing the performance year-on-year, engagement via the SWLEP website has increased. Page views have increased 8% y-o-y to 6,388 in November-December 2018.

	Nov-Dec '17	Sep-Oct	Nov-Dec		Y-o-Y
Web traffic (sessions)	2,057	3,469	2,176	-37%	6%
Users	1,424	2,501	1,582	-37%	11%
Page Views	5,939	9,856	6,388	-35%	8%
Avg. Session Duration	-	00:03:44	00:03:53	4%	n/a

- The top pages in the period November-December 2018 were:

	Pageviews
/	1,457
/about/who-we-are	417
/documents	384
/projects	369
/contacts	246
/news	169
/about/making-decisions	117
/about/what-we-do	106
/about/who-we-are/team-members	101
/about/who-we-are/adviser-profiles/alistair-cunningham	100

4.1.2. Social media - Twitter





	Sep-Oct	Nov-Dec		Followers
Tweets	44	21	-110%	2,467
Retweets	65	31	-110%	
Impressions	36,900	17,100	-116%	

- Twitter activity decreased to 17.1k impressions in November and December. The tweet with the highest impressions (1,701) was on 5 November.
- The top Tweets are shown below:

Top Tweets	Impressions
Work begins @wiltscoll Salisbury Campus with over £14m investment in #skills for high-value jobs in #Swindon & #Wiltshire through @HMGLocalGrowth fund @JakeBerry @mhclg @WiltsColl @HMGSouthWest @SW_GrowthHub @JohnGlenUK #localgrowth #IndustrialStrategy pic.twitter.com/sZR2w9m8LQ	1,701
Don't miss the #apprenticeships business briefing & #networking lunch @WorkshedCowork on 8 Nov. Book your place today bit.ly/2zxIRa2 @CorshamChamber @SalisburyCity @salisburyhour @WiltsHour @digital_corsham @digitalwilts @ChippChamber @ExcaliburCom @TEN4biz pic.twitter.com/6QJMj0MnZX	1,233
Don't miss the #apprenticeships business briefing & #networking lunch @WorkshedCowork on 8 Nov. Book your place today bit.ly/2zxIRa2 @devizeschamber @AndyRT @The_loD @VisitWiltshire @SalisburyDCCI @aliedgar13 @amesburychamber pic.twitter.com/5HiRXEjvzD	1,224
Has your organisation made any plans for #Brexit? Let us know via our @SW_GrowthHub poll at swgrowthhub.co.uk #WednesdayWisdom @Inspire_Biz @smeforgrowth @TEN4biz @TValleyChamber @chippenhamBID @salisburybid @devizeschamber @AndyRT @The_loD @VisitWiltshire pic.twitter.com/a556gbNFrm	1,095
Don't miss the #apprenticeships business briefing & #networking lunch @WorkshedCowork on 8 Nov. Book your place today bit.ly/2zxIRa2 @serco_ssw @oxinnovation @rwbchamber @fsbSomAndWilts @bw_businesswest @Inspire_Biz @smeforgrowth @TValleyChamber @chippenhamBID pic.twitter.com/rikwt3GazT	1,063

- Our LinkedIn audience and engagement continues to grow with regular weekly connection requests. Our audience currently stands at 1,669 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; and
- increasing the publication of B2B articles to businesses and introducing new e-newsletters to Board Members and MPs.

4.3. Event and Awards Sponsorship

4.3.1. SWLEP is sponsoring the following awards and events:

- Headline Sponsor of [The Techies Swindon & Wiltshire 2019](#) organised by The Business Exchange Swindon & Wiltshire (May 2019)
- Headline Sponsor of the [South Wilts Business Expo](#) (3 April 2019)
- Headline Sponsor of the [South Wilts Business of the Year Awards](#) (20 June 2019)

4.4. Engagement

4.4.1. Swindon & Wiltshire Business Growth Summit 2019

- Date confirmed – Thursday, 3 October 2019 in Swindon
- Venue arrangements currently being finalised
- Conversations with potential sponsors ongoing, headline sponsors should be confirmed within the next month

4.4.2. 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

4.5. Communication

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



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

- [Work Begins at Wiltshire College & University Centre's Salisbury Campus](#) (5 November 2018)
- [Careers Summit in Swindon](#) (11 December 2018)
- [HRH The Duchess of Cornwall launches £9 million centre of excellence](#) (14 December 2018)
- [£1m Loan for Recycling Technologies Agreed In Principle](#) (21 December 2018)

4.4.2 Media interviews and coverage:

- 7 January 2019 - The Chairman, Sally Burnett and Mandy Timbrell appeared on the BBC Wiltshire Radio Breakfast Show to be interviewed about the SWLEP's ambitions for an expansion of vocational higher education provision.