

AGENDA

Board Meeting

Date: Thursday, 22 July 2020

Venue: Via Video / telephone conferencing using Microsoft Teams link

Time: 9am – 12.30pm (Public meeting to start at 9.30am)

Membership		Attendance
Board Directors:	Paddy Bradley (PB) Amanda Burnside (AB) tentative Mandy Clarke (MC) Doug Gale MBE (DG) Andrew Gudgeon, OBE (AG) Paul Moorby, OBE (PJM) - Chair Carole Kitching (CK) Becky Middleton (BC) Alison North (AN) Alex Reed (AR) David Renard (DR) Mark Smith (MS) Keeran Vetriko (KV) Phillip Whitehead (PW) Peter Wragg (PW) – Deputy Chair	
Advisors to the Board:	Alistair Cunningham, OBE (AC) tentative Susie Kemp (SK)	
Observers to the Board:	Cllr Pauline Church (PCh) Cllr Gary Sumner (GS)	NA NA
In Attendance:	Claire Alexander (CA) Sam Fox (SF) Karen Leigh, BEIS Representative (KL) Debby Skellern (DS) Leanne Sykes (LS) Philippa Venables (PV) Dragana Houston (DH) Phil Clement (PC)	
Guests:	Col Nev Holmes tentative and Lt Col Duncan Attwell	
Chairman:	Paul Moorby (PJM)	
Minutes:	Deborah House (DKH)	

Item	Timing	Topic	Paper No.	Lead	
	9am	Board Directors' Private Session			

Item	Timing	Topic	Paper No.	Lead	
	9am	Updates: <ul style="list-style-type: none"> • Business Cyber Centre (BCC) • Innovation Centre for the Circular Economy (ICCE) • Budget • Annual Report 	Verbal	PB	
	9.25am	End of Directors' private session			
	9.30am	Start of Part ONE (Public meeting)			
1.0	9.30am	Welcome / Apologies / Conflicts of Interest	Verbal	PJM	
2.1	9.35am	Draft Board Minutes of 21 May 2020	Paper 2.1	PJM	
2.2		Matters Arising not covered in the agenda: <ul style="list-style-type: none"> • CA to provide a report back to Board, giving an update report for the last year on finance and outputs reports. • PB to ascertain Directors' views via email and advise decision regarding the Governance Framework. Remote voting outcome confirmed at today's meeting. • Business Cyber Centre – proof of concept and Strategic Outline Business Case to come to July board • PB to issue request to Directors for sponsors with response required within two weeks. Awaiting confirmation of Governance Framework vote prior to issue. 	Verbal	PJM	
3.0	9.40am	Submitted questions	Paper 3.0	PJM	
4.0	10am	Post Covid-19 Recovery			
	10am	Recovery planning through the Local Industrial Strategy:			
4.1		<ul style="list-style-type: none"> • Skills Plan 	Paper 4.1	AB	For approval
4.2		<ul style="list-style-type: none"> • Implementing LIS Projects 	Paper 4.2	PB	For approval
4.3		<ul style="list-style-type: none"> • Growth Hub updates 	Paper 4.3	CA	For information
	11am	Comfort Break			

Item	Timing	Topic	Paper No.	Lead	
5.0	11.15am	Local Growth Fund (LGF)			
5.1	11.15am	Local Growth Deal <ul style="list-style-type: none"> • BEIS LGF Finance Review 	Paper 5.1	CA	For approval
5.2		<ul style="list-style-type: none"> • The Maltings update from scheme promoter 	Paper 5.2	CA	For approval
5.3		<ul style="list-style-type: none"> • LGF Business Cases for approval: <ul style="list-style-type: none"> ○ Rapid Transit UTM C Full Business Case 	Paper 5.3	CA	For approval
5.4		<ul style="list-style-type: none"> <ul style="list-style-type: none"> ○ M4 Junction 15 Full Business Case 	Paper 5.4	CA	For approval
5.5		<ul style="list-style-type: none"> • Commissioning Group Project Highlight reports 	Paper 5.5	CA	For noting
6.0	12.15pm	AOB		PJM	
		Date of next Board meeting: Wednesday, 23 September 2020 The Auditorium, Aspire Business Centre, Ordnance Road, Tidworth, SP9 7QD OR via video / telephone conference		PJM	
		Future Meeting dates Wednesday, 25 November 2020 BuildIt Suite, National Self Build and Renovation Centre			
	12.20pm	Close of Meeting			

 Swindon & Wiltshire LOCAL ENTERPRISE PARTNERSHIP	Minutes SWLEP Board Meeting Thursday, 21 May 2020
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In attendance:	Board Members: Paddy Bradley (PB) Amanda Burnside (AB) Mandy Clarke (MC) Doug Gale (DG) Andrew Gudgeon (AG) Carole Kitching (CK) Becky Middleton (BM) Paul Moorby (PJM) - Chair Alison North (AN) Alex Reed (AR) David Renard (DR) Mark Smith (MS) Keeran Vetriko (KV) Philip Whitehead (PW ^h) Peter Wragg (PW) – Deputy Chair	Board Advisers: None Observers: None
Apologies:	Pauline Church (PCh) Cllr Gary Sumner (GS) Karen Leigh (KL), BEIS representative Alistair Cunningham (AC) Susie Kemp (SK)	
Guest(s):	Col Nev Holmes, SW Commander Sam Fox and Rory Bowen, Wiltshire Council Debby Skellern (DS) and Claire Alexander (CA) of SWLEP Philippa Venables (PV), Swindon Borough Council (SBC) Adrian Griffiths (AGr) and Stephanie Loo (SL), Recycling Technologies / Prof Matthew Davidson (MD), University of Bath / Simon Bond (SB), (SetSquared) / Matt Moore (MM), Science Museum Group	
Chair:	Paul Moorby (PJM)	
Minutes:	Deborah House (DKH)	
Location:	Via conference call	

Item	Narrative	Deadline
I.0	Welcome / Apologies / Conflicts of Interest / Board Appointment	
	<p>The meeting opened at 9.40am and the Chair welcomed attendees. Particular welcome was extended to:</p> <ul style="list-style-type: none"> Col Nev Holmes who was attending the meeting as a member of the public. <p>Apologies were noted.</p> <p>PJM reminded attendees of the Conflict of Interests policy:</p> <ul style="list-style-type: none"> PW stated his Conflict regarding the LGF General Account for the Royal Artillery Museum (RAM); 	



Item	Narrative	Deadline
	<ul style="list-style-type: none"> AB stated her Conflict regarding the Local Growth Fund 3 allocation for Wiltshire College & University Centre for both the Salisbury and Lackham campuses; AR declared his standing Conflict as Catalent was an Anchor Employer for the Institute of Technology (IoT); and CK declared her standing Conflict as New College was involved as a provider in the Institute of Technology (IoT). PJM declared his Conflict as a Committee member of the Tadpole Garden Village Community Interest Company (TGVIC) with reference to Swindon Borough Council's Rapid Transit project. 	
2.0	Review of minutes and matters arising	
2.1	The minutes of the Board Meeting held on 25 March 2020 were reviewed and approved.	
2.2	<p>Matters Arising not on the agenda:</p> <ul style="list-style-type: none"> Royal Artillery Museum (RAM) – CA and team to draft progress points / timescales to stay on schedule. Timescales added into grant agreement. Work in progress. Local Industrial Strategy – DS to amend to strengthen IoT within the document. Work in progress. DS advised in the meeting that this action was now COMPLETED. <p>DR apprised the Board that the discussions from the last meeting regarding M4 Junction 15 were now finalised and £3m had been allocated to this project.</p>	
3.0	Submitted Questions	
	SWLEP had not received any submitted questions from the public for this meeting.	
7.0	Impact of Covid-19	
7.1 and 7.2	<p>Local Growth Fund projects' status and Growth Hub response</p> <p>This item was taken out of order as Peter Wragg who was delivering on Item 4 was representing the SWLEP on a Western Gateway teleconference.</p> <p>CA spoke to the papers. SWLEP had started to develop a risk register reviewing the impact of Covid-19 on Local Growth Fund (LGF) projects and the Growth Hub and what that would mean in the short, medium, and longer term. Initially, this had meant an easing off on construction work. Activity carried out around the response to the Covid-19 crisis had been a good example of collaborative working.</p>	



Item	Narrative	Deadline
	<p>By the time Board Reports were distributed, they were 5/6 weeks out of date. The Impact Register a month ago would have shown some projects RAG rated as RED. As of today, these projects had improved.</p> <ul style="list-style-type: none">• The project for the Chippenham Station Hub northern lift was now restored to an acceptable timeline.• Wiltshire College – both projects faced immediate challenges with contractors off site and possible time delays and uncertainty covering several areas including the removal of legacy cabling by SSE. Contractors resumed on site quite quickly and worked well with the College's experienced Project Manager (PM) to address the issues, identify work arounds and generally manage the site activities. The Salisbury project is complicated in that an education setting needs to be maintained and works planned to be concurrent were now headed toward being sequential, which in turn creates other issues such as temporary buildings, extended leases and unplanned costs. Again, handled well by the team and PM. The possible project overrun was being assessed in more detail with certain works being brought forward, and at the time of the Board report was not considered to be a material delay. The risk rating for this project has remained AMBER GREEN throughout the initial period of COVID-19. A great example of a resilient approach to multiple site issues in a sensitive setting.• The Maltings project for the regeneration of Salisbury with retail provision and a hotel had stalled as market conditions had changed suddenly. Covid-19 had impacted on the property market including shopping centres. Valuations were limited and Wiltshire Council was uncertain when it would be able to obtain one. Wiltshire Council was working on a revised strategy to bring a practical solution to the Full Business Case and would bring this proposal back to the July Board for discussion. In this way, it was hoped that there would only be a project delay of three months. <p>The input into the Risk Register was operational via DPT. This was yet another task they had been asked to do, so the Board acknowledged the heavy workload and the time this was taking.</p> <p>SWLEP was supporting the Government's response to the crisis, using the Growth Hub as the business support portal for the Unitary Authorities and taking pressure off the councils whilst they were processing grants and dealing with social care, schools etc. Last March the Growth Hub had 4,000 hits on its website; this year there was a significant increase which totalled 11,000 for the same period. Enquiries came through webchat, telephone and email and a significant amount of scripting was done to give the appropriate advice and guidance. For example, some SMEs were confused about the difference between a grant and a loan. Rejected applications were referred to the Growth Hub for investigation of other options. 500 businesses had contacted the Growth Hub looking for support and it now</p>	



Item	Narrative	Deadline
	<p>had an active case load of over 300. Once a grant had been submitted the businesses were not eligible to make multiple claims against other funds. The Growth Hub was keen not to cut across other support services and worked within the Economy Cells to collaborate with businesses and promote each others' activities. SWLEP would like to thank Wiltshire Council for the contribution of staff resources to work within the Growth Hub temporarily at this critical time. SWLEP had also retained and enlarged the support service from Business West.</p> <p>The Growth Hub would also like to thank Alison North for her contribution to engagement activity by hosting one of the series of webinars and providing an article for the website.</p> <p>The Directors of the Board were invited to write articles or host webinars for the Growth Hub and to contact CA if of interest.</p> <p>CA advised the Board that SWLEP had won the award for the SME Competitiveness Programme and the grant agreement of £1.19m over three years had been signed. Scale ups would be supported by SetSquared and Start-ups by YKTO. Wiltshire Council as the Accountable Body would ensure contract compliance.</p> <p>In the March Budget £10m had been announced for LEPs around the response to Covid-19. Of that, £257k had been allocated for SWLEP. As yet however, SWLEP had received no guidance on how that money could be spent but suspected it would be available for specialist advice and guidance for SME growth and supply chains within the area.</p> <p>Now we had entered the Recovery Phase with return to work guidance, Local Industrial Strategy priorities and the Skills Plan. Hospitality and tourism had been badly impacted during the crisis. An Intelligence Report was passed to BEIS every Monday, which consisted of a scrape of news of the local area, both negative with companies closing and redundancies, as well as positive with companies expanding or securing contracts together with an update of Growth Hub activity for that week. Intelligence gathered by VisitWiltshire had been passed up the line to Government via our BEIS representative in this manner which demonstrated the impact in our area. We await further details on what further information BEIS now required.</p> <p>(With the agreement of the Chair DG left the meeting at 10am to make a call and returned at 11am.)</p> <p>Potentially there would be additional resources via the ERDF programme. Across the country there was money unspent in this programme and the suggestion was to pool that money and reissue to Growth Hubs. SWLEP estimated that it would be of similar value to the core Growth Hub funding and would be used to provide additional business support.</p>	



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	<p>PB displayed a slide detailing the sectors which it was estimated were more likely to be impacted by varying degrees in the current crisis. The slide can be accessed by following the link below:</p> <p>https://swlep.co.uk/docs/default-source/board-meetings/2020/play-swlep-skills-plan-narrative-covid-19-impact-s-t-sg-18may2020.pdf?sfvrsn=7a68c344_4</p> <p>Profitability and liquidity would be impacted most in the Travel & Tourism, airlines, and retail sectors (except FMCG). AB commented that apprenticeships within the Further Education (FE) sector would be hit hard, particularly amongst retail apprentices. As soon as the furlough schemes stopped, they could be made redundant. The impact on the colleges financially could be significant or conversely the students may opt to undertake full-time courses instead when apprenticeships were not available. Either way, the FE sector would be directly impacted.</p> <p>The crisis within the construction sector was demonstrated clearly by The Maltings project. The Leader stated that they were just about to sign the contract when this crisis hit. Wiltshire Council was unable to obtain a value on the building. It could set the builders on the project, but the valuation was still needed. It was proposed to switch the spend around within the project or get BEIS to hold funds over into the following year. However, the opportunity to spend these funds by March 2021 were diminishing and SWLEP needed to know the Government's expectation. PB explained that there would be no more new money for capital expenditure and that BEIS was still adhering to the March 2021 deadline. LEPs would receive 2/3rds of their funds at the start of the financial year, the remaining third being held over until a review in September. The SWLEP must be able to demonstrate legitimate reasons for any delays.</p> <p>The Directors were keen to review in depth the project portfolio and align against the Local Industrial Strategy.</p> <p>MC commented that skills were a prime concern as companies under pressure stopped investing in training. Therefore, there was a risk that young people would not receive the education they deserved, and the country would be feeling the effects for years to come.</p> <p>BEIS Ministers were in the process of holding a series of roundtables with LEPs and any messages could then be fed back into Government.</p> <p>The need to retrain and re-skill adults would become a focus in the SWLEP Skills Plan and could include apprenticeships. The newly unemployed 40-50-60 age range would need to be reskilled quickly so this could be an opportunity for training providers. SWLEP would need to be agile and the Skills & Talent Subgroup would be the channel to promote this.</p>	



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	<p>The Swindon & Wiltshire Local Enterprise Partnership Board: ACKNOWLEDGED the actions and efforts to date and importantly that this has been achieved through close and proactive working with a range of partners; and NOTED the information for a broad understanding primarily of the Growth Hub's work in light on the pandemic.</p>	
8.0	Local Growth Deal	
8.1	<p>Reallocation of £3m – decision re Junction 15</p> <p>See comment at Item 2.2.</p>	
8.2	<p>Commissioning Group Project Highlight Reports</p> <p>CA spoke to the paper which was a summary of the focus projects.</p> <p>Chippenham Station Hub</p> <ul style="list-style-type: none"> • The project had previously been RAG rated as RED, but was now on track and the RAG rating had reverted to AMBER GREEN • Potential Covid-19 related risks around deliverability by March 2021 were under review. • £50k to be allocated for Covid-19 impacts. • Contractors had returned to the Sadlers Mead car park site, but progress was slower owing to social distancing. • A breakdown of the different phases within the overall project was given in the report. • The initial £16m grant allocation had been reduced, £3m of which was now allocated to a different project. • Design work for the station square and the transport package was underway. <p>Yarnbrook / West Ashton</p> <ul style="list-style-type: none"> • The RAG rating was at AMBER RED. • FBC was under development with ITA (Systra) and had received good feedback. It was now pending Board approval. • The FBC was due to come to the Board for approval at the May meeting but would now come forward in July. • The delay was due to drainage issues and issues arising from Covid-19. <p>The Maltings</p> <ul style="list-style-type: none"> • The RAG rating was at AMBER RED. • Valuations had been stalled and was holding the project back. • Negotiations had progressed on undertaking strategic land acquisitions, but no deals had been concluded. 	



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	<ul style="list-style-type: none"> Market conditions had deteriorated presenting a challenge. Nuveen had commenced works on the Plot 1 scheme for a new hotel, gym and library but they had been paused. It is not known when these would resume. Impact of Covid-19 on resources had delayed the signing of LGF funding agreement. Scheme design was progressing, and programme remained on track for planning submission in early 2021. <p>Swindon Bus Boulevard</p> <ul style="list-style-type: none"> The RAG rating remained at AMBER GREEN. The Outline Business Case was currently with the ITA and was due to come to the May Board Meeting for approval but had been delayed so the date for the FBC of July may also be pushed back. Key enabling works now in progress: northern diversion works on Fleming Way began on 20 April, central cabling works to resume in June. Detailed design now undergoing technical approval process and landscape design being reviewed. Spend is on track to be achieved by March 2021. <p>Southern Connector Road</p> <ul style="list-style-type: none"> The RAG rating remained at AMBER RED Compulsory Purchase Order (CPO) process has concluded successfully and agreements progress with landowners. Soft market testing had been carried out ahead of the tender issue. Work continued to progress the scheme delivering outcomes for Local Growth Fund and Housing Infrastructure Fund (HIF). Contractual arrangements were being finalised with Homes England for HIF. <p>A420 Gable Cross</p> <ul style="list-style-type: none"> The RAG rating remained at AMBER RED The Full Business Case was due to come for Board approval at the meeting in May, but was delayed The retender process had resulted in a reprogramming exercise, but the scheme was still due to spend by March 2021 and the meeting received confidence from Swindon Borough Council that this would be achievable. <p>Wichelstowe</p> <ul style="list-style-type: none"> The RAG rating was at AMBER GREEN. There had been some Covid-19 related impact upon this programme, but construction had now resumed with a slight delay/ Further designs were being developed for technical approval in line with the programme. 	



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	<ul style="list-style-type: none"> The project was due to be completed by March 2021 <p>Highlight Reports were available for all other projects. The following figures summarised the status across all the projects.</p> <p>27 live projects broken down as:</p> <ul style="list-style-type: none"> 11 projects had completed; 10 projects were rated GREEN; 11 projects were rated AMBER GREEN; six projects were rated AMBER RED; and 0 projects were rated RED. <p>SWLEP was trying to establish the original baseline of outputs for the projects and should have a better indication at the July Board. The reporting to BEIS was on Logasnet and this system did not allow for private sector contributions, so SWLEP achievements was not fully demonstrated. Our BEIS representative had a full understanding of this situation.</p> <p>Other projects were also discussed.</p> <p>Ultrafast Broadband</p> <ul style="list-style-type: none"> Programme delivery had been delayed but projects would be delivered by June 2021 and LGF funding spent by March 2021. <p>Royal Artillery Museum (RAM)</p> <ul style="list-style-type: none"> Scheme Promoter working with Wiltshire Council to move through formal Planning process. CA was assisting with the grant agreement. <p>Swindon Cultural Quarter</p> <ul style="list-style-type: none"> There had been some impact to the project from Covid-19. The programme is on track and an Outline Business Case would be presented to the Board in July. <p>Illuminating Salisbury</p> <ul style="list-style-type: none"> Slightly disrupted by the Covid-19 lockdown as the project was unable to engage in public consultation. This had delayed delivery of the OBC by one month. <p>M4 Junction 15</p> <ul style="list-style-type: none"> Working together with Highways England and the contractor, Jacobs. The Outline Business Case would come to the Board in July. Significant push from Highways England to move the project on. The Grant Agreement was currently being progressed. 	



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	<p>Wiltshire College & University Centre See comments at Items 7.1 and 7.2.</p> <p>Nythe & Piccadilly</p> <ul style="list-style-type: none"> The retender had resulted in a reprogramming exercise and for this scheme there was some impact upon both business case submission date and scheme cost. Value Engineering exercise to reduce costs was being undertaken as well as looking at programme acceleration. <p>Whitehart junction</p> <ul style="list-style-type: none"> This was a DfT retained scheme, so there was more flexibility as it was outside BEIS. Ermin Street land exchange delayed by Department for Transport (DfT) property process; Programme had been revised to reflect this delay and Change Control to be submitted as appropriate. Programme options approved for contractor to accelerate construction and revised programme awaited. Awaiting technical detailed design review sign off. Highway works commenced in April 2020. DfT had been advised of issues and proposed way forward and was being supportive. <p>Higher Futures</p> <ul style="list-style-type: none"> The programme had reached its natural end in March 2020. This had been a successful initiative and the Higher Futures brand and identity would be maintained within the Growth Hub's business support offer. SWLEP would be retaining a Skills Specialist in the wider team. <p>Careers Hub</p> <ul style="list-style-type: none"> On 20 March 2020, schools and colleges nationally were closed as part of the UK Government's response to the Covid-19 national emergency. At the start of the crisis, staff from the Careers Hub had been redeployed to the Growth Hub as part of the business response Having returned to The Careers Hub the team was now providing a virtual service. <p>Growth Hub</p> <ul style="list-style-type: none"> More information given at Items 7.1 and 7.2. The extra £257k BEIS allocation could be used in a voucher scheme for SMEs to access professional services such as lawyers and accountants etc. 	



Item	Narrative	Deadline
8.3 and 8.4	<p>Growing Places Infrastructure Fund (GPIF)</p> <ul style="list-style-type: none"> • Two of the loans had been closed. • Six loans were still outstanding. • SWLEP had held discussions with some of the loan applicants regarding delayed payments, <p>The Directors had several questions regarding the projects' financial situation and expressed concern. The expectation was for SWLEP to spend £40m in the next 10 months, which many believed was wildly optimistic given Covid-19 and subsequent delays. For example, the A420 corridor was expected to spend £2m by Q3 but the contractor had yet to be appointed. The question was raised as to when the appropriate messaging would start.</p> <p>PB advised the Board that the Delivery & Performance Team (DPT) met every two weeks. A briefing note could be provided in between those meetings to update the Board on any impact and the current status of the projects. At the July meeting the Board would need to focus on taking a position, because the review with BEIS was scheduled for some time in September. SWLEP would need to go through each project to have a response plan in place and the Board would be given the opportunity to scrutinise the projects. It may be necessary to make hard decisions about potential termination if the projects could not be moved back to GREEN status. Some Directors however would prefer to put pressure on BEIS to extend the deadlines, because we wanted to complete all these projects, for example The Maltings.</p> <p>All LEPs were grappling with the same issues as most of LGF monies were allocated to transport infrastructure projects which were struggling with delays. The LEP Network was acting as the collective voice for all LEPs and was feeding this information to Government.</p> <p>The Swindon & Wiltshire Local Enterprise Partnership Board: APPROVED the highlight reports as an accurate representation of the current status of all LGF and other projects.</p> <p>(Rapid Transit) – Urban Traffic Management Control (UTMC) Outline Business Case and (Rapid Transit) North Swindon (Moonrakers) Full Business Case</p> <p>CA spoke to the papers regarding both the Rapid Transit UTMC Outline Business Case and the Rapid Transit North Swindon Full Business Case.</p> <p>The Outline Business Case for the Urban Traffic Management Control (UTMC) can be found on the SWLEP website by following the link below</p>	



Item	Narrative	Deadline
8.5	<p>https://swlep.co.uk/docs/default-source/programmes/local-growth-fund-lgf/outline-business-cases/rapid-transit---utmc/utmc-draft-business-case-v5-3_final.pdf?sfvrsn=2b143176_4</p> <p>The recommendation from the ITA was that more information on milestones for this project was required.</p> <p>The Full Business Case for Rapid Transit North Swindon can be found on the SWLEP website by following the link below.</p> <p>https://swlep.co.uk/docs/default-source/programmes/local-growth-fund-lgf/full-business-cases/rapid-transit/north-swindon-qbc-full-business-case---redacted.pdf?sfvrsn=cd59946e_4</p> <p>NOTE: The Full Business Case had been redacted as the project was at the tender stage and the document contained confidential financial information.</p> <p>The recommendation from the ITA was that assurance from Swindon Borough Council on air, noise and accident mitigation was required to reduce the adverse impact. The Board was advised that mitigation had been considered.</p> <p>Both schemes represented good value for money.</p> <p>The Swindon & Wiltshire Local Enterprise Partnership Board: APPROVED the Outline Business Case for Rapid Transit – Urban Traffic Management and Control, enabling the continuation of design and development work and the production of a Full Business Case; and APPROVED the Full Business Case for Rapid Transit – North Swindon Quality Bus Corridor, noting the mitigating actions and monitoring commitments as stated by Swindon Borough Council.</p> <p>Finance and outputs reports for LGF projects CA spoke to the paper.</p> <p>Directors had questions regarding the reports and received explanations.</p> <p>Action: CA to provide a report back to Board, giving an update report for the last year.</p> <p>The Swindon & Wiltshire Local enterprise Partnership Board: APPROVED this paper as an accurate summary of the current LGF financial position.</p>	May 2020
4.0	The Remuneration Committee update	



Item	Narrative	Deadline
	<p>Having returned from the telephone conference call regarding the Western Gateway, PW updated the meeting on the recommendations of the Remuneration Committee which had met on 20 April to discuss:</p> <ul style="list-style-type: none"> the employment of Paddy Bradley as Chief Executive Officer of the new SWLEP Ltd company; his remuneration package; the Chair's Honorarium; and potential succession planning. <p>The Swindon & Wiltshire Local Enterprise Partnership Board: ACCEPTED the recommendations of the Committee to appoint Paddy Bradley to the role of Chief Executive at the remuneration package discussed; and NOTED that the Chair had declined to take the Honorarium offered.</p>	
5.0	Governance Framework	
	<p>The Chair updated the meeting on the proposed amendments to the existing Governance Framework. No further guidance was expected from Government this year. SWLEP did not want simply to align with the National Assurance Framework, but to exceed the directives.</p> <p>DS outlined some of the proposed changes shown in Table I of the paper.</p> <ul style="list-style-type: none"> A change of terminology from Members to Directors Retention of the permanent roles from Swindon Borough Council and Wiltshire Council There would be a standing role for the military representative, but not necessarily tied to a specific post There would be a standing position for an Education representative who could rotate. The education representative was essential as Skills & Talent underpinned all emerging strategies in the LIS. <p>Both Leaders of the Councils expressed concern regarding Section 3 of the document. The Leader of Wiltshire Council stated that neither its Legal team nor Section 151 Officer had seen this report and that it was premature to be voting at this meeting. The suggestion was made to hold the item back for more discussion.</p> <p>Points of clarification were made that the paperwork was issued to the legal team at the same as Board papers were issued to Directors and that agreement was made at the March Board meeting that the Governance Framework Working Group would put together a proposal for recommendation to the Board.</p> <p>The members of the Governance Framework Working Group were:</p> <ul style="list-style-type: none"> Paul Moorby Alison North 	



Item	Narrative	Deadline
	<ul style="list-style-type: none"> • Mandy Clarke • Debby Skellern <p>The group had met once.</p> <p>The response to the concern about the democratic deficit was that appropriate council representation appeared within LEPs and it was a requirement from Government to have trading companies as the majority on the Board. LEPs were accountable to Central Government, all SWLEP Board meetings had been held in public since 2015, and the Section 151 Officer had to make a statement each year about the Assurance Framework.</p> <p>Now the SWLEP was a limited company there was a necessity for the organisation to amend its Framework; each Director to have equal status on the Board. With Swindon & Wiltshire's large military presence and Education being the critical role for the area, it made sense for the other two standing positions to be held by the military and an educational leader.</p> <p>The Leaders were happy to discuss the matter further but objected to having to decide at this board meeting when there had been no time to obtain legal advice. The suggestion was made to achieve a consensus of views from the Directors ex committee via email and advise of the decision, which would also include inputs from the Legal Department and Section 151 Officer.</p> <p>Action: PB to ascertain Directors' views via email and advise decision.</p> <p>The Swindon and Wiltshire Local Enterprise Partnership Board: RESOLVED to achieve a consensus of views ex-committee via email on the proposed changes to the Governance Framework 2019.</p>	May 2020
11.10am	Comfort break	
9.0	Local Industrial Strategy (LIS) update	
9.1	<p>Project under development</p> <ul style="list-style-type: none"> • Innovation Centre for the Circular Economy (ICCE) <p>DS spoke to the paper and gave some background to the proposed project. Proposals for sustainable technologies, projects and innovation activity was a substantial part of the Local Industrial Strategy (LIS) and would kick start work at Wroughton. The Team was at the meeting to give some context to the proposal. The presentation given at the meeting by Professor Matthew Davidson and Adrian Griffiths, with Simon Bond and Matt Moore in attendance to assist, can be accessed via the following link:</p> <p>https://swlep.co.uk/docs/default-source/board-meetings/2020/icce-crdc-presentation-200520.pdf?sfvrsn=c1f950ee_4</p>	



Item	Narrative	Deadline
9.2	<p>This was an exciting opportunity for realising the circular economy in Swindon & Wiltshire and hit Strategic Priority Number 4: Research and innovation opportunities at the Science Museum, Wroughton.</p> <p>The Board Directors raised several questions regarding the proposal including the commercial benefit of the project, the percentage share for the investment agreement, whether there had been any impact on research funding because of Covid-19 and would it affect this project and whether it would be sustainable energy.</p> <p>A lot of the questions were discussed in the meeting, but others were taken off-line.</p> <ul style="list-style-type: none">• Sustainable energy was one aspect of involvement• Circular economy required the use recyclable materials• There would be cross sector alignment, reaching back into the research expertise of universities <p>Simon Bond from SetSquared stated that they were all following sustainability, and this was a wonderful growing market trend. SetSquared would be based inside ICCE to help partners grow and increase jobs etc. The company was already providing this service to SMEs through the Growth Hub partners to deliver the same service via ERDF. Within this scheme, companies would be able to hire university researchers on demand.</p> <p>This would mean a mass capacity to recycle with the IP being shared with other counties.</p> <p>Several Directors were excited by the proposal and declared it an excellent innovative venture which would bring economic benefit to the region and support the LIS. Swindon would become an academic gateway with The Institute of Technology supporting that capacity.</p> <p>PB stated that if Directors would like more information another session could be arranged as it was clear that Directors would like to be more closely involved. It was a project which aligned significantly with the Local Industrial Strategy.</p> <p>The Swindon & Wiltshire Local Enterprise Partnership Board: AGREED the ICCE proposal should be developed into a strategic outline business case focussing on the potential of the Wroughton site as a main facility with a Research Gateway facility in Swindon.</p> <ul style="list-style-type: none">• Business-led cyber centre update	



Item	Narrative	Deadline
	<p>AG updated the meeting on the latest developments for the business-led Cyber Centre. The plan originally had been to lead on a major engagement strategy with key cyber stakeholders, but this had been postponed owing to the situation with Covid-19. The opportunity had arisen to take 1,000 sqm of real estate at Corsham Science Park with space for 60-100 people. This would act as a pilot to develop in more detail the move towards a Business Case. The venture would be with Bath ASU and each would contribute £20k to the feasibility of developing the specification.</p> <p>SWLEP would like to take this space and turn into land for our capabilities with the creation of a Digital and Cyber incubator. Phil Clement, SWLEP's Head of Investment & Export, and Chris Crowther, a consultant employed on the project, were eager to get into this internationally. There would be a call for partners across the country including cyber employment firms, interest from law enforcement and Service personnel from the Corsham area. Up until now the private sector had been left on its own, but the plan would be to build up an Operation Resilience Team with a pipeline of businesses coming forward. This could be an equity investment opportunity for SWLEP, generating income towards the Growing Places Infrastructure Fund (GPIF). Bath ASU managed the Science Park and wanted to develop it for Life Sciences and Cyber. This provided an opportunity for both SWLEP and Bath ASU to move into this arena.</p> <p>There was already a lot of interest shown for this project and Corsham was a great locality point on the Western Gateway. PWh stated that he was entirely supportive as it started to tie everything together all the way from Porton.</p> <p>Part of the study would be to ascertain the cost of such a venture. The new reality was that more people would be working from home in the future so online virtual connectivity would be woven into the development of the scope. Overseas companies which wanted a footprint in UK would prefer to see a physical building and this would offer a secure enclosed space.</p> <p>Director involvement would be welcomed.</p> <p>The Swindon & Wiltshire Local Enterprise Partnership Board: APPROVED the preparation of a proof of concept and delivery model to be presented at the Board meeting on 22 July; and APPROVED a contribution of £20,000 towards the cost of this work.</p>	
9.3	<p>People Foundation</p> <ul style="list-style-type: none"> • Skills Plan update 	



Item	Narrative	Deadline
9.4	<p>As AB had been unable to attend the last Subgroup, she had asked PB to update the Board meeting on the status of the Skills Plan.</p> <p>PB stated that Skills was part of the People Foundation within the Local Industrial Strategy. The national data provided via Government sources was out of date as it looked to the past. SWLEP had bought into two schemes to provide more up-to-date Local Market Intelligence (LMI) - EMSI and Labour Insight. One of the reports available was the awareness around job vacancies. Jobs advertised in this area were at the second lowest level since 2012 and apprenticeship starts had also dipped. We could now track this situation and be agile in response. The number of unemployment claimants had also doubled, so there was a need to upskill to move them into jobs.</p> <p>Salute my Job, a social enterprise company, provided IBM-approved cyber security training for Military Leavers. There could be an increase in lower level types of apprenticeships as students move through progression into upper level skills.</p> <p>Live Labour Market Intelligence would drive the strategy and routes into higher education, particularly those leading to social mobility to assist those with access to education issues, across the digital divide, with learning difficulties or disabilities and improve the level of support.</p> <p>The Skills & Talent Subgroup would approve the draft of a plan to recommend to the Board for the meeting in July. An Annual Report would be produced in March 2021 which would set out the aims and what had been achieved.</p> <ul style="list-style-type: none"> Department for Education (DfE) funding for 2020/21 <p>DS gave a verbal update to the meeting. The proposal was for a continuation of funding to support the Skills Advisory Panel (SAP) analysis which had been completed last year and to continue to monitor the impact. SWLEP was awaiting confirmation on what had been submitted and would advise the Board in due course.</p>	
6.0	Growing Place Infrastructure Fund (GPIF) update	
	<p>PB updated the meeting on the decisions of the Board for three applications to the Growing Places Infrastructure Fund (GPIF) totalling £676,500.00. The Board had approved the applications to progress to the next stage of the process, the loan agreements. Once these had been agreed and signed, they would appear on the website.</p> <p>PB called on people to promote the scheme and take advantage of the low interest rates on the loans.</p> <p>The Swindon & Wiltshire Local Enterprise Partnership Board:</p>	



Item	Narrative	Deadline
	NOTED the application process.	
10.0	Business Planning for 2020/21	
	<p>PB updated the meeting on the key items from the paper. All items were directly related to the Local Industrial Strategy, apart from LGF projects which would continue from five years ago. There were 14 programmes embedded in the work which had been given provisional budgets and indicative sources of funding. Not all were yet in operational mode as SWLEP was still assembling the packages.</p> <p>Directors' involvement was sought to act as sponsors for areas to input ideas and have full oversight. This would operate via the Subgroups outlined in the Governance Framework.</p> <p>PB was to issue a formal request via email to Directors to request this support for areas which did not already have a designated Board sponsor.</p> <p>Action: PB to issue request to Directors with response required within two weeks.</p> <p>It was acknowledged that volunteers may need training and guidance to fulfil this role.</p> <p>The Swindon & Wiltshire Local Enterprise Partnership Board: ENDORSED the strategic direction of the SWLEP Business Plan 2020-21; and REQUESTED individual Directors to identify to which programmes they would like to contribute some of their time for governance purposes.</p>	May 2020
11.0	AOB	
	<p>PJM thanked the SWLEP team for the fantastic job at protecting the economy of the area and staying safe during the current crisis with the hours being completed to provide evidence to the decision makers in Government. He also thanked the Directors for the hours they volunteered in being on the SWLEP Board. It demonstrated true partnership working for the benefit of all.</p> <p>PB advised the meeting that SWLEP was to hold its AGM in July, although as a small company it was not legally bound to do so. SWLEP was in the process of working out how to manage this in the current circumstances, but it would coincide with the publication of the annual report.</p>	
	Date of next meeting	
	Wednesday, 22 July 2020	



Item	Narrative	Deadline
	The meeting may again be held via video / telephone conferencing otherwise, it would be held at: The Auditorium, Aspire Business Centre, Ordnance Road, Tidworth, SP9 7QD.	
	Future Meetings The Board Directors to meet at 9am for a 9.30am start to the public meeting. Wednesday, 23 September 2020 Location to be advised. Wednesday, 25 November 2020 Location to be advised	
	Close of the meeting at 12.20pm	



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

 Swindon & Wiltshire LOCAL ENTERPRISE PARTNERSHIP	Board Meeting 22 July 2020 Paper Number 4.I
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Meeting & Date:	SWLEP Board Meeting – Wednesday, 22 July 2020		
Subject:	SWLEP Skills Plan and Action Plan		
Attachments:	Draft Skills Plan 14 July 2020 (20 pages) Draft Skills Action Plan 2020 (1 page)		
Author:	Paddy Bradley / Dragana Houston	Total no of sheets:	24

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 present the Draft SWLEP Skills Plan, with the accompanying Draft Action Plan, for approval by the SWLEP Board.
- 1.2. The SWLEP Skills Plan sets out how the People Foundation of the Local Industrial Strategy (LIS) will be delivered. The development of the Skills Plan has been guided by the Skill & Talent Subgroup. The enclosed documents have been approved at the Skills and Talent meeting on 13 July 2020.

2. Summary

- 2.1. The Skills Plan consists of two components: the narrative, outlining the strategic, long-term priorities and the logic behind them; and the action plan, detailing what needs to happen, how and when in the short to medium term in order to achieve the set strategic priorities.
- 2.2. The two strategic priorities outlined in the Plan are:
 - maintaining the balance between the skill supply and demand; and
 - enhancing inclusive growth.
- 2.3. The Skills & Talent Subgroup will oversee the implementation of the Skills Plan and will regularly report its progress to the SWLEP Board, Performance Committee and Strategy Committee, as well as the Department for Education, through a Local Skills Report.

3. Recommendations

The Skills & Talent Subgroup recommends that the Swindon & Wiltshire Local Enterprise Partnership Board:

- 3.1. approve the Draft Skills Plan July 2020; and
- 3.2. approve the Draft Skills Action Plan July 2020.

4. Detail

- 4.1. The Emerging LIS, which included in-depth analysis of the economy of Swindon and Wiltshire and the key trends relating to the skills supply and demand, has pointed to two key challenges holding back our communities:
 - imbalance between skills demand and supply in places; and
 - low social mobility and lack of inclusive growth for some groups.
- 4.2. This Skills Plan addresses both challenges by focussing on five strategic objectives which were identified in the Emerging LIS:
 - improve the use of skills and labour market **intelligence**, allowing us to make informed decisions about investment, training and careers;
 - achieve a step change in take-up and achievement of **apprenticeships**, to enhance our workforce and ensure that the skills needed by local businesses are accessible;
 - building on the current provision and the emerging Institute of Technology (IoT), develop a business-led, multi-campus, **Higher Education Federation** of local providers, to bridge the gaps in provision and meet the demand for high-skill jobs, especially those requiring STEM skills;
 - raise **aspirations** and improve employability of under-represented groups, enabling those from disadvantaged backgrounds to do well at school or in the labour market; and
 - promote programmes to improve physical and mental **health of employees**, leading to higher productivity of our businesses.
- 4.3. To enable us to achieve these objectives, the action plan brings different resources together, including the Growth Hub, Higher Futures and Careers Hub, two local authorities, relevant government departments, local colleges, universities and businesses.
- 4.4. The Swindon and Wiltshire Skills Plan will be reviewed annually and is designed to be responsive to emerging external and internal challenges, as well as ensuring that our actions are achieving their intended outcomes and impacts.



Swindon & Wiltshire
LOCAL ENTERPRISE PARTNERSHIP

**Board Meeting
22 July 2020
Paper Number 4.1**

5. Appendices

- 5.1. Appendix A – Draft Skills Plan July 2020**
- 5.2. Appendix B – Draft Skills Action Plan July 2020**

Swindon & Wiltshire Skills Plan

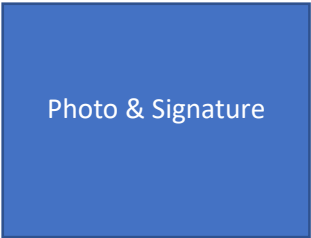


Swindon & Wiltshire LEP
6/16/2020

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I. Introduction (Chairs of the SWLEP Board and Skills & Talent)



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II. Executive Summary

An overarching Skills Plan for the Swindon & Wiltshire Local Enterprise Partnership (SWLEP) brings together a range of existing strategies, programmes and plans, whilst removing duplication and gaps, reducing complexity and promoting a simple and clear message.

Driven by extensive analysis, which delivered deep insights into skills provision, demand and labour market intelligence, undertaken by the University of Bath on behalf of the SWLEP, the strategic choices outlined in the Skills Plan are founded on a robust evidence base.

The SWLEP's Local Industrial Strategy (LIS) and the People Foundation in particular, act as the key strategic drivers behind the Skills Plan.

The first priority is maintaining the balance between the skill supply and demand. The proportion of highly skilled jobs, which are typically coupled with higher productivity, is below the national average in Swindon and Wiltshire. We plan to address this structural weakness by increasing apprenticeship starts and achievements and improving Higher Education progression rates. This is expected to lead to more highly skilled people in our workforce, elevated average wages and higher productivity levels across Swindon and Wiltshire.

The second priority is inclusive growth, focusing on disadvantaged children and gender pay equality. Swindon and Wiltshire rank low amongst local authority

areas for social mobility, meaning that a child from a disadvantaged background is less likely to do well at school or in the labour market. The gender gap in hourly pay in Swindon and Wiltshire is relatively high when contrasted with the comparator LEPs and is higher than in England as a whole.

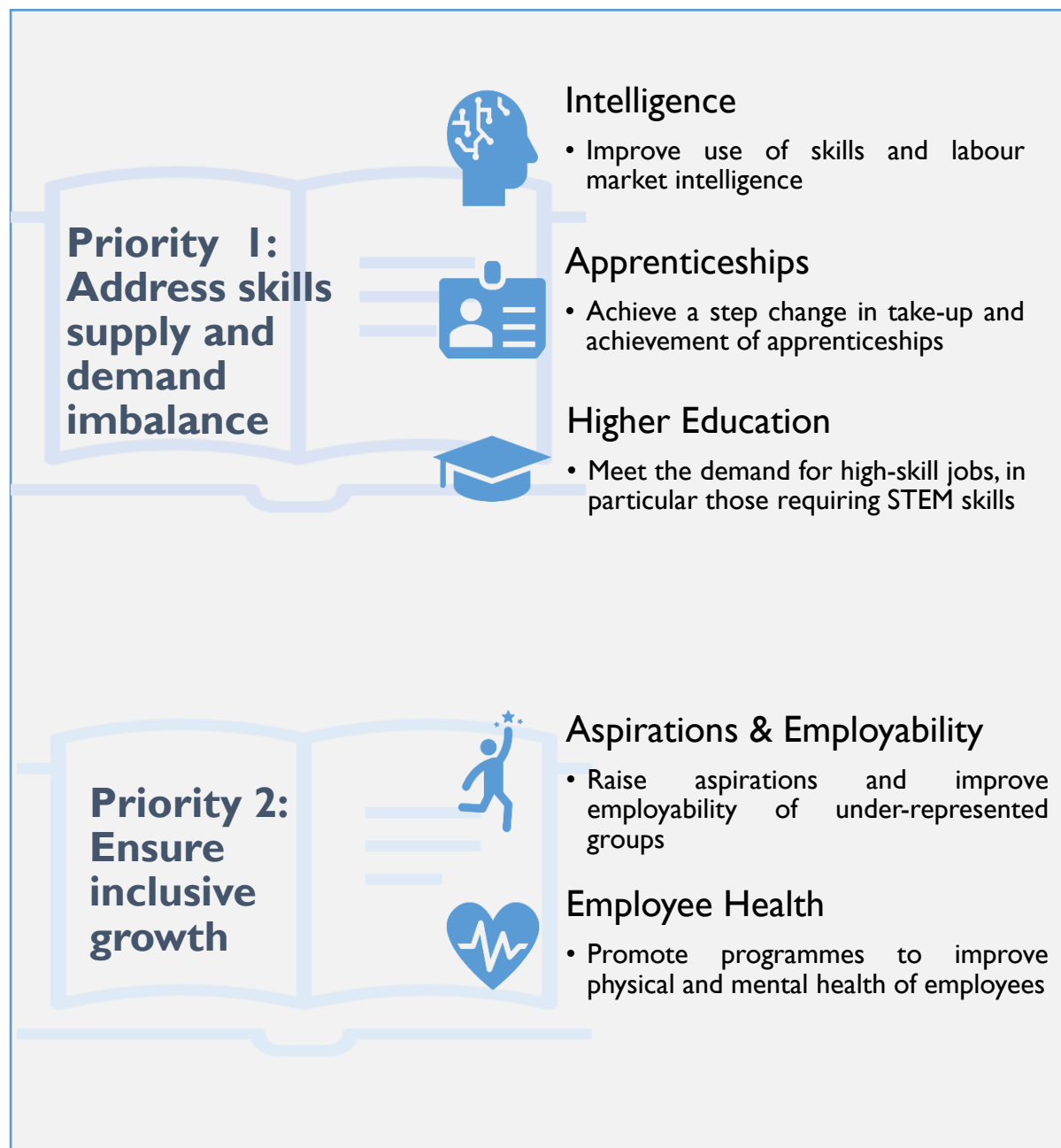
The first step towards addressing these inclusion challenges will focus on raising aspirations, which is expected to lead to increased education participation, especially for those from disadvantaged backgrounds, allowing them to get better jobs and increase their earning power.

These two priorities are underpinned by five strategic objectives, which can be seen in Figure 1. A number of resources will be employed to deliver our Skills Plan. Alongside the Growth Hub, Higher Futures and Careers Hub, this plan will also coordinate resources from the two local authorities, different government departments, local colleges, universities and businesses.

This document outlines the key drivers behind our strategic priorities, objectives and actions we are planning to undertake to address our skills supply and demand imbalance and deliver inclusive growth.

This is a forward-looking plan, focussing on the next five years. Therefore, the list of actions outlined is not exhaustive and will continue to evolve, with other actions arising in the future, driven by both internal shifts and external labour market changes.

Figure 1: Swindon & Wiltshire Skills Plan



III. Audit of provision, demand and labour market intelligence



We have analysed the economy of Swindon and Wiltshire in detail, to understand the key trends relating to the skills supply and demand. We have contrasted our performance with that of our comparator LEPs, including: Buckinghamshire Thames Valley, Dorset, Enterprise M3, Gloucestershire, Heart of the South West, Oxfordshire, Thames Valley Berkshire and West of England, as well as the national averages, to identify any aspects that require additional support. We have also highlighted any differences

between our two local authority areas, Swindon and Wiltshire, and plan to undertake specific actions to address these disparities.

Overall, we have a dynamic economy in Swindon and Wiltshire, with a number of strong and competitive sectors. The economy has grown at a compound annual rate of 3.1% since 2013, to reach £21.4bn Gross Value Added (GVA) in current basic prices in 2018. The area benefits from a diverse sectoral mix. The five largest sectors are: Manufacturing; Real Estate Activities; Wholesale and Retail trade; Professional, scientific and technical activities; and Financial and insurance activities. Together they generated 55% of GVA in 2018. Compared to the England average, Manufacturing accounts for a considerably larger share of GVA in Swindon and Wiltshire. Professional and Financial activities are also above the national average. Wholesale and Retail GVA is broadly in line with the national average, whilst Real Estate is slightly behind.

We have a low unemployment rate, standing at 3.5% in 2018 and significantly below the national 4.1%. The medial gross hourly earnings for full time workers in Swindon and Wiltshire were £14.00 in 2019, slightly higher than in 2018, but still below the England average of £15.01. Although incomes are relatively low in Swindon, house prices are also low, meaning that it is relatively affordable place to live. In Swindon, the housing affordability ratio, calculated by comparing the median house price to median gross annual residence-based earnings, was 7.53 in 2019 compared to the national average of 7.83. In contrast, Wiltshire was considerably less affordable with a 9.19 ratio in 2019.

Claimants, as a proportion of economically active residents aged 16+, have been steadily increasing in Swindon and Wiltshire since 2015, but are still lower than the UK or England average. In May 2020, 7.9% of the UK's economically active people were claiming benefits, compared to 5.8% in Swindon and Wiltshire. Based on the index of multiple deprivation for 2015, the area experiences greater levels of deprivation relative to comparator LEPs, but with low levels of extreme deprivation.

The Further Education (FE) participation and achievements in our area have declined recently, with increases in Swindon more than offset by Wiltshire's declines. In contrast to our comparator LEAs, Swindon & Wiltshire LEA has a lower percentage of young people staying for Higher Education (HE) or FE study or employment in the area in which they grew up. Local HE provision does not offer the capacity or range of study for local residents, which drives below-average uptake for foundation degrees and Higher Education.

Core STEM subjects, such as Engineering and Technology and Computer Sciences, are identified as the most popular subjects that employers would like to see delivered by Higher Education institutions. However, this demand is not being met by FE colleges, with non-STEM courses accounting for approximately two thirds of total learners in the academic year 2014/15. This was one of the key reasons behind the successful bid to establish the Government-backed Institute of Technology (IOT) in 2018, which is due to open in 2021.

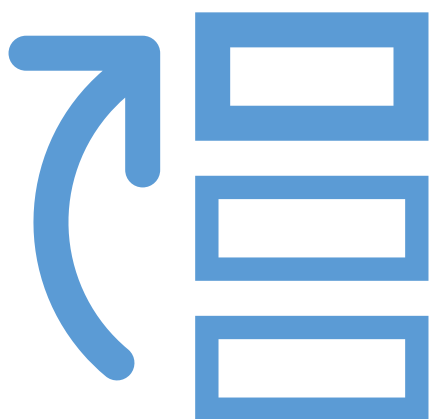
Higher National Diplomas and Certificates have good levels of uptake in the area, as do apprenticeship schemes. In both cases, employers have been increasingly engaged in their promotion.

From September 2021 onwards, New College Swindon will offer T-levels, with the Wiltshire College joining it from 2022. Both will deliver T-levels in industry areas that have been identified as having skills shortages, most notably digitalisation.

Swindon and Wiltshire have a lower overall number of employees with European Union (EU) background. The estimated proportion of the workforce that were non-UK EU nationals in 2017 was 8%, lower than the national average of 10%. Also, reliance on EU nationals for 'hard-to-fill' vacancies was below the national average. Of the SWLEP employers that recruited non-UK nationals into "hard-to-fill vacancies", 37% hired EU nationals, compared to 46% for England overall. Because of this, Swindon and Wiltshire are expected to be less exposed to possible future restrictions on migration from the EU countries due to Brexit. Nonetheless, with the introduction of EU duty, Brexit will pose significant challenges to local businesses whose export focus is predominantly or wholly EU.



IV. Priorities



The extensive data analysis, upon which the Skills Plan is founded, showed that Swindon and Wiltshire's GVA per filled job was lower than that of England in 2017, although GVA per hour worked was comparable. The gap increased in 2018, with nominal unsmoothed GVA per filled job in both Swindon and Wiltshire declining slightly, whilst the national average increased.

The analysis also suggested that the two main challenges constraining growth and holding back productivity were:

- i. imbalance between skills demand and supply in places; and
- ii. low social mobility and lack of inclusive growth for some groups.

The key aim of this Skills Plan is to overcome these two challenges.

IV.1 Addressing skills supply and demand imbalance

Upon closer examination, our skills supply and demand imbalance challenge appears to be driven by two main factors:

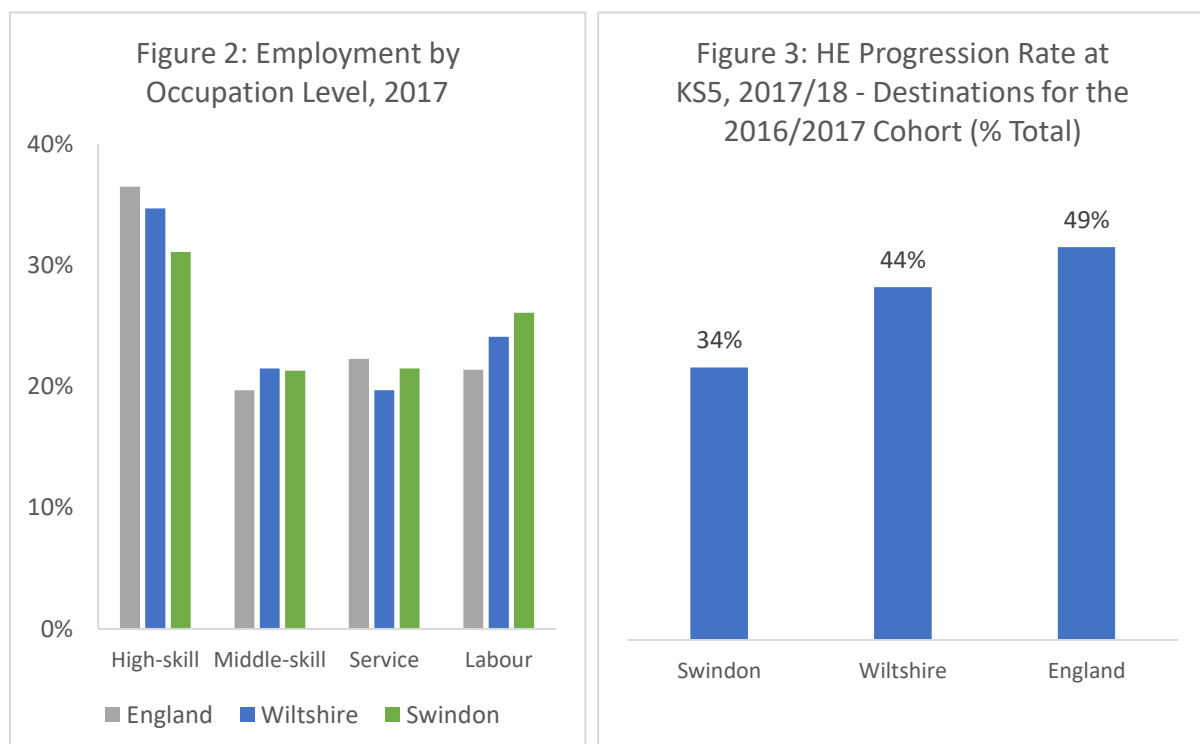
- below average proportion of high-skill jobs; and
- low apprenticeship starts and achievement levels.

In addition, it is important to develop regular intelligence reports to monitor changes in skills supply and demand, as well as scrutinise the results from our actions.

IV.1.1 High-skill Jobs

The low proportion of high-skill jobs is seen as a structural weakness in Swindon and Wiltshire's economy (see Figure 2). Since higher outputs are typically associated with high-skill jobs, it is believed that this weakness is depressing our productivity levels. This is also thought to be driving lower average wages across the SWLEP area and lower gross value added (GVA) per filled job when compared to the national average. The structural weakness

in the high-skill labour market, especially in Swindon, is partly due to low Higher Education progression (see Figure 3).



Because the Swindon and Wiltshire Local Industrial Strategy aims to develop demand for higher skilled jobs in order to improve productivity, expanding our supply of highly skilled individuals is key to ensuring that we have a balance between skill supply and demand.

Currently, there are number of programmes running across Swindon and Wiltshire aimed at attracting graduates to the area. These include:

- Switch on to Swindon campaign;
- Bath Spa University Challenge Fund, awarded in 2018, to work in partnership with the Growth Hub on a project to match students to local vacancies;
- The Royal Agricultural University's new postgraduate and professional training hub in the Carriage Works in Swindon; and
- Development of the R&D space at the Porton Science Park.

However, evidence suggests that a contributing factor behind low Higher Education progression rates is the lack of a traditional university in the area. In addition to developing a highly skilled workforce and thus increasing productivity, the added benefits of a local university include: greater research and development activity in collaboration with the business community; an ability to recruit and retain high-skill teaching staff; and reputational benefits locally, nationally and internationally, which help to attract inward investment.

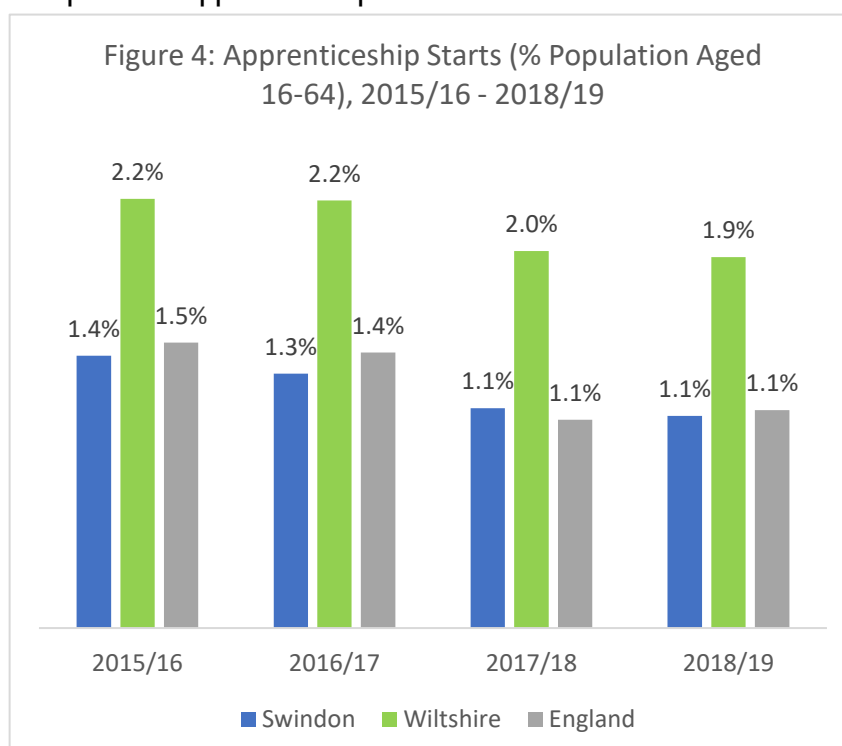
Although two universities from the neighbouring LEPs have sector-specific facilities in Swindon and Wiltshire, their offers are not always driven by the needs of all local businesses. There is also a lack of coordination between the offers of the universities operating in Swindon and Wiltshire and the three local Further Education colleges, which can lead to overlaps in provision, causing supply to exceed demand, as well as gaps in provision in areas of high demand. We have begun to address this through the merger of New College and Swindon College in 2020 and the establishment of the Institute of Technology (IOT), which will introduce better progression opportunities, greater choice and enhanced skills development. To fully address this challenge, however, ensuring maximum impact and the fastest response time, we are exploring an innovative concept of a business-led, federation of Higher Education providers operating under a single umbrella brand.

Since Science, Technology, Engineering and Mathematics (STEM) are among the key skills gaps identified, our forward-thinking approach to Higher Education provision will aim to stimulate growth in STEM subjects at Level 4 and above, including postgraduate study, through a variety of flexible routes and pathways, both full and part time and will build on the Institute of Technology (IOT) operations which commence in September 2021.

Equally importantly, the HE Federation will be business-led, allowing graduates to fill local job vacancies. To keep the investment costs low and ensure physical proximity between education and jobs, the HE Federation will operate across multiple campuses. It will promote its provision under a single brand, to reduce some of the complexity arising from bringing different institutions to work together. In time, we intend for this federation to turn into a university, whose provision will continue to be led by the demand from the local businesses.

IV.1.11 Apprenticeships

Our analysis suggests that depressed apprenticeship starts and achievement levels are contributing to the skills supply and demand imbalance. Recognising that traditional degrees and diplomas are not suitable routes for skills development for everyone, apprenticeships are seen as an important alternative, both for young people and those employed wishing to upskill. Whilst the apprenticeship starts in Swindon and Wiltshire were still above the national average, driven



by Wiltshire's strong performance, the number of starts as a proportion of the working age population dropped in 2017/18 and is yet to recover, in line with the national trend. (See Figure 4.) We see a similar trend with apprenticeship achievements, with SWLEP above the national level but below its 2016/17 performance.

IV.1.III Intelligence

As well as addressing the twin identified challenges, namely the structural weakness and depressed apprenticeship starts, it is increasingly important to carefully monitor the changes and ensure that the skill supply is responding adequately. The Department of Education's financial support for Skills Advisory Panels has enabled us to undertake detailed analysis into our labour market which has not been possible before. This has demonstrated the importance of robust, comprehensive and timely insights to aid decision-making, enabling education providers, businesses, public sector organisations and individuals to make informed decisions about their career and training focus and investment.

A cross-cutting objective for our Skills Plan is the development of regular, granular intelligence reports to capture shifts in our labour market to enable us to respond to evolving circumstances. The impact of the Covid-19 pandemic on the economy locally, nationally and internationally has been significant and we need to closely monitor and respond to this shock. In addition to regular labour market updates, this will involve in-depth annual analysis, to measure progress against our objectives.

We have a range of resources available to us to address the challenge of skills supply and demand imbalance. Through the Skills and Talent Subgroup (SAP), SWLEP will work in partnership with its two unitary authorities, Higher and Further Education providers, including the emerging IOT, local businesses and training providers to address our education, employment and skills issues. In doing so, we will mobilise existing resources including the Growth Hub and Higher Futures team, the CEC and Careers Hub and ESF and ERDF support programmes. We will also look to government departments, including the DfE, BEIS and MHCLG for policy guidance and financial support where available.

This Skills Plan will bring these resources together to ensure that our intended objectives are met to balance skills demand and supply within the area. The more immediate focus is to reinvigorate the economy following the Covid-19 outbreak. In doing so, we expect to see apprenticeships regarded as a key career choice for young people, employees and businesses. The creation of the HE Federation is anticipated to increase HE progression rates and offer a more locally focussed HE offer. Finally, continued monitoring of the skills supply and demand through regular intelligence reports, which will allow individuals and providers to choose skills in demand by the local businesses.

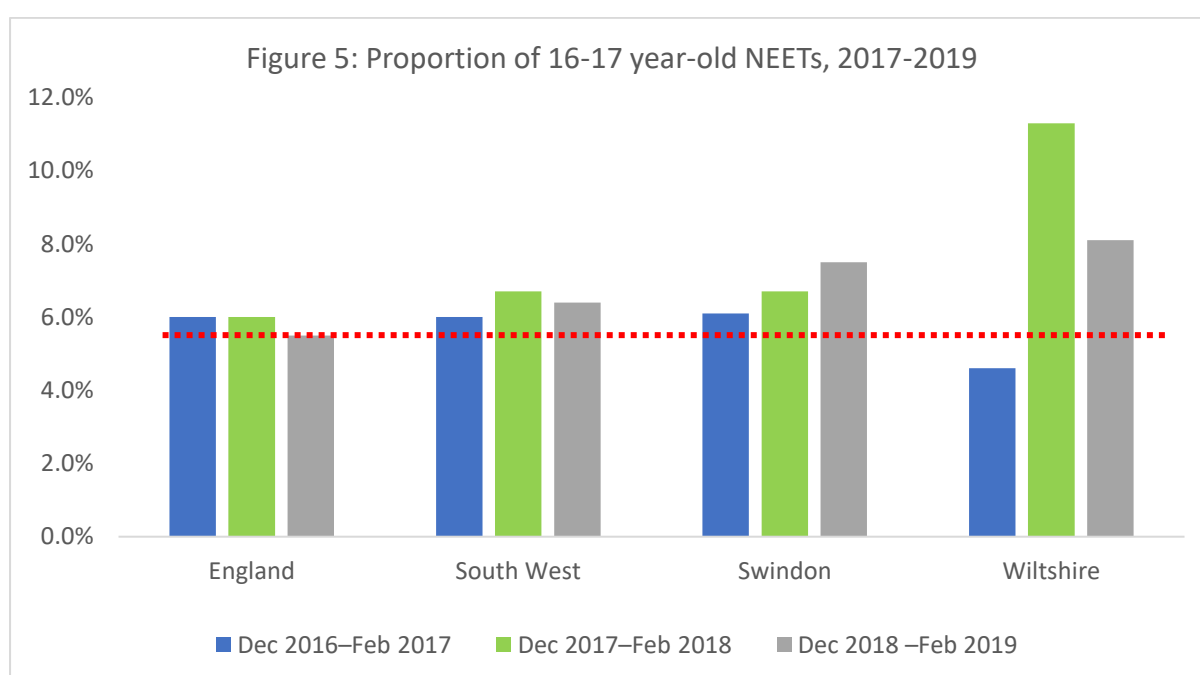
IV.II Ensuring inclusive growth across socio-economic groups

Our analysis shows two main concerns driving the inequalities:

- the proportion of young people aged 16 and 17 that are not in employment, education or training (NEET), with low aspirations a key driving force behind the low education and employment participation and below-average educational attainment; and
- healthy workforce, with a direct impact on output and productivity improvements.

IV.II.I Aspirations and Employability

This proportion of young people who are NEET has been increasing in Swindon and Wiltshire against a declining national trend (see Figure 5). The data for March 2020 suggests that Swindon's increases are due to fewer 16 and 17-year olds in learning, whilst for Wiltshire it is driven by lower levels of employment.



SWLEP has below-average attainment by age 19 which often leads to employment in lower skilled jobs. DfE research, published in March 2017, identified that attitudes and aspirations play a key part in explaining regional differences in participation, even after considering other factors, such as educational attainment. It concluded that although attitudes and aspirations vary by gender, ethnicity, area and socio-economic status, initiatives aimed at raising aspirations, changing attitudes and modifying behaviour are effective and can have a positive effect on levels of participation.

We will encourage everyone to improve their skills throughout their working life in order to secure better jobs and increase their earning power. We will do this by raising aspirations

and improving the employability of young people, in particular amongst those from disadvantaged backgrounds. This in turn is expected to lead to better progression rates and higher employment.

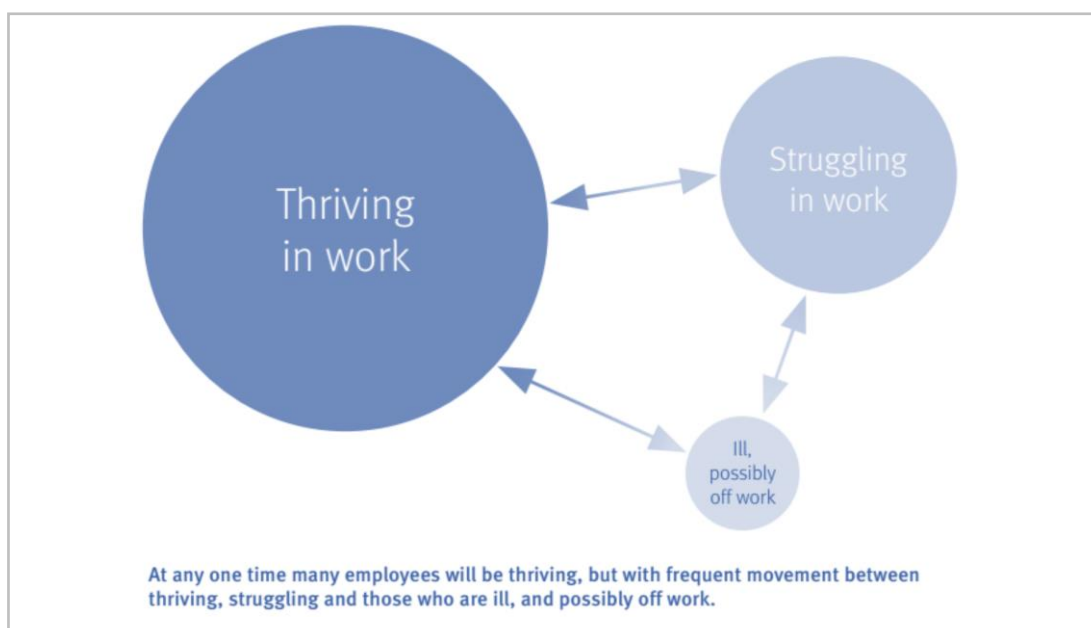
We will continue to use our Careers Hub to improve careers education and help prepare young people for the world of work. This will assist in addressing some of our skills challenges, in particular around NEETs and ensuring that young people can experience the workplace to raise aspirations. In responding to the Covid-19 lockdown, in the short term much of the offer will be delivered virtually. We will also mobilise other available resources, including local businesses and local and central government programmes such as:

- Uni Connect, which offers activities, advice and information on the benefits and realities of going to university or college;
- the national apprenticeship support and knowledge programme ASK;
- Adviza, which delivers our National Careers Service, and
- Department for Work and Pensions (DWP) school advisors, who support children from the poorest wards.

We will ensure that we have a robust approach to coordinating different resources, bidding for or supporting bids for funding to sustain this outcome.

IV.II.II Healthy Workforce

The second challenge holding back inclusive growth nationally is thought to be the health of the workforce. Various papers have been published highlighting that a healthy workforce is more productive, which strengthens economic performance and also makes economic growth more sustainable and inclusive. A key international marker for health is life expectancy. In their 2016 report, Public Health England pointed to a national gap of nine years between those living in the most deprived decile compared with those living in the most affluent for men and a seven-year gap for women. 9% of SWLEP residents live in areas that are among the 10% most deprived nationally.



The 2017 Stevenson-Farmer Review, *Thriving at Work*, estimates the UK cost of poor mental health to be over £74bn per annum. Various research has pointed to the significance of matching the skills of individuals with the skills they need to perform their jobs well. Skills for managing psychological and physiological symptoms of stress are also deemed important¹.

Responding to the impact from Covid-19, the importance of the workforce health is made even more prominent. As part of the Swindon and Wiltshire Skills Plan, we intend to work with partners to better understand the impact of skills on physical and mental health, employability and productivity. We will work with the NHS Federation and the two local Academic Health and Science Networks to develop and implement innovative skills programmes that lead to improved employee health and enhanced productivity.

In addition, employment rates for those with disabilities are still significantly lower than for those without disabilities. The House of Commons briefing paper published in January 2020 shows that nearly 8m people of working age (16-64) reported that they had a disability between July and September 2019. This represented 19% of the working age population compared to 14% in 2012, based on the Annual Population Survey. The report also shows that the UK unemployment rate for people with a disability was 6.7% in July-September 2019, compared to the unemployment rate of 3.7% for people without disabilities.

According to the 2019 NHS Digital data, the proportion of those aged 18-64 that received long-term support due to learning disability and were in paid employment stood at 6.1% for Swindon and 5.0% for Wiltshire, compared to the England average of 5.9%.

Whilst the disability employment gap has continued to reduce, from 34% during July-September 2013 to 29% during July-September 2019, we expect this to rise due to Covid-19. With higher levels of unemployment overall, the competition for jobs has intensified.

We have already seen an impact when encouraging employers to engage with Special Educational Needs and Disability (SEND) schools as enterprise advisors. In addition, we are seeing the impact on apprenticeships and work placements, with supported internships expected to be hardest hit. The Careers Hub will have an important role to play with SEND settings now all engaged.

With a clear Skills Plan, using the available resources efficiently and effectively, we will:

- increase aspirations, with higher rates of participation in both education and employment for excluded residents;
- develop a better understanding of the link between employee health and productivity;
- work with partners to deliver improvements, which will lead to higher productivity and lower cost to businesses and government because of better employee health;
- continue to review and update our plan to respond to changing needs; and
- encourage everyone in Swindon and Wiltshire to improve their skills, regardless of their age, and achieve a better quality of life.

¹ Improving Employee Health and Well Being (Stress and Quality of Working Life), Ana Maria Rossi, et al.

V. The impact of Covid-19 on the Skills Plan



As a nation we are on the brink of an unprecedented recession. The impact of the Covid-19 pandemic on industry however has varied. Tourism is amongst the most negatively affected sectors, including food and drink, cultural and hospitality venues, accommodation and retail and travel. For these industries, as the country starts to emerge from lockdown, recovery is expected to remain sluggish, with consumer confidence and spending remaining depressed.

In contrast, several sectors and organisations have continued to thrive. The search for the Covid-19 vaccine and other remedies has kept the pharmaceutical industry strong financially, but has also seen people's faith in the sector, which has been low for years, begin to improve. Digital technologies, online retailers and streaming platforms also have seen an increase in popularity.

As a result, in order to balance the short- and long-term skill supply and demand, there are a number of issues which this Skills Plan will consider (see Figures 6 and 7).

Figure 6: Anticipated Short-term impact



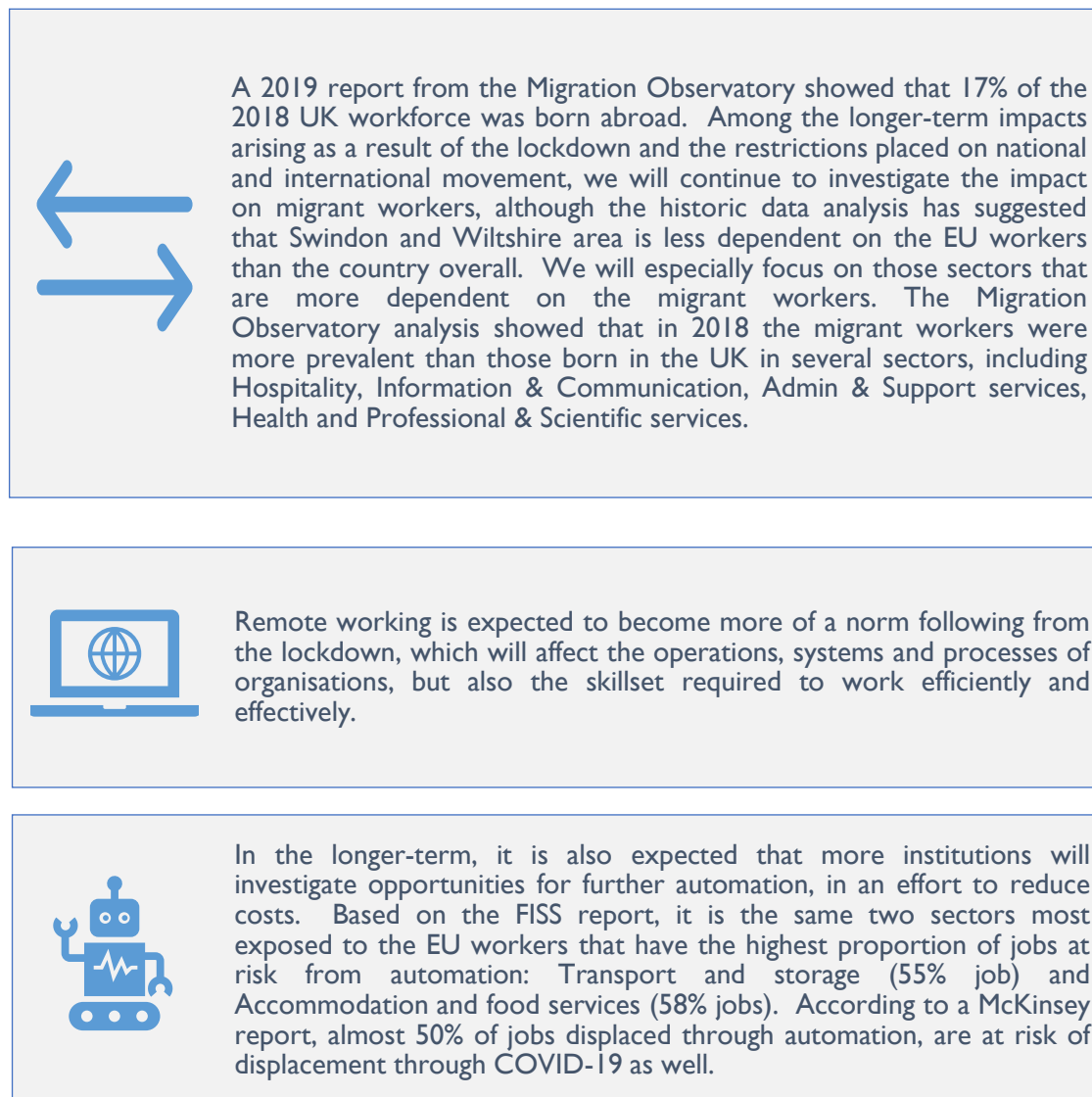
The local and national focus on the economic recovery following the easing of lockdown measures is likely to constrain our capacity in the short-term, making us unable to tackle some of the challenges identified in the Skills Plan. Therefore, the start time, and potentially also the delivery time, of some of the planned actions may be delayed.



Many of the objectives highlighted in the Skills Plan, in particular the growth of apprenticeship starts, improved Higher Education progression rates and better workforce health, are likely to be negatively affected by the lockdown. All of these measures are expected to decline in 2020 and the recovery to the 2019 levels, in some cases, is expected to take several years.

Education providers are anticipated to experience substantial disruption due to Covid-19. The UK universities could see a £2.5bn decline in their turnover next year according to a London Economics report from April 2020. Similarly, a survey undertaken on behalf of the Association of Colleges suggests that most colleges expect to see strong negative impacts from both a decline in apprentices and a drop in accommodation income. Despite the interruption caused by the Covid-19, both our strategic priorities, as well as the five objectives highlighted within them, are expected to remain relevant and therefore within our Skills Plan.

Figure 7: Anticipated Long-term Impact

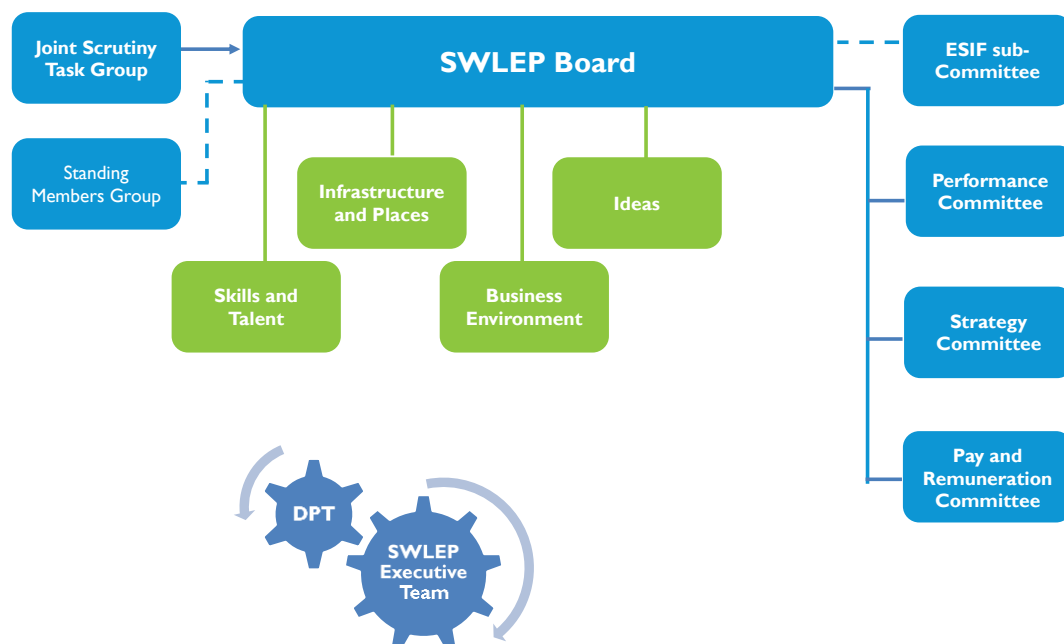


A more local analysis of the job vacancies shows that several occupations have seen a growth during April 2020, driven by the Covid-19 outbreak. The fastest growing occupations in Swindon and Wiltshire were: Care Workers and Home Carers, and Nurses. Amongst the fastest declining were: Sales, Customer Service, Chef and various business and management jobs. Both the increases and decreases have been broadly in line with the national averages and the SWLEP and its partners are working relentlessly on supporting the businesses affected, through the Growth Hub and other available resources. We will continue to monitor job vacancies as the lockdown continues to ease off and the recovery begins.

VI. Governance, reporting and monitoring

Successful implementation of the Skills Plan will require close collaboration between local and national government, local businesses, universities, colleges and other local organisations. To ensure that the intended outcomes are reached, Swindon & Wiltshire Local Enterprise Partnership will implement the Skills Plan through its existing governance and delivery structures (see Figure 2).

Figure 2: Swindon and Wiltshire LEP Governance Structure, 2020/21



In line with the governance framework, the Skills Plan will be recommended to the Board for approval. The Skills and Talent Subgroup will be responsible for overseeing the effective implementation of the Skills Plan by monitoring its progress and reporting back to:

- the SWLEP Board on a regular basis, including in-depth, end-of-year reports;
- the Performance Committee, which has been formed to scrutinise our progress against targets and spend;
- the Strategy Committee, which will meet twice a year to oversee the delivery of the Swindon and Wiltshire Local Industrial Strategy, of which the Skills Plan is a key component; and
- the Department for Education, through a Local Skills Report setting out what we have done and how effectively we have implemented our plan.

The following Key Performance Indicators (KPIs) will be used to monitor the progress of the Skills Plan delivery:

- Skills demand and supply balance:
 - apprenticeship starts and achievements as proportion of working age population;
 - apprenticeship vacancies;
 - number of Higher Education students studying in Swindon and Wiltshire; and
 - intelligence reports produced twice a year.
- Inclusive growth:
 - proportion of young people recorded as NEET;
 - employment rates for those with a disability (NHS Digital data);
 - Gatsby benchmarks – exact measure to be confirmed; and
 - Workforce health – exact measure to be confirmed.

The Swindon and Wiltshire Skills Plan is designed to be responsive to emerging challenges and short-term action plans will be developed by the Skills and Talent Subgroup to address these. We intend to undertake annual review of the Swindon and Wiltshire Skills Plan.

Finally, this Skills Plan will be used to guide the allocation of existing and future funding opportunities.

Appendix: SWLEP Skills Action Plan 2020-21

Priority		Objectives	Actions		Lead Person	Partners	Start	Finish		
1	Address skills supply and demand imbalance	1.1 Improve use of skills and labour market intelligence	1.1.1	Establish "real-time" source of labour market intelligence (LMI)	SWLEP CEO		Mar-20	Apr-20		
			1.1.2	Share skills plan and underlying evidence base and promote participation in use of LMI data	SWLEP Skills Lead	Employer /provider reps on Skills and Talent Subgroup	Apr-20	Jul-20		
			1.1.3	Develop a dashboard on the SWLEP website accessible to everyone	SWLEP Head of PII Implementation	SWLEP Growth Hub Manager	Aug-20	Dec-20		
			1.1.4	Produce monthly LMI update reports	SWLEP Head of PII Implementation	SWLEP Director of Strategy and Policy, Covid-19 data discovery group	Apr-20	Mar-21		
			1.1.5	Produce an annual skills supply and demand and LMI report	SWLEP Head of PII Implementation	SWLEP Director of Strategy and Policy, Covid-19 data discovery group	Jan-21	Mar-21		
			1.1.6	Use the SWLEP platforms, including developing new virtual tools, to promote apprenticeship and career opportunities to young people and career changers	SWLEP Marketing Exec	Careers Hub Manager, LA Skills Teams, schools, FE colleges, DWP reps on Skills & Talent Subgroup	Jul-20	Jul-21		
		1.2 Achieve a step change in take-up and achievement of apprenticeships	1.2.1	Acquire LMI tool for Careers Hub to promote apprenticeships to school leavers	Career Hub Manager	ASK, SWAAN, FE, GWP Providers providers, SASH and WASH	Apr-20	Mar-21		
			1.2.2	Use all available resources to promote apprenticeships to SMEs and encourage more SMEs to employ an apprentice	SWLEP Skills and Enterprise Advisor	Growth Hub, SWLEP Marketing Exec, GWP Providers	Apr-20	Mar-21		
			1.2.3	Leverage the use of nationally available resources to promote the benefits of apprenticeships	SWLEP Skills Lead	Head of Skills and Employment, Wiltshire Council, SWLEP Skills Lead, Growth Hub	Jul-20	Jul-21		
				Work to secure investment to support apprenticeships to counteract the impact of Covid-19	SWLEP Skills Lead	LA Skills teams, GWP Providers	Jul-20	Dec-20		
			1.2.4	Run a marketing campaign, targeting parents and students, to increase awareness of apprenticeships as a key career choice; aligned with National Apprenticeship Week (Feb / Mar)	SWLEP Digital Marketing Apprentice	SWLEP Marketing Exec, LA Skills Teams, GWP Providers Providers	Sep-20	Mar-21		
			1.2.5	Support FE colleges to achieve successful implementation of T-levels through high quality business engagement	SWLEP Growth Hub Manager	FE Colleges, SWLEP Growth Hub Business Navigators	Sep-21	Aug-22		
			1.3 Build on the success of the employer input to the IOT and develop a business-led multi-campus federation of higher education providers to meet the demand for local jobs, especially those requiring STEM skills	1.3.1	Establish a strategic partnership with a group of committed employers and education providers to develop a framework for a successful business-led, multi-campus federation	SWLEP Head of PII Implementation	LIS Manger, SWLEP	Oct-20	Oct-21	
				1.3.2	Promote the Institute of Technology in Swindon to achieve success in its first five year charter	SWLEP Marketing Exec	GWP Providers, Schools, Careers Hub, Adviza, DWP	Sep-21	Sep-26	
		1.3.4		Develop a targeted marketing campaign to increase uptake of higher and degree apprenticeships in STEM subjects, in particular females	SWLEP Marketing Exec	GWP Providers, LA Skills Teams, Business Reps on Skills and Talent	Jan-21	Jul-21		
		1.3.5		Develop high quality marketing materials about the supply of skills provision to support Inward Investment programmes	SWLEP Skills Lead	SWLEP Marketing Exec, SWLEP & LA Inward Investment Leads	Apr-20	Apr-21		
		1.4		Develop digital skills	1.4.1	Develop agile digital skills training programmes, responsive to business need	SWLEP Digital Specialist	GWP Providers, Business Reps, ESIF programmes, Growth Hub	Jul-20	Jul-22
		2	Ensure inclusive growth across socio-economic groups	2.1 Raise aspirations and improve employability of young people	2.1.1	Deliver support for a high quality careers programme in schools and colleges	Careers Hub Manager	Careers Hub Steering Group members	Aug-20	Jul-21
					2.1.3	Coordinate ambassadors, role models and skills champions to inspire young people from vulnerable groups	Careers Hub Manager	Careers Hub Steering Group, GWP Providers, LA Skills Teams, schools, DWP	Aug-20	Jul-21
				2.2 Promote programmes to improve physical and mental health of employees	2.2.1	Develop understanding of the impact of physical and mental health on employability and productivity and produce a report on findings; explore options for a student project	SWLEP Head of PII Implementation	Universities, West of England and Wessex Academic Health Science Networks, NHS Federation	Aug-20	Mar-21
2.2.2	Promote the report findings with businesses to implement examples of good practice				SWLEP Growth Hub Manager	Skills and Talent subgroup, SWLEP bid manager	Mar-21	Mar-22		
3	Covid-19 recovery	3.1 Establish skill supply and demand balance	3.1.1	Develop intelligence reports detailing the impact of Covid-19 on local business and providers; work with both side to ensure that skills supply is responding to skill demand	SWLEP Head of PII Implementation	Data discovery group (SWLEP and LAs), Skills and Talent subgroup	May-20	Aug-21		
			3.1.2	Collate and promote online training materials for newly unemployed	SWLEP Digital Marketing Apprentice	SWLEP Skills Lead, LA Skills Teams, ESIF Programmes, DWP, Adviza	Jul-20	Jul-22		
			3.1.3	Identify and apply for funding made available for recovery	SWLEP Skills Lead	SWLEP Head of PII Implementation	Jul-20	Jul-22		
		3.2 Inclusive growth	3.2.2	Understand which groups are most adversely affected by Covid-19 (e.g. NEETs), and develop an action plan with partners to support recovery	SWLEP Skills Lead	Data discovery group (SWLEP and LAs), Skills and Talent subgroup, DWP	Jul-20	Jul-21		

	Priority		Objectives	Actions		Lead Person	Partners	Start	Finish	Cost and Resources	Success Measures	Impact
1	Address skills supply and demand imbalance	1.1	Improve use of skills and labour market intelligence	1.1.1	Establish “real-time” source of labour market intelligence (LMI)	SWLEP CEO		Mar-20	Apr-20	£ 10,000	Gained access to data sources, used to inform Covid skills response	Using data to understand skills supply and demand and develop appropriate and impactful response, including for Covid-19
				1.1.2	Share skills plan and underlying evidence base and promote participation in use of LMI data	SWLEP Skills Lead	Employer /provider reps on Skills and Talent Subgroup	Apr-20	Jul-20	6 days	Partners engaged and aware of skills supply and demand issues and what we are doing to address them	Partners use data sources and key insights to inform curriculum development and skills response; STEM learners increase; SME owners access training
				1.1.3	Develop a dashboard on the SWLEP website accessible to everyone	SWLEP Head of PII Implementation	SWLEP Growth Hub Manager	Aug-20	Dec-20	£20,000 for a 3rd party to develop the tool, 6 days for initial set up, 5 days per annum for manual data updates, 5 days for Growth Hub to promote	Website analytics show that the tool is regularly used	Wide range of stakeholders able to use data to understand the local skills supply and demand to underpin their decision-making
				1.1.4	Produce monthly LMI update reports	SWLEP Head of PII Implementation	SWLEP Director of Strategy and Policy, Covid-19 data discovery group	Apr-20	Mar-21	15 days	Reports produced and presented to the Skills & Talent Subgroup	Skills and Talent members use the data to inform their plans
				1.1.5	Produce an annual skills supply and demand and LMI report	SWLEP Head of PII Implementation	SWLEP Director of Strategy and Policy, Covid-19 data discovery group	Jan-21	Mar-21	15 days	Annual report provided	Report demonstrates the impact the use of LMI has had on the skills supply and demand
				1.1.6	Use the SWLEP platforms, including developing new virtual tools, to promote apprenticeship and career opportunities to young people and career changers	SWLEP Marketing Exec	Careers Hub Manager, LA Skills Teams, schools, FE colleges, DWP reps on Skills & Talent Subgroup	Jul-20	Jul-21	15 days	Regular reports produced, SWLEP website hosts information which is linked to SM activity	Gatsby BM achievement meets targets set by CEC, unemployment figures improve
		1.2	Achieve a step change in take-up and achievement of apprenticeships	1.2.1	Acquire LMI tool for Careers Hub to promote apprenticeships to school leavers	Career Hub Manager	ASK, SWAAN, FE, GWP Providers , SASH and WASH	Apr-20	Mar-21	£5,000 5 days	YoY increase in school leavers on intermediate and advanced apprenticeships	More apprenticeship starts in the areas of skills shortage
				1.2.2	Use all available resources to promote apprenticeships to SMEs and encourage more SMEs to employ an apprentice	SWLEP Skills and Enterprise Advisor	Growth Hub, SWLEP Marketing Exec, GWP Providers	Apr-20	Mar-21	12 days	More SMEs employing an apprentice and the actions need to go to providers who have large teams of employer engagement staff for this purpose	More SMEs benefiting from the apprenticeship scheme
				1.2.3	Leverage the use of nationally available resources to promote the benefits of apprenticeships	SWLEP Skills Lead	Head of Skills and Employment, Wiltshire Council, SWLEP Skills Lead, Growth Hub	Jul-20	Jul-21	6 days	Clear sign posting to nationally available resources in all of our comms	Progression pathways employed in a way to achieve maximum benefit in closing skills gaps
				1.2.4	Work to secure investment to support apprenticeships to counteract the impact of Covid-19	SWLEP Skills Lead	LA Skills teams, GWP Providers	Jul-20	Dec-20	20 days	Increase in the number of apprenticeship opportunities and take-up	Apprenticeships for young people and those that lost their jobs used to close skills gaps
				1.2.5	Review the long-term trends of Swindon and Wiltshire apprenticeship participation (levels / providers / subject areas) and highlight future areas of focus	SWLEP Head of PII Implementation	LA Skills teams, GWP Providers, Covid-19 data discovery group	Aug-20	Dec-20	10 days	Future areas of focus identified based on robust evidence	Actions implemented to drive increase in apprenticeship starts more effective / efficient
				1.2.6	Run a marketing campaign, targeting parents and students, to increase awareness of apprenticeships as a key career choice; aligned with National Apprenticeship Week (Feb / Mar)	SWLEP Digital Marketing Apprentice	SWLEP Marketing Exec, LA Skills Teams, GWP Providers	Sep-20	Mar-21	£5000 10 days	Marketing campaign implemented	More apprenticeship starts
				1.2.7	Support FE colleges to achieve successful implementation of T-levels through high quality business engagement	SWLEP Growth Hub Manager	FE Colleges, SWLEP Growth Hub Business Navigators	Sep-21	Aug-22	10 days	More work placements	More people completing T-levels
		1.3	Build on the success of the employer input to the IOT and develop a business-led multi-campus federation of higher education providers to meet the demand for local jobs, especially those requiring STEM skills	1.3.1	Establish a strategic partnership with a group of committed employers and education providers to develop a framework for a successful business-led, multi-campus federation	SWLEP Head of PII Implementation	FE Colleges, Universities, SWLEP Growth Hub Business Navigators, Businesses	Oct-20	Oct-21	30 days + 3rd party costs (e.g. legal)	At least 6 employers and 6 providers + independent business chair signed up to participate in HE Federation and a high-level framework developed	Business-led multi campus framework developed (strategy, heads of terms, governance)
				1.3.2	Promote the Institute of Technology in Swindon to achieve success in its first five year charter	SWLEP Marketing Exec	GWP Providers, Schools, Careers Hub, Adviza, DWP	Sep-21	Sep-26	ASK, Uni Connect, Careers Hub, Adviza, Higher Futures Learning Hub	Year on year increase in learners as projected in the bid	IOT achieves targets set by DFE
				1.3.4	Develop a targeted marketing campaign to increase uptake of higher and degree apprenticeships in STEM subjects, in particular females	SWLEP Marketing Exec	GWP Providers, LA Skills Teams, Business Reps on Skills and Talent	Jan-21	Jul-21	£5000 10 days	Marketing campaign delivered - ROI realised	ROI realised with an increase in female STEM learners identified
				1.3.5	Develop high quality marketing materials about the supply of skills provision to support Inward Investment programmes	SWLEP Skills Lead	SWLEP Marketing Exec, SWLEP & LA Inward Investment Leads	Apr-20	Apr-21	10 days	More initiatives on SWLEP website and social media attracting talent to Swindon and Wiltshire	More people coming to Swindon and Wiltshire to study and stay for work
				1.4	Develop digital skills	1.4.1	Develop agile digital skills training programmes, responsive to business need	SWLEP Digital Specialist	GWP Providers, Business Reps, ESIF programmes, Growth Hub	Jul-20	Jul-22	10 days
2	Ensure inclusive growth across socio-economic groups	2.1	Raise aspirations and improve employability of young people through effective	2.1.1	Deliver support for a high quality careers programme in schools and colleges	Careers Hub Manager	Careers Hub Steering Group members	Aug-20	Jul-21	£276,442	All CEC targets achieved	Reduction in NEET figures, improved HE destination figures and increase in employers engaged and working with schools
				2.1.3	Coordinate ambassadors, role models and skills champions to inspire young people from vulnerable groups	Careers Hub Manager	Careers Hub Steering Group, GWP Providers, LA Skills Teams, schools, DWP	Aug-20	Jul-21	Uni Connect, DWP grandmentoring scheme	Uni Connect targets achieved,	Increased rate of employment of YP from vulnerable groups / reduction in vulnerable NEETs
		2.2	Promote programmes to improve physical and mental health of employees	2.2.1	Develop understanding of the impact of physical and mental health on employability and productivity and produce a report on findings; explore options for a student project	SWLEP Head of PII Implementation	Universities, West of England and Wessex Academic Health Science Networks, NHS Federation	Aug-20	Mar-21	15 days	Report produced	better understanding of the impact of health on employability and productivity leading to increased focus on health among the local businesses and other organisations
				2.2.2	Promote the report findings with businesses to implement examples of good practice	SWLEP Growth Hub Manager	Skills and Talent subgroup, SWLEP bid manager	Mar-21	Mar-22	15 days	No. of businesses that take up the promoted ideas via survey	Business efficiency due to reduction in absenteeism
3	Covid-19 recovery	3.1	Establish skill supply and demand balance	3.1.1	Develop intelligence reports detailing the impact of Covid-19 on local business and providers; work with both side to ensure that skills supply is responding to skill demand	SWLEP Head of PII Implementation	Data discovery group (SWLEP and LAs), Skills and Talent subgroup	May-20	Aug-21	Leveraging resources from action 1.1 12 days	Articles published monthly on SWLEP website	Balance between supply and demand is carefully managed
				3.1.2	Collate and promote online training materials for newly unemployed	SWLEP Digital Marketing Apprentice	SWLEP Skills Lead, LA Skills Teams, ESIF Programmes, DWP, Adviza	Jul-20	Jul-22	15 days	Webpage analytics showing a good levels of traffic; survey of businesses advertising for vacancies to see if employee upskilling is needed	Drop in unemployment rates
				3.1.3	Identify and apply for funding made available for recovery	SWLEP Skills Lead	SWLEP Head of PII Implementation	Jul-20	Jul-22	15 days	Amount of funding received and success rate	Higher rate of recruitment for those that access funded programmes
		3.2	Inclusive growth	3.2.2	Understand which groups are most adversely affected by Covid-19 (e.g. NEETs), and develop an action plan with partners to support recovery	SWLEP Skills Lead	Data discovery group (SWLEP and LAs), Skills and Talent subgroup, DWP	Jul-20	Jul-21	15 days	Action plan delivered	Covid 19 recovery



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 Swindon & Wiltshire LOCAL ENTERPRISE PARTNERSHIP	Board Meeting 22 July 2020 Paper Number 4.2
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Meeting & Date:	SWLEP Board Meeting – Wednesday, 22 July 2020		
Subject:	Implementing Local Industrial Strategy Projects		
Attachments:			
Author:	Paddy Bradley	Total no of sheets:	6

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 purpose of the report is to gain approval from the Board to the allocation of funding to support the implementation of projects identified in the SWLEP's Local Industrial Strategy.
- 1.2. The process suggested in the report also enables the Board to fulfil one of its responsibilities, which is to oversee Local Growth Deal funding and re-allocate monies as and when necessary within the terms of the Governance Framework.

2. Summary

- 2.1. The report presents recommendations to the Board which will enable the SWLEP to maintain momentum in taking the strategic opportunities of the Local Industrial Strategy into implementable projects.
- 2.2. The Board is asked to endorse a submission already made to what is now called the Getting Building Fund of three projects – the Business Cyber Centre, The Carriage Works and Porton Science Park phase 2.
- 2.3. The withdrawal by the trustees of the Royal Artillery Museum (RAM) of their bid for £1.35m from the Local Growth Deal requires a decision from the Board about how to re-allocate the funding to ensure we have spending complete by March 2021.

- 2.4. To bring to the fore the impact on the implementation of the LIS, Directors are recommended to approve a reallocation to the Salisbury City Centre – People Friendly Streets and to retain an element to fund further development of LIS priority projects.
- 2.5. Agreeing to all the recommendations helps the SWLEP maintain momentum in implementing the LIS, in which progress to date has been rather quick. It also means the SWLEP will not experience further problems in its Local Growth Deal spending profile.
- 2.6. Delay in re-allocating the Local Growth Deal funding will bring considerable problems in the light of the Government's current review of Local Growth Deal projects and the imperative to have all funding contracted as soon as possible or risk losing it.

3. Recommendations

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

- 3.1. endorse the submission of three projects for the next stage of appraisal by Government for access of up to £9.7m in total, with £3.7m allocated to the Business Cyber Centre, £4m to The Carriage Works and £2m to Porton Science Park Phase 2;
- 3.2. acknowledge the removal of the Royal Artillery Museum (RAM) as a project within the SWLEP's local growth fund;
- 3.3. re-allocate the £1.35m from the RAM project to enable further development of projects within the Local Industrial Strategy (LIS) as follows
 - 3.3.1. £1.3m to the Salisbury City Centre – People Friendly Streets projects which was included in the list of projects submitted to the Ministry of Housing, Communities and Local Government (MHCLG);
 - 3.3.2. £0.05m to be retained by the SWLEP under its freedoms and flexibilities with the SWLEP CEO authorised to fund the urgent further development of business cases to support the LIS priority projects.

4. Detail

- 4.1. Since the last Board meeting, Directors have been informed of the opportunity presented to all Local Enterprise Partnerships and Mayoral Combined Authorities to submit an expression of interest to receive additional funding either to accelerate existing Local Growth Fund projects or propose new projects. The SWLEP submitted a proposal for six new projects and Directors were notified of our success in being awarded up to £9.7m to fund new projects, which are all identified within the strategic opportunities of our LIS. The national fund is called the Getting Building Fund.

- 4.2. The Board needs to agree the manner of apportioning the £9.7m to achieve the maximum benefit for the area through the implementation of a LIS project.
- 4.3. In addition, Directors were also informed of the decision by the trustees of the Royal Artillery Museum to withdraw their application for funding of £1.35m to build their new museum.
- 4.4. This report brings together the decision-making on two funding sources to recommend an approach which enables the Board to maintain the momentum and rapid development of key projects of the LIS by taking them through to implementation.

MHCLG submitted projects – Getting Building Fund

- 4.5. MHCLG requested a further, more detailed submission to propose how the SWLEP wishes to apportion the indicative award of up to £9.7m. This was submitted by the deadline of 17 July with the helpful assistance of staff from both LAs.
- 4.6. In arriving at the apportionment, the SWLEP Executive considered a range of permutations and arrived at the final submission, which was discussed with several Directors prior to the 17 July deadline.
- 4.7. The submission is for three projects described below.
 - 4.7.1. **The Business Cyber Centre (BCC) - £3,700,000**
At the intersection of the Cyber Valley, Western Gateway and MOD cyber centre, the BCC unites industry, Military, NCSC and Academic expertise. Three capabilities drive growth: a cyber response team; an academy and employment hub; and an accelerator. This Centre of Excellence assures SME cyber resilience and helps close the cyber skills gap. Initially creating 250 roles, with 45 from an anchor tenant already secured. The training throughput is 1,700 pa proactively seeking candidates from under-represented groups and re-skilling military leavers. The Centre facilitates secure operation across a flexible workforce by opening up remote-working employment opportunities. The BCC levels-up the UK Cyber presence as a rural hub for businesses.
 - 4.7.2. **The Carriage Works - £4,000,000**
The Carriage Works are Grade-II listed, built 150 years ago by the Great Western Railway. The revitalisation secures a sustainable future for this key heritage asset. Through quality fit out & high-speed fibre connectivity, this dynamic education and employment environment will attract high tech incoming businesses to support Swindon's ambition to compete at the forefront of digital



innovation, using technology for positive change. Our anchor tenants, Royal Agricultural University (& potentially University of Bath), will attract; learners through to level 8, and importantly young entrepreneurs/start up SMEs. OJEU procured Frameworks are in place allowing immediate draw down of funding.

4.7.3. Porton Science Park Phase 2 - £2,000,000

Creation of 3500m² research and innovation centre providing meeting and conference space, workspace, laboratory bench space all linked to existing Porton campus to be developed in partnership with PHE and DSTL. This innovation centre will enable collaborative working between safe, secure SMEs and the Establishments at Porton Down (DSTL, Public Health England) and wider HEIs on research projects some of which will have national significance. An accelerated delivery programme is achieved using offsite manufacture. The building will achieve high sustainability standards.

4.8. The following tables show the breakdown of funding (in £m) to arrive at the total project costs and indicative outputs using current estimates.

Name	Total Ask £m	Spend Profile		Funding				
		20/21	21/22	LA	Other Public	Private	Other	Total
Business Cyber Centre	£3.700	£2.500	£1.200	£0.000	£0.020	£0.300	£0.050	£4.070
Porton Science Park Phase 2	£2.000	£1.000	£1.000	£3.000	£2.500	£0.000	£0.000	£7.500
Carriageworks Swindon	£4.000	£1.000	£3.000	£4.060	£0.250	£0.000	£0.000	£8.400
Outputs								
	Jobs created	Additional Const Jobs	Jobs safeguarded	Housing Units	Sqm Comm space	Learning floorspace	Assisted Learners	Others
Business Cyber Centre	250	50	0	0	2230	300	1700	Inward investment wins x 5
Porton Science Park Phase 2	250	75	0	0	3500	0	0	Enterprises receiving support x 40
Carriageworks Swindon	253	133	180	0	3240	500	35	Regeneration benefits

4.9. It is likely as further work is completed on the projects, we will see amendments to items such as the spend profile and the outputs.

4.10. The Getting Building Fund (GBF) guidance included the following salient points:

4.10.1. Financial Completion Date should be the date at which the full GBF funding will have been expended by the project. This should be no later than 31 March 2022.

4.10.2. Practical Completion Date is the date when the project will be practically completed, not when outputs are achieved. The majority of the project should be completed no later than 31 March 2022.

4.10.3. The submission also had to be signed off by the SWLEP Chair on behalf of the Board and by the section 151 Officer of the Accountable Body (Wiltshire Council) confirming that the project is deliverable within the timeframe at present.

Re-allocation of Local Growth Deal project funding

4.11. One of the responsibilities of the SWLEP Board is to oversee the allocation of Local Growth Deal funding to projects which align with the SWLEP priorities and meet its strategic objectives.

4.12. We are in the last year of our Local Growth Deal and all funding needs to be spent by March 2021. The decision of the trustees of the Royal Artillery Museum (RAM) to withdraw their request for £1.35m to part-fund the building of their new museum requires the Board to acknowledge the removal of the RAM project from our funded projects and make an urgent decision to re-allocate the funding in principle, requiring a rapid confirmation process to ensure spend by March 2021.

4.13. The recommendation to the Board is that the funding is re-allocated in such a manner to allow the SWLEP the opportunity to continue to develop new projects arising from the LIS. This process would complete the combination of two sources of funding, the Getting Building Fund and the remaining unallocated Local Growth Deal funding, enabling the SWLEP to give greater momentum to the implementation of new LIS projects which are especially beneficial to the area at this time.

4.13.1. Salisbury City Centre – People Friendly Streets: £1,300,000

The creation and implementation of a traffic management scheme for Salisbury City Centre. 30% of traffic could be removed across the city, and highway space will be repurposed for pedestrians and businesses. This will enable businesses to recover trading following the double-impact of Novichok and Covid-19, enhance the historic centre, supporting the high street and increasing usable space for the large proportion of retail/hospitality businesses within the city centre. Priority would be given for pedestrians, cyclists and public transport. This will have demonstrable benefits for air quality, will increase business resilience and will enable a vibrant and healthy city centre.

4.13.2. Further development of business cases to support the LIS priority projects: £50,000



The SWLEP, along with all LEPs has some freedoms and flexibilities agreed by Government. These include the limited ability to use Local Growth Deal funding to support the development of projects. It is recommended that the SWLEP uses this funding to add momentum to projects aligned to the strategic opportunities in the LIS. This could include, for example the Innovation Centre for the Circular Economy and the Hydrogen Demonstrator, both included in the initial MHCLG submission as they emerged from our LIS.

- 4.14. The total of £1.35m must be contracted as soon as possible to be compliant with current Government requirements. Both allocations can meet this criterion.
- 4.15. The Salisbury City Centre project was included in the original submission to MHCLG and aligns with the strategic opportunity in our LIS of Good Growth for Salisbury.

 Swindon & Wiltshire LOCAL ENTERPRISE PARTNERSHIP	Board Meeting 22 July 2020 Paper Number 4.3
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Meeting & Date:	SWLEP Board Meeting – Wednesday, 22 July 2020		
Subject:	Growth Hub Operational Update		
Attachments:	None		
Author:	Chris Stevens, Growth Hub Manager	Total no of sheets:	4

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

- 1.1 To provide an update to the Board on current and future Growth Hub activities.

2. Summary

- 2.1 The Swindon & Wiltshire Growth Hub (GH) continues to deliver COVID-19 related support through its Triage+ Business Support Service. Since deployment in March 2020, the service has now delivered direct support to 750 businesses excluding the thousands of GH website visits and interactions. GH continues to work in close collaboration with strategic partners including Local Authorities to deliver key information, advice & guidance around the support available including the various grants. In addition, GH actively seeks feedback from the business community to feed into a weekly Business Intelligence report for the Department for Business, Energy & Industrial Strategy (BEIS). It is a period of exciting change and growth for the whole service as various other contracts and funding arrive to deliver business support which are detailed herein.

3. Recommendations

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

- 3.1 read and digest the information to gain a broad understanding of the Growth Hub's work in light of the pandemic and going forward.

4. Service/Programme Detail

4.1 Triage+ Information Service

Since mobilising the service in March 2020, excluding website interactions, we have now delivered direct support to circa 750 businesses across the entire SWLEP region. The GH continues to operate in the same way in both serving as the messaging vehicle for Government schemes available with providing general information, advice and guidance, alongside being the barometer for businesses, feeding back issues directly to the Department for Business, Energy & Industrial Strategy. The team incorporates three Business Navigators with some administration assistance to delivery business support across the entire SWLEP region.

4.2 SME Competitiveness Programme

On 16 June 2020, SWLEP had a Pre-Inception Visit (PIV) with the European Regional Development Fund representative – Peter Holden. Here, the pre-mobilisation work was assessed vs compliance and contractual obligations. SWLEP was praised for its work and has been issued the formal actions from the visit which are being worked through.

On 6 July 2020, SWLEP published the press release for the programme and has since been inundated with enquiries. The programme is now ‘live’ and referral processes are being worked through with Delivery Partners.

At the time of writing this update, recruitment of the roles funded under the programme is well underway, now at the offer stage for the three Business Navigators which will also service the ongoing COVID-19 response/recovery requirement. Interviews have taken place for the Programme Coordinator role, now at the review stage and will be offered by the time this update is received.

4.3 Additional BEIS £257k Funding

With a working title of ‘This Way Up’, SWLEP/Growth Hub has secured funding to deliver a programme of support geared around a webinar-type delivery method. Under three headlines of Leadership, Digital and Finance, there will be no less than 12 sub-topics delivered under the headlines. Each sub-topic will be delivered by an expert/professional in the area consisting of a pre cursor introductory article, three webinars and an evaluation.

The programme will see the recruitment of three more positions alongside a new/retained role held by Amanda Peach as Skills & Enterprise Adviser. The new positions will be a Digital Specialist, Finance Specialist and Programme Research & Evaluation officer all to underpin the support and provide a robust framework for COVID-19 Recovery and beyond.

4.4 Peer Networks

An expression of interest has been submitted by Growth Hub to BEIS to deliver a 'Peer Networks' programme. The programme's design is to support sector-specific groups through facilitated discussions, solution planning and sharing best practice to build resilience and future proofing.

4.5 £165k ERDF Visitor Economy Funds

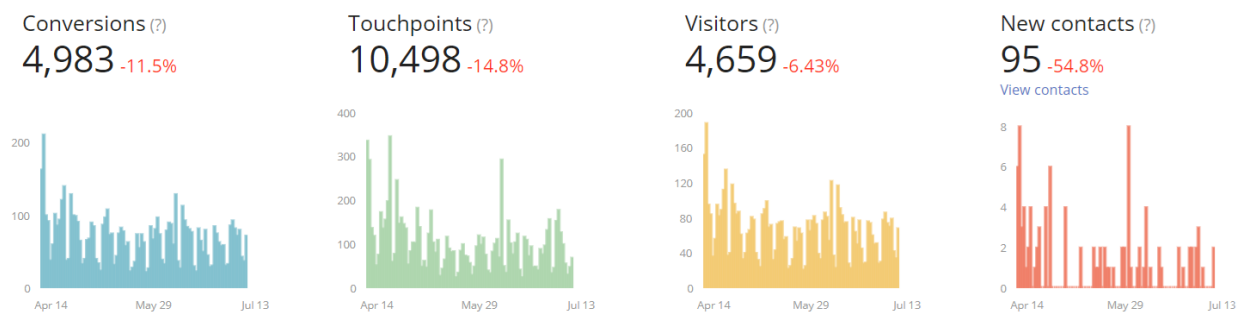
The European Regional Development Fund have allocated £10million to support the Visitor/Tourism Economy and will use the Growth Hub as its delivery vehicle. Swindon & Wiltshire has been allocated £165k to distribute to eligible businesses through a voucher-type scheme affording businesses specialist support in areas such as HR and Legal. Swindon & Wiltshire GH is in the process of designing the service and distribution of the funds in a controlled way. With the ERDF's SME Competitiveness Programme now live and being delivered via the Growth Hub, we are in a perfect position to add this support.

5. Website & Marketing

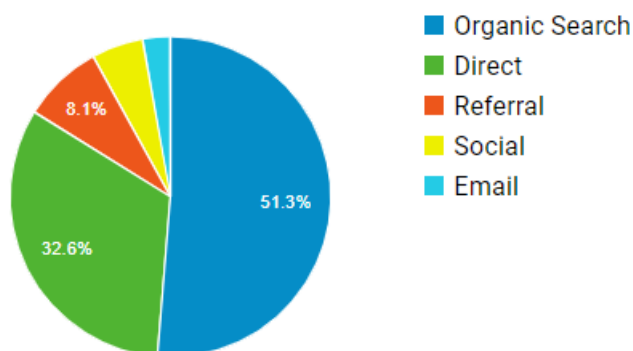
- 5.1 Traffic is now down to normal levels and we are putting in place a plan to redesign the current COVID-19 support pages. This is part of a bigger project or restructure of the site to improve navigation and find space for both the SME Competitiveness Programme and incorporate the High Futures pages.
- 5.2 We have recently moved from hosting the sites on Wirehive to Microsoft Azure following a number of systems failures in the back end and outage in the front end.
- 5.3 An investigation led us to find over 600 bots set up as community members. Although not uncommon with sites that offer membership it should be noted that this represented 1/3 of our membership. They have been removed and plans are in place for a paid campaign to boost our numbers back to previous levels. Additional security has been put in place to prevent the issue recurring.
- 5.4 From 1 May – 30 June we have had 7,519 visitors to the site, up 60% in comparison the same period last year.
- 5.5 The graphic below presents some data on the 11,000 visitors for the period mentioned. Some businesses may have taken multiple actions during their visit(s).

Definitions:

Conversions – an embellished visit for example downloading information.
Touchpoints – any interaction with the website such as a click-through to articles.
Visitors – those that have accepted cookies and are now trackable with browsing habits.
New Contacts – businesses that have submitted information for the first time such as joined our Growth Hub Community or subscribed to a newsletter:



Top Channels





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Meeting & Date:	SWLEP Board Meeting – Wednesday, 22 July 2020		
Subject:	BEIS LGF Finance Review		
Attachments:	None		
Author:	Claire Alexander	Total no of sheets: (inc cover sheet)	7

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

- 1.1 This paper summarises the current financial status and associated performance of LGF funded projects and importantly, the project risks arising.

2. LGF Expenditure

- 2.1 The LGF grant is £101.5m and £59.5m was spent during the period 15/16 through to 19/20.
- 2.2 The 19/20 and YTD spend was confirmed to the Board at the May meeting via the Accountable Body assurance process and LGF Finance Report.
- 2.3 The original profiled spend for 20/21 was £38m and following 19/20 actuals the spend for 20/21 is now £42m. The underspend carried forward into 20/21 relates to recently reallocated funds (£3m from Chippenham to M4 J15) and the unspent £1.35m allocated to Royal Artillery Museum.
- 2.4 The Royal Artillery Museum project has recently been withdrawn by the Scheme Promoter. £1.35m will therefore need to be reallocated. This amount currently sits within the uncontracted amounts shown in this report.
- 2.5 The above figures exclude DfT projects which are reported separately, and directly to Department for Transport.

3. LGF Review

- 3.1 On 13 May 2020, the Cities and Local Growth Unit wrote to all LEPs advising that 2/3 of the remaining LGF grant would be paid and that the remaining 1/3 was under review. This is a completely new and unexpected approach and position from BEIS.
- 3.2 LEPs were requested to submit a detailed spreadsheet summarising all projects, including DfT projects, and the main focus of this submission was to understand the uncontracted amounts, profile of remaining spend and any spend that is likely to fall outside of the March 2021 deadline.
- 3.3 Through this detailed submission numerous projects are now identified as being 'At Risk' and further BEIS scrutiny will apply.
- 3.4 There is an inferred possibility of LGF claw-back and that projects may not receive their remaining grant allocation.
- 3.5 SWLEP has been advised by BEIS (15 July 2020) that the 1/3 remaining grant payment will be held back pending the outcome of the stringent and detailed review to be held by September. BEIS has stressed that any remaining uncontracted funds at this time are at risk and that there is absolutely no tolerance towards spend post 2021. Once the evidence review has completed, agreed funding will be released in October.
- 3.6 Scheme Promoters have been asked to expedite procurement where possible ahead of these meetings to provide robust assurance, through evidence, that these projects are now contracted, and will be completed by March 2021. The Government has an expectation that funding will be contracted by September in time for the scrutiny meetings. This is critical step to unlock the remaining 1/3 grant payment.
- 3.7 At the scrutiny meetings various information will need to be made available. This is likely to range from project performance through the Highlight Reports, through to grant allocation dates, project commencement date, spend against profile and remaining uncontracted elements.
- 3.8 Apart from two projects, Wiltshire College & University Centre campuses at Salisbury and Lackham, all projects are delivered by the Local Authorities.
- 3.9 Unspent LGF - The review confirmed that £42m is due to be spent during 20/21 and these figures were verified by the Section 151 Officer.
- 3.10 Uncontracted LGF – The submission identified £29.5m (70%) was uncontracted at 17 June 2020.
- 3.11 Post March 2021 – The submission identified £4.35m (15%) of the uncontracted amount will potentially be spent after the March 2021 deadline.

3.12 The table below is an extract of the financial information submitted in the LGF review submission. DFT figures have been included for completeness.

LGF REVIEW - SUMMARY	LGF Grant	Unspent LGF	Contracted	Not yet contracted	Q1	Q2	Q3	Q4	Post March 2021	Total
A350 Yarnbrook/West Ashton	5.50	4.80		4.80	0.00	0.00	0.00	3.80	1.00	4.80
Chippenham Station Hub - 3rd Lift	1.50	1.34		1.34	0.02	0.08	0.40	0.43	0.42	1.34
Chippenham Station Hub - Station	1.40	1.40		1.40		0.24	0.20	0.24	0.72	1.40
Chippenham Station Hub - Sustainable	1.98	1.94		1.94	0.11	0.27	0.40	0.74	0.43	1.94
Chippenham Station Hub - Sadlers Mead	6.90	5.19		5.19	1.59	1.64	1.27	0.50	0.20	5.19
Gablecross Junction (NEV)	4.40	2.52	0.40	2.12	0.19	0.20	1.31	0.82		2.52
M4 J15	3.00	3.00	0.00	3.00			2.26	0.74		3.00
The Maltings	6.06	5.40		5.40		1.80	1.80	1.80	0.00	5.40
Nythe Road/Piccadilly Roundabout	2.93	2.45	0.50	1.97	0.28	0.47	0.30	1.17	0.24	2.45
Royal Artillery Museum	1.35	1.35	0.00	1.35					1.35	1.35
Salisbury - Fisherton Gateway	0.50	0.50	0.50			0.50	0.00	0.00	0.00	0.50
Salisbury - Illuminating Salisbury	0.10	0.05	0.05			0.02	0.02	0.01	0.00	0.05
Salisbury - Transforming Accessibility	0.25	0.16	0.16			0.07	0.05	0.04	0.00	0.16
Swindon Bus Boulevard	3.00	0.18	0.18	0.00	0.06	0.12				0.18
Swindon Cultural Quarter	0.25	0.21	0.02	0.19	0.03	0.06	0.06	0.06		0.21
Swindon Quality Bus Corridor	8.92	3.11	2.35	0.76	0.78	0.78	0.78	0.78		3.11
UltraFast Broadband	1.00	1.00	1.00				0.50	0.50	0.00	1.00
Wiltshire College - Lackham Campus	8.20	3.47	3.47	0.00	2.14	1.33				3.47
Wiltshire College - Salisbury Campus	13.83	3.76	3.76	0.00	2.76	1.00				3.76
Totals LGF	71.07	41.83	12.38	29.46	7.95	8.56	9.34	11.63	4.35	41.83
Southern Connector Road (DFT) (New)	11.60	8.57	0.22	8.35	0.22	1.26	1.49	5.60	0.00	8.57
Wichelstowe Southern Access (DFT)	22.90	17.38	17.38	0.00	3.84	4.34	3.02	6.18	0.00	17.38
White Hart Junction (incl BC £0.5m) DFT	28.70	21.73	21.73	0.00	3.41	3.22	3.28	5.06	6.76	21.73
Totals DFT	63.20	47.69	39.34	8.35	7.48	8.82	7.79	16.83	6.76	47.69

4. At Risk Projects

- 4.1 Out of the £42m due to be spent during 20/21 some 70% (£29.5m) is not yet contracted and this has caused BEIS concern. These projects are subject to scrutiny.
- 4.2 The table below identifies the projects considered to be 'At Risk' by BEIS. It should be noted that Officers have identified three projects as being at risk through the LGF process, and this is a result of the disruption caused by the pandemic. This report should therefore be read in conjunction with the Highlight Report for July 2020, where performance and mitigating actions are provided in more detail.

LGF REVIEW - AT RISK	LGF Grant	Unspent LGF	Contracted	Not yet contracted	Q1	Q2	Q3	Q4	Post March 2021	Total
A350 Yarnbrook/West Ashton	5.50	4.80		4.80	0.00	0.00	0.00	3.80	1.00	4.80
Chippenham Station Hub - 3rd Lift	1.50	1.34		1.34	0.02	0.08	0.40	0.43	0.42	1.34
Chippenham Station Hub - Station	1.40	1.40		1.40		0.24	0.20	0.24	0.72	1.40
Chippenham Station Hub - Sustainable	1.98	1.94		1.94	0.11	0.27	0.40	0.74	0.43	1.94
Chippenham Station Hub - Sadlers Mead	6.90	5.19		5.19	1.59	1.64	1.27	0.50	0.20	5.19
Gablecross Junction (NEV)	4.40	2.52	0.40	2.12	0.19	0.20	1.31	0.82		2.52
M4 J15	3.00	3.00	0.00	3.00			2.26	0.74		3.00
The Maltings	6.06	5.40		5.40		1.80	1.80	1.80	0.00	5.40
Nythe/Piccadilly Roundabout (NEV)	2.93	2.45	0.50	1.97	0.28	0.47	0.30	1.17	0.24	2.45
Royal Artillery Museum	1.35	1.35	0.00	1.35					1.35	1.35
Swindon Cultural Quarter	0.25	0.21	0.02	0.19	0.03	0.06	0.06	0.06		0.21
Swindon Quality Bus Corridor	8.92	3.11	2.35	0.76	0.78	0.78	0.78	0.78		3.11
Totals LGF	44.19	32.71	3.26	29.46	2.99	5.52	8.77	11.08	4.35	32.71

- 4.3 A350 Yarnbrook/West Ashton has a £5.5m grant and £4.8m (87%) is not yet contracted.
- 4.4 Chippenham Station Hub is an overall £13m project and whilst some aspects are complete, the remaining four sub projects comprise £9.87m (75%) not yet contracted.
- 4.5 Gablecross Junction, part of the New Eastern Villages package, has a grant of £4.4m and £2.12m (48%) is not yet contracted.
- 4.6 M4 J15, a more recently allocated project, has a £3m grant, 100% which is not yet contracted.
- 4.7 The Maltings has a £6.06m grant and £5.40m (89%) is not yet contracted. The revised scheme has yet to be presented to the Board for approval and therefore the profiled spend provided to BEIS will need to be reviewed.
- 4.8 Nythe & Piccadilly Roundabout, part of the New Eastern Villages package, has an LGF grant of £2.93m and £1.97m (67%) is not yet contracted.
- 4.9 Swindon Cultural Quarter is a feasibility project with a grant of £250k and £190k (76%) is not yet contracted.
- 4.10 Swindon Quality Bus Corridor, known as Rapid Transit, has a grant of £8.92m and £760k (8%) is not yet contracted.
- 4.11 Whilst the Scheme Promoters in detail, and the SWLEP Board to a certain extent via the Highlight Reports, will understand the background and ongoing performance of these projects, BEIS does not in detail and relies on SWLEP LGF Assurance Framework.
- 4.12 BEIS scrutiny work will start with 70% (£29.5m) of remaining 20/21 spend (£42m) not yet allocated, and out of this 70% numerous projects have a high percentage grant amount uncontracted, see table below.

Project	Total LGF Grant	Uncontracted Amount June 2020	%
M4 Junction 15	3.00	3.00	100
The Maltings	6.06	5.40	89
A350 Yarnbrook/West Ashton	5.50	4.80	87
Swindon Cultural Quarter	0.25	0.19	76
Chippenham Station Hub	13.00	9.87	75
Nythe & Piccadilly Roundabout (NEV)	2.93	1.97	67
Gablecross Junction (NEV)	4.40	2.12	48
Swindon Rapid Transit	8.92	0.76	8

- 4.13 BEIS may choose to claw-back funding based on project performance. The highlight reports will indicate project performance pre COVID-19.
- 4.14 Scrutiny meetings will take place in August and BEIS will be using the 20/21 Q1 actual figures to support their decision making.

5. At Risk, spend post March 2021

- 5.1 Out of the £42m due to be spent during 20/21 and the £29.5m not yet contracted, £3m (excluding RAM) is profiled to be spent post the March 2021 BEIS deadline.
- 5.2 This post 2021 spend creates further scrutiny when read in conjunction with the profiled spend for 20/21 on several projects.
- 5.3 The table below identifies the projects considered to be 'At Risk, combined with spend post March 2021'.

LGF REVIEW - AT RISK & POST 2021	LGF Grant	Unspent LGF	Contracted	Not yet contracted	Q1	Q2	Q3	Q4	Post March 2021	Total
A350 Yarnbrook/West Ashton	5.50	4.80		4.80	0.00	0.00	0.00	3.80	1.00	4.80
Chippenham Station Hub - 3rd Lift	1.50	1.34		1.34	0.02	0.08	0.40	0.43	0.42	1.34
Chippenham Station Hub - Station	1.40	1.40		1.40		0.24	0.20	0.24	0.72	1.40
Chippenham Station Hub - Sustainable	1.98	1.94		1.94	0.11	0.27	0.40	0.74	0.43	1.94
Chippenham Station Hub - Sadlers Mead	6.90	5.19		5.19	1.59	1.64	1.27	0.50	0.20	5.19
Gablecross Junction (NEV)	4.40	2.52	0.40	2.12	0.19	0.20	1.31	0.82		2.52
M4 J15	3.00	3.00	0.00	3.00			2.26	0.74		3.00
The Maltings	6.06	5.40		5.40		1.80	1.80	1.80		5.40
Nythe/Piccadilly Roundabout (NEV)	2.93	2.45	0.50	1.97	0.28	0.47	0.30	1.17	0.24	2.45
Royal Artillery Museum	1.35	1.35	0.00	1.35					1.35	1.35
Swindon Cultural Quarter	0.25	0.21	0.02	0.19	0.03	0.06	0.06	0.06		0.21
Swindon Quality Bus Corridor	8.92	3.11	2.35	0.76	0.78	0.78	0.78	0.78		3.11
Totals LGF	44.19	32.71	3.26	29.46	2.99	5.52	8.77	11.08	4.35	32.71

- 5.4 A350 Yarnbrook/West Ashton has £4.8m not yet contracted with £3.8m profiled in Q4 and £1m post March 2021. This spend profile will attract further scrutiny.

- 5.5 Chippenham Station Hub has £9.87m not yet contracted, with £1.77m (20%) of this to be spent post March 2021. Q1 actuals will be used at the scrutiny meeting to test the forecast profile. The predicted spend for Q2-Q4 will need to be evidenced against procured contracts to provide assurance.
- 5.6 Nythe & Piccadilly Roundabout, has £1.97m is not yet contracted, with £240k of this to be spent post March 2021. The profile spend indicates £1.17m in Q4. This back ended spent profile may attract further scrutiny.

6. COVID-19 Impacted Projects

- 6.1 Three projects have been identified as being 'impacted' by COVID-19 and have LGF performance risk ratings of Amber-Red or Red.
- 6.2 These projects combined with LGF unspent not yet contracted 'At Risk' status, and with a spend profile post March 2021, should be considered as high-risk RED projects requiring urgent discussion and review.

LGF REVIEW - AT RISK & POST 2021 & COVID IMPACT	LGF Grant	Unspent LGF	Contracted	Not yet contracted	Q1	Q2	Q3	Q4	Post March 2021	Total
A350 Yarnbrook/West Ashton	5.50	4.80		4.80	0.00	0.00	0.00	3.80	1.00	4.80
Chippenham Station Hub - 3rd Lift	1.50	1.34		1.34	0.02	0.08	0.40	0.43	0.42	1.34
Chippenham Station Hub - Station	1.40	1.40		1.40		0.24	0.20	0.24	0.72	1.40
Chippenham Station Hub - Sustainable	1.98	1.94		1.94	0.11	0.27	0.40	0.74	0.43	1.94
Chippenham Station Hub - Sadlers Mead	6.90	5.19		5.19	1.59	1.64	1.27	0.50	0.20	5.19
Gablecross Junction (NEV)	4.40	2.52	0.40	2.12	0.19	0.20	1.31	0.82		2.52
M4 J15	3.00	3.00	0.00	3.00			2.26	0.74		3.00
The Maltings	6.06	5.40		5.40		1.80	1.80	1.80	0.00	5.40
Nythe/Piccadilly Roundabout (NEV)	2.93	2.45	0.50	1.97	0.28	0.47	0.30	1.17	0.24	2.45
Royal Artillery Museum	1.35	1.35	0.00	1.35					1.35	1.35
Swindon Cultural Quarter	0.25	0.21	0.02	0.19	0.03	0.06	0.06	0.06		0.21
Swindon Quality Bus Corridor	8.92	3.11	2.35	0.76	0.78	0.78	0.78	0.78		3.11
Totals LGF	44.19	32.71	3.26	29.46	2.99	5.52	8.77	11.08	4.35	32.71

- 6.3 The following rationale has been offered by Scheme Promoter to summarise the COVID specific impact and associated delays on these RED rated projects:

A350 Yarnbrook/West Ashton

'This project enables the proposed Ashton Park development of residential and employment land and the Council remains fully committed to working with the Developer to resolve these issues and progress the scheme at pace. S106 is progressing and is subject to forthcoming viability appraisal. However, the current pandemic has disrupted the Developers capability of commissioning and turning round the viability appraisal in a timely manner. The delay in this planning requirement may interrupt the submission and determination of the FBC, as this will be determinant upon full planning permission being granted. Further potential delay is envisaged because of market uncertainty which has restricted wider construction sector engagement in the tendering process. This has been partially mitigated by engaging a sole prospective tenderer

to provide advice and to ensure the tender package is comprehensive and enables a quicker tender response.'

Chippenham Station Hub

'The site was closed for 6 weeks during lockdown due to precast frame supplier. Increased contractor costs due to social distancing requirements are still being assessed. Risk of ongoing cost escalation due to COVID-19 impact.'

The Maltings

'The COVID-19 situation has placed the proposed redevelopment of 'Plot 1' on hold while options are assessed in the new economic context. Recognising the LGF deadline of 31 March 2021, officers have been liaising with the LEP on re-assigning £4 million of the Local Growth Fund grant, that was in the January 2020 OBC earmarked to deliver a library as part of 'Plot 1', to delivering infrastructure works within the Maltings area to address flood risk and enhance the area around the River Avon including remediating ground conditions. These works will unlock the regeneration of this significant brownfield city centre site enabling it to come forward for residential and commercial development and will produce enhanced outcomes in terms of employment and housing delivery by comparison with the original business case. The council has been working with the Environment Agency to deliver this scheme and a joint project team has been assembled with work towards planning submission already at an advanced stage. LGF will be matched by Flood Defence Grant in Aid money delivering a funding package sufficient on its own to successfully deliver the scheme in its entirety.'

- 6.4 The Board is asked to note that many projects are 'disrupted' by the pandemic, however at this time deliverability (and much of this is possibly in relation to the resources of contracted partners) and cost implications are still being evaluated. It is anticipated that further projects will be impacted and possibly before the August BEIS review meeting.
- 6.5 It was recently agreed at Commissioning Group that the Local Authority Delivery & Performance Team leads would be responsible for co-ordinating all information to SWLEP in preparation for scrutiny meetings.
- 6.6 SWLEP will host an internal review meeting towards the end of July to review Q1 actual spend and progress made in relation to contracted spend and proactively provide an update to BEIS in advance of the review meeting.
- 6.3 Since the submission to BEIS, Wiltshire Council has identified an error in its return, advising that Chippenham Station Hub, Sadlers Mead has in fact been contracted. Exact amounts and evidence of this will be required to satisfy BEIS.



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 Swindon & Wiltshire <small>LOCAL ENTERPRISE PARTNERSHIP</small>	Board Meeting 22 July 2020 Paper Number 5.2
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Meeting & Date:	SWLEP Board Meeting – Wednesday, 22 July 2020		
Subject:	The Maltings – Scheme Revision		
Attachments:	Maltings & Central Carpark (10 pages)		
Author:	Claire Alexander	Total no of sheets:	12

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 SWLEP Board and seek approval on a change of scope to the Maltings and Central Car Park project to use funds for a revised 'River Park' scheme, in conjunction with the Environment Agency (EA).

2. Summary

- 2.2 The existing scheme has been impacted as a direct result of the Coronavirus pandemic with Wiltshire Council unable to gain a valuation to unlock the acquisition of the site.
- 2.2 The LGF grant approved in January 2020, £6.06m included £2m to be used towards River Corridor works. An early commitment to the revised scheme is required by the EA to secure further government funding.
- 2.3 The EA is leading on this project and will be providing most of the funding (>60%) through the Flood Defence Grant in Aid programme; however, this funding is only available if additional partnership funding can be identified. LGF funding is required as match to leverage this partnership funding.
- 2.4 Wiltshire Council is therefore seeking SWLEP Board approval to release £2m to pass to the EA. A grant agreement has been agreed between Wiltshire Council and the EA and is ready to be enacted.
- 2.5 The revised scheme is estimated at £18.9m, with £12.9m coming from Grant in Aid and Local Levy contributions. This cost estimate includes a 40% contingency allowed for construction costs.

- 2.6 It is proposed that the current LGF unspent sum (£5.26m) will be granted as forward funding to the EA to deliver the scheme on behalf of Wiltshire Council.
- 2.7 The Strategic Case is defined, and the scheme has been revised taking into consideration the longer-term needs of Salisbury, importantly bringing forward the flood alleviation works to enable climate change resilience in response to the climate emergency; and essential infrastructure and public realm which will underpin the growth and future vitality of the city centre.
- 2.8 This regeneration scheme underpinned by the flood alleviation works will complete post March 2021, however the LGF element will have legally transferred to the EA during this financial year.
- 2.9 The revised scheme sees an increase in both local area investment and produces additional scheme outputs. The housing numbers have increased from 200 in the 2016 scheme through to 457 in 2020, and this revised scheme will not only preserve these housing numbers but will provide housing with greater long-term flood resilience.
- 2.10 A total of approximately £0.8m has been spent on historic costs in delivering the Maltings scheme to date or is committed to the council's project management and survey costs directly associated with delivering the River Park project.
- 2.11 Subject to approval in principal, an Outline Business Case will be presented to the SWLEP Board in September 2020, having been through the Independent Technical Advisor (ITA) appraisal, to retain the existing Local Growth Fund (LGF) grant of £6.06m, being mindful of the LGF Assurance Framework and spend criteria.

3. Recommendation

- 3.1 The Swindon & Wiltshire Local Enterprise Board is recommended to approve the revised Maltings scheme to be known as River Park, in order that a full business case can be prepared.

1. Executive Summary

- 1.1 The Maltings project has been adversely impacted by COVID-19 and it was discussed and noted at the SWLEP May 2020 Board meeting that the existing and approved scheme would need revision.
- 1.2 This paper will provide the background for this proposed change in scope and inform the Board on the project's future direction, outline development activities, spend and plans to demonstrate the achievement of best outcomes
- 1.3 Wiltshire Council is seeking approval in principal to proceed, subject to Full Business Case at the September Board meeting, and also to request that existing flood alleviation funding from the original scheme be accelerated to enable Wiltshire Council and the Environment Agency to proceed with what will be known as, 'River Park'.

2. Background

- 2.1 The Maltings and Central Car Park Regeneration scheme will redevelop the site for a mix of commercial and residential uses. The overall vision for the Maltings and Central Car Park Regeneration Scheme is to deliver transformational change in the heart of Salisbury City Centre. The plan is for a mixed-use city centre regeneration scheme to enhance Salisbury's status as an international tourism destination, to safeguard the city's economic vitality and viability, to support the significant residential growth that is planned around the City and wider South Wiltshire and to drive the economic growth of Salisbury as a key driver of the wider SWLEP economy.
- 2.2 The preferred option as presented and approved by the Board in January 2020 (Outline Business Case) sought to deliver the required regeneration of the former British Heart Foundation unit as well as deliver the required river corridor flood defence works across the site. This would unlock the delivery of the proposed comprehensive redevelopment of the car park site as well as act as an enabling investment to unlock the redevelopment of Market Walk and the delivery of a new budget hotel in the likely form of a Travelodge operation.
- 2.3 The first phase of this regeneration scheme comprised land redevelopment to provide a new hotel and space for a library and gym on the site. Planning permission had been secured and negotiations were well advanced to council to allocate capital finance towards the acquisition of third-party land holdings and fund further development.

3. COVID-19 Impact

- 3.1 The impact of Covid-19 on current market conditions has resulted in Wiltshire Council being unable to make the strategic acquisition of the Maltings shopping centre in line with its original programme of delivery for the Maltings and Central Car Park (MCCP) development.
- 3.2 This has necessitated a reprioritisation of the phased delivery of the site. While the acquisition of the Maltings (and therefore the delivery of the hotel/library/gym complex) remains on hold, the Council is refocusing its resources on the delivery of essential flood mitigation infrastructure within the site which is necessary to de-risk the wider development

site from potential future flood events. The works proposed along the River Avon corridor, to be known as the River Park, will also provide significant enhancement to the public realm along the river corridor.

- 3.3 Wiltshire Council has been working closely with the Environment Agency (EA) and range of other partner bodies over the last 18 months to plan and deliver the River Park flood scheme through central Salisbury.
- 3.4 The project seeks to change the scope of LGF funding as originally envisaged, but which secures additional investment in the overall scheme from the EA and produces additional outputs.

4. Strategic Case

- 4.1 The key objectives of the River Park scheme are:
- To reduce flood risk on the MCCP site to enable significant residential and commercial development through the strategically important redevelopment of the central car park.
 - To reduce flood risk to existing residents and businesses in central Salisbury and the Ashley Road area.
 - To provide overall betterment to the internationally designated habitat and ecology of the River Avon SAC watercourse and its margins.
 - To create new and very much improved space for public enjoyment of the river, increasing dwell time in the city centre and improving public health.
 - Building climate change resilience, in response to the climate emergency.
 - To deliver a much-improved sense of arrival for tourists at Millstream Coach Park and Millstream Bridge.
- 4.2 The River Park scheme will deliver essential and critical infrastructure to reduce flood risk for both the MCCP site and wider central Salisbury. This is critical given that with the effects of climate change flood events are becoming more frequent and extreme.
- 4.3 The River Park will also bring other public benefits and connect and bring up to standard the linear riverside pedestrian and cycle routes from the Ashley Road Open Space towards Elizabeth Gardens, through the centre of Salisbury along the margins of the River Avon.
- 4.4 The delivery of a Salisbury River Park will create a legacy of riverside green space and urban wildlife habitat for the people of Salisbury and its visitors to enjoy into the future.

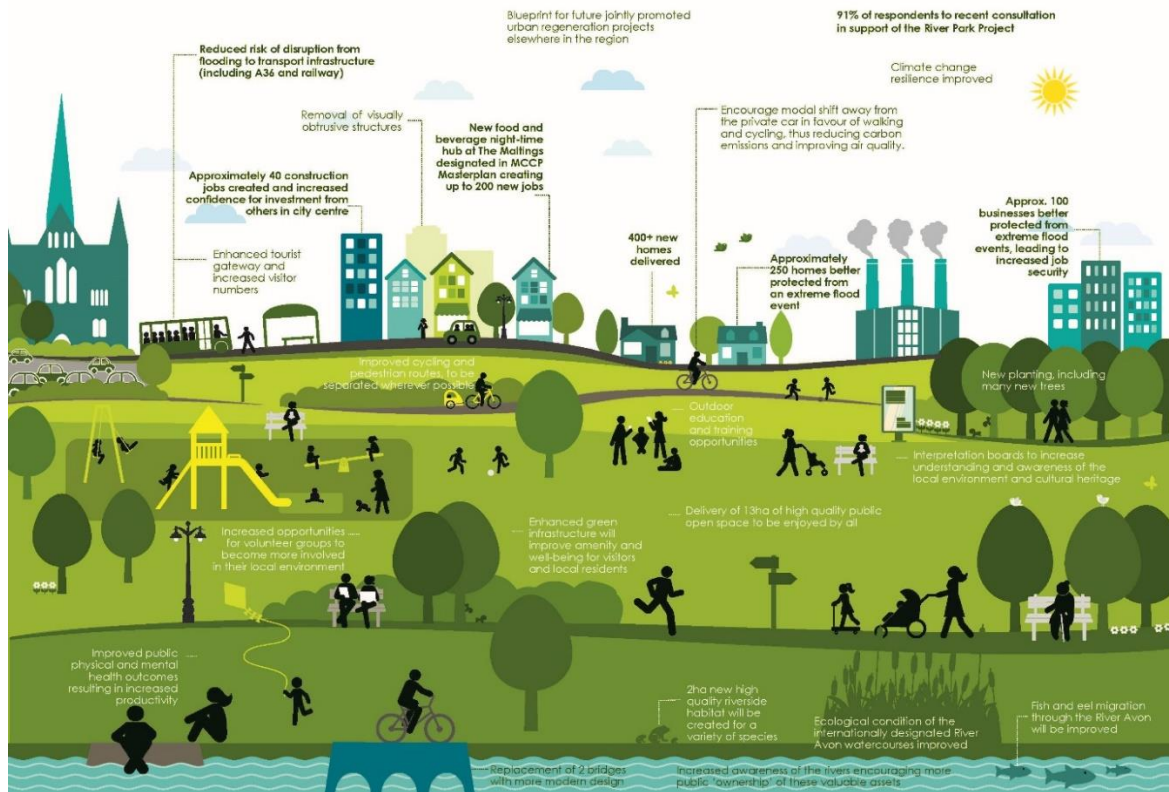


Image 1 - Project Deliverables and Desired Outcomes

- 4.5 At its core and forming Phase 1 is the riverside element of the northern end of the MCCP site, and the intention is that this part of the River Park as well as delivering the critical flooding infrastructure will deliver a centrepiece of high quality and attractive public realm and green space that will compliment and uplift the regeneration of the MCCP whilst also encouraging increased visits, improvement to public health and well-being and increased tourism.
- 4.6 The core area of the River Park at the MCCP is linked to Wiltshire Council's wider strategic development objectives to redevelop the site, which is established through an allocation in the Wiltshire Core Strategy and has since been subject to its own endorsed masterplan to guide the future development of the site. The MCCP masterplan includes a requirement to deliver flood risk alleviation and green infrastructure improvements around the water courses that run through the site in response to the Environment Agency's most up to date flood risk modelling.
- 4.7 The River Park project also forms one of the central pillars of the wider strategy for regeneration of Salisbury's city centre, as set out in the Salisbury Central Area Framework (CAF), that was developed in response to the 2018 nerve agent attack. The River Park project directly aligns with the CAF's recommendations for improving open space and the environment, and the city's transition towards people-friendly streets by greatly improving pedestrian and cycle infrastructure to and from the MCCP area and the wider city centre, thereby encouraging modal shift away from the private car.

- 4.8 The benefit of proceeding with these works now is that it de-risks the residential and commercial development that is to be delivered on the site by creating a safer and more attractive context in which private sector partners can invest.

5. Economic Case

- 5.1 Both iterations of the Maltings and Central Car Park scheme proposals to the LEP have been focussed on delivering residential and employment outcomes. The scheme that was developed with Stanhope plc. In 2016 proposed the delivery of up to 200 residential dwellings and approximately 600 new jobs in retail and leisure services, plus 224 jobs over a 2-year build period. The subsequent scheme approved by the SWLEP board in January 2020 proposes the delivery of 457 new residential units, 105 new jobs in the proposed hotel uses and 85 construction jobs.
- 5.2 In the revised version of the January 2020 scheme proposed in this paper, the M CCP development will deliver in the region of 457 new residential units and will create up to 200 new jobs related to food/beverage uses and the evening economy, as well as 40 jobs during construction over a three-year period.
- 5.3 These outputs are tabulated below:

	2016 Stanhope/ WC scheme	2020 WC/EA scheme	This revised version of the 2020 WC/EA scheme
New dwellings	Up to 200	457	457
Jobs created (permanent)	620	105	200
Jobs created (construction)	224	85	40

- 5.4 The following notes are intended to help in comparing these outputs;
- a) It is clear in the current market, which was already undergoing considerable change prior to the impact of the Covid-19 pandemic, that the delivery of a new cinema, leisure and retail uses as per the 2016 Stanhope scheme is unviable at the current time. However, it is worth noting that the council remains committed to the whole site regeneration of the Maltings including the existing shopping centre and that in the long term this scheme will greatly assist new development plans as they come forward with the benefit of a greatly enhanced environment and flood / natural environment mitigations.
- b) The WC/EA scheme has the potential to deliver a significantly higher number of new city centre residential dwellings because of the comprehensive way in which it will deliver flood mitigation, environmental and other enhancements in the immediate area.

- c) The revised version of this improved scheme has slightly different outputs in terms of permanent and construction jobs created which arise from the difference in the nature of what is being built. The January 2020 OBC proposed the construction of a Hotel / Gym / Library on "Plot 1" of the Maltings which would create 105 permanent jobs in that building and the relevant construction jobs. Because the focus will change to the works to the River Avon, which are essentially earthworks and so have a lower requirement for specialised trades such as electricians and carpenters, the revised proposal has a lower construction jobs output (although this is over a longer period of time). However, the transfer of LGF that had been earmarked towards the Plot 1 building will enable the council to ensure the delivery of leisure and retail jobs around the enhanced River Avon area in the Maltings, which will benefit from additional visitors and footfall thanks to the significantly enhanced environment that the scheme will deliver.
- d) The revised version of the January 2020 scheme therefore increases the number of permanent jobs created from 105 to 200.

5.5 Additionally, it is expected that up to 100 existing businesses and 250 existing homes will be better safeguarded against flooding as a direct consequence of delivering the River Park flood mitigation works. These works can proceed in advance of determining the exact land use/development scheme to come forward on the MCCP site.

5.6 The enhancements of the River Park in terms of improved public realm will create a better backdrop for adjoining development and a more appealing space for the new community to enjoy visiting and relaxing which will help drive footfall to this part of the city and increase investment returns. It will increase land values and the overall financial viability of future development.

6. Commercial Case

- 6.1 Detailed OBC to be submitted in September 2020.
- 6.2 Grant agreement in place and ready to be signed between Wiltshire council and EA to transfer initial £2m in July.
- 6.3 Planning submission is programmed for December 2020 with detailed design to be completed by April 2021.
- 6.4 Additional consents will be required from stakeholders prior to commencement of works.
- 6.5 Works will be procured through the Environment Agency Framework which will minimise any procurement delays.
- 6.6 Main works will only be able to be undertaken in summer months due to flood risk and environmental constraints. Currently planned for main works in summer 2022 and 2023.
- 6.7 A communications plan to take the River Park forward to planning application submission is being prepared by a sub-team of officers from Wiltshire Council and the EA. The communications plan will align with the Council's Statement of Community Involvement, and

officer resource has been identified for this. The communications plan will set out a programme to:

- Keep the public and key stakeholders informed about the schemes progress and to allow for feedback during detailed design process.
- Communicate the scheme benefits; and
- Manage stakeholder expectations.

7. Stakeholder Engagement

7.1 Public Engagement

7.1.1 Extensive consultation with stakeholders and the public has already taken place through several consultations arranged by Wiltshire Council. These include:

- Public exhibition and 6-week consultation on the Maltings and Central Car Park Masterplan, featuring the River Park as a central theme (then referred to as the 'green corridor') –Apr-May 2019.
- Public exhibitions and 6-week consultation on the Salisbury Central Area Framework, including the River Park as a central theme – Jun-Aug 2019.
- Public exhibition and 4-week informal consultation on Ashley Road site proposals – Nov-Dec 2019.
- Public exhibitions and 6-week consultation on the Salisbury Central Area Framework, including the River Park as a central theme – Jan-Feb 2020.

7.2 Stakeholder engagement

7.2.1 To ensure the smooth delivery of this project, early consultation with key stakeholders has been undertaken to understand the constraints and opportunities for the project. This engagement is ongoing and will continue as the project progresses. Opportunities for key stakeholder input has been extended through a series of design workshops, meetings and written requests.

7.2.2 Key stakeholders who have been engaged in the project include:

- Wiltshire Council
- Environment Agency
- Natural England
- Salisbury City Council
- Wessex Rivers Trust
- Highways England
- Network Rail
- Other interest groups (such as the local angling club and Salisbury Area Greenspace Partnership)

7.3 Engagement feedback to date

- 7.3.1 Feedback from stakeholders and the public has been very supportive with several people and organisations getting actively involved in the project. Extensive constructive and positive feedback has been received, which has fed into the design work.
- 7.3.2 The most recent consultation on the Salisbury Central Area Framework resulted in a significant level of public support (91%) for the proposals put forward under the River Park project.
- 7.3.3 Further engagement with stakeholders and the public will be undertaken throughout the detailed design stages leading up to a planning application, which will be set out in detail in the communications plan.

8.0 Financial Case

- 8.1 The EA are leading on this project and will be providing most of the funding (>60%) through the Flood Defence Grant in Aid programme; however, this funding is only available if additional partnership funding can be identified. LGF funding is required as match to leverage this partnership funding.
- 8.2 The overall project cost is estimated at £18.9m, with £12.9m coming from Grant in Aid and Local Levy contributions. This cost estimate includes a 40% contingency allowed for construction costs.
- 8.3 There is a finite amount of FDGIA available to schemes locally which is an amount determined by Treasury rules, based on the flood risk to existing properties and infrastructure. We have identified an overall project costs of £18.9 million to deliver the River Park scheme of which £12.9 million can be made available (or, indeed, has already been spent) from Local Levy or Grant in Aid. The remainder must be found locally. Therefore, Local Growth Funding is required to deliver the scheme.
- 8.4 The Local Growth Fund allocation of £6.06m approved in January 2020, included a total of £2m to be used towards River Corridor works. A total of approximately £0.8m has been spent on historic costs in delivering the Maltings scheme to date or is committed to the council's project management and survey costs directly associated with delivering the River Park project.
- 8.5 It is proposed that the LGF unspent sum will be granted as forward funding to the EA to deliver the scheme on behalf of Wiltshire Council.
- 8.6 The EA has plenty of experience working with Local Enterprise Partnerships and Local Authorities to deliver flood mitigation schemes (see Annex 1) and has appropriate financial management systems and controls in place to receive grant funding from these bodies and provide assurance on spend and deliverables. A ring-fenced account shall be set up which will sit with the EA ensuring cost efficiency and prompt payment of suppliers. Wiltshire Council, under the auspices of a Grant Funding Agreement (GFA) which will be agreed between it and the EA, will grant the LGF award to the EA. This GFA shall be consistent with and where appropriate pass through to the EA such obligations that may be included within the agreement between Wiltshire Council and SWLEP as may be relevant and required (for

example, milestones for delivery). By forward funding the EA to deliver the specific scheme, the LGF grant will be fully spent and the scheme committed thereby fulfilling the requirement for LGF to be defrayed by 31 March 2021.

8.7 The funding has been indicatively profiled as follows:

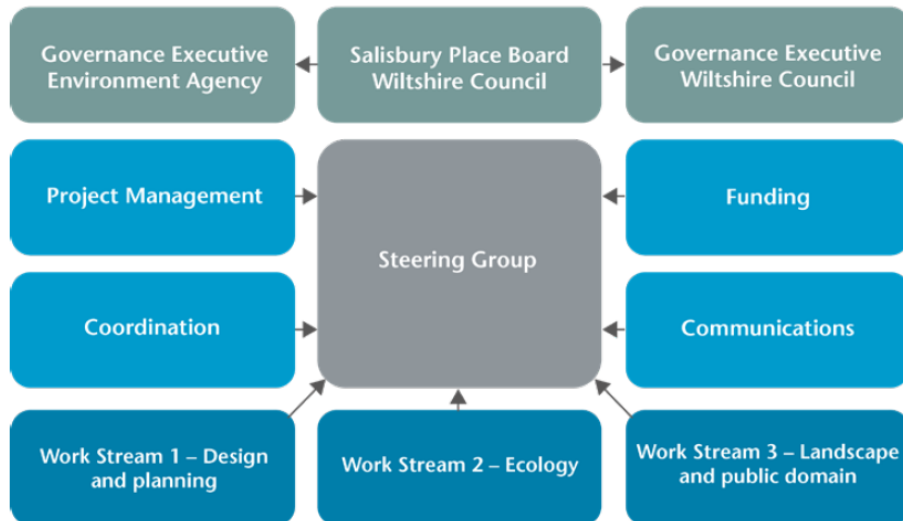
£m	19/20	20/21	21/22	22/23	23/24	24+	Total
LGF Profile	0	1.38	1.06	2.76	0	0	5.2
Flood Defence Grant in Aid / Local Levy	0.48	0.55	0	4.17	7.3	0.4	12.9
Other Funding Sources TBC	0	0	0	0	0.4	0.4	0.8
Actual	0.48	1.93	1.06	6.93	7.7	0.8	£18.9m

8.8 Wiltshire Council and the EA are working together collaboratively to source additional funding to ensure that whole scheme costs are covered. Potential sources of funding whose scope covers elements of the River Park project include government highways, transport and tree planting funds. Both parties are confident that the LGF grant combined with Flood Defence Grant in Aid and Local Levy contributions will leverage in the funding needed to ensure that the total project costs (with risk contingency of 40% built in) are met.

9. Management Case

- 9.1 This project, being part funded through LGF, will adhere to the governance arrangements developed by SWLEP through the Programme Manager role. This will include but not be limited to bi-monthly highlight reporting to the SWLEP Commissioning Group and regular ad-hoc updates within the SWLEP Delivery and Performance Team.
- 9.2 A project steering group consisting of members from partner organisations has been established to lead the project through to completion.
- 9.3 Within Wiltshire Council, monthly updates will be provided through the Project Manager to the Programme Manager.
- 9.4 The project manager responsible for the delivery of the project will be in regular communication with the programme manager.
- 9.5 The project will be monitored and reviewed throughout delivery via the SWLEP Growth Deal Programme and Project Management Assurance Framework.

Governance



Salisbury – Maltings and River Park simplified organogram

Annex 1 – EA collaboration with Enterprise Partnerships and Local Authorities

1. There are plenty of schemes where the EA has or is working with LEPs.
2. For example, the Bath Quays Waterside Scheme was partially funded through the West of England LEP using the Revolving Infrastructure Fund.
 - a. This is a regeneration project led by North East Somerset Council and the EA in partnership in the heart of the city of Bath and improving the standard of flood protection for 100 existing properties. (The Salisbury scheme would protect significantly more, c. 400 existing commercial and residential, and enables new development both at the Maltings and in the wider city).
 - b. It also demonstrates how to reconnect cities and people with nature while also mitigating climate change impacts. The principle of creating a multifunctional riverside park is shared with the Maltings proposal. Multifunctional means that it provides attractive and desirable open space under most circumstances but absorbs floodwater during flood events.
 - c. The project **enables development land** along the river corridor. In the case of BQWS this creates a new enterprise area; in the case of Salisbury it **unlocks** the delivery of 400 dwellings on the Central Car Park site and the **regeneration** of the Maltings retail centre; which will include the redevelopment of Plot 1 for commercial use.
3. WoE is also providing funding currently for the Avonmouth and Severnside Scheme. This is a major scheme which relies on EDF from the West of England LEP. It is a multi-objective project delivering flood risk mitigation and environmental improvements, economic regeneration, supporting growth and job creation. In these respects, it is parallel with the council's proposal to the SWLEP for the Maltings and Central Car Park, Salisbury. The full business case for £63.9m West of England LEP funding has been given conditional approval, with FDGIA eligibility standing at £32.5 million as at March 2019. The project will reduce flood risk to over 2,500 existing properties over the lifetime of the scheme and enable new development to go ahead within the Avonmouth Severnside Enterprise Area.
4. Other examples of EA / local authority led flood alleviation / risk strategy schemes supported through Local Growth Funding include:
 - Oxford Flood Alleviation Scheme - <https://www.oxfordshirelep.com/about/our-programmes/local-growth-fund> - £25.85M LGF
 - Lincolnshire Lakes Flood Risk Strategy - <https://www.humberlep.org/project/lincolnshire-lakes-flood-risk-strategy/> - £13.3M LGF
 - Newhaven Flood Alleviation Scheme - <https://democracy.eastsussex.gov.uk/documents/s6890/LMSMED%205%20Feb%202016%20-%20Newhaven%20Flood%20Alleviation%20Scheme.pdf> - £1.5M LGF
5. Another major scheme part funded by a LEP, but using the city region growth deal is the Leeds Flood Alleviation Scheme - <https://www.westyorks-ca.gov.uk/projects/flood-alleviation/leeds-flood-alleviation-scheme/>
6. In conclusion there is a robust precedent for using Local Growth Funding to deliver flood risk mitigation and environmental improvement schemes to unlock significant outcomes in economic regeneration, job and housing creation.



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Meeting & Date:	SWLEP Board Meeting – Wednesday, 22 July 2020		
Subject:	Rapid Transit (UTMC) – Full Business Case		
Attachments:	None		
Author:	Claire Alexander	Total no of sheets:	3

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 Full Business Case (FBC) has been produced for the third phase of the Swindon Rapid Transit project – Urban Traffic Management and Control (UTMC) to facilitate consistent journey times during peak periods. It will ensure that key junctions are not over capacity and deliver a balanced network for all users and modes.
- 1.2. This paper is submitted for approval of the Full Business Case.

2. Summary

- 2.1. An Outline Business Case (OBC) was approved by the SWLEP Board in May 2020 and the FBC has now been produced for approval.
- 2.2. The FBC has been reviewed by a SWLEP appointed Independent Technical Advisor (ITA).
- 2.3. The BCR reported for the Core Growth scenario is 2.7 which is considered to provide high value for money. The benchmark BCR for a project to be deemed viable is 2.
- 2.4. The FBC document is structured around the Treasury's recommended green book five case model for a Business Case (strategic case; economic case; financial case; commercial case; and management case) and is available to view on the SWLEP website, along with the Swindon Borough Council (SBC) report, through the following links:

https://static.swlep.co.uk/swlep/docs/default-source/programmes/local-growth-fund-lgf/full-business-cases/rapid-transit/utmc-full-business-case-v3-0_redacted.pdf?sfvrsn=b3d10034_4



3. Recommendation

The Board is recommended to:

- 3.1. approve the Full Business Case for Rapid Transit UTMIC in order that the project can proceed and complete, this being the third and final element within the overall scheme; and
- 3.2. note that the UTMIC element of the Swindon Quality Bus Corridor scheme, known as Rapid Transit, is £1.25m (was £1.6m) with £275k already spent. Approval of the FBC unlocks a further £975k of anticipated spend. SBC has advised that award letters will be progressed within a month of FBC approval, with the remaining £460k to be awarded through call off contracts of which the vast majority, if not all, will be done within a month of the Board approval, thus moving the project to fully contracted status.

4. Detail

- 4.1 The Strategic Case is relevant and proportionate and can be considered to provide justification for intervention.
- 4.2 The overall approach to the economic case is TAG compliant with a relative degree of proportionality for the size of the scheme.
- 4.3 The BCR reported for the Core Growth scenario is 2.7, which is considered to provide high value for money.
- 4.4 Several additional sensitivity tests were requested by the ITA to support the economic case, examining both the benefits and cost sides of the equation. All sensitivity tests provide evidence for the value for money category and level of benefits estimation being robust with only the most pessimistic ones providing a BCR under 2: more specifically, a BCR of 1.7 for the low growth scenario.
- 4.5 The outturn costs include development costs, some of which are 'sunk costs' and should not be included in the Present Value Costs (PVC) used in economic appraisal according to TAG unit A1.2. However, as the funding request from SWLEP includes these costs, it is appropriate for them to be included for SWLEP to be able to appreciate the expected return of their investment in its entity.
- 4.6 The Financial Case is based on tender prices. The FBC indicates that 100% of the funding is sought from SWLEP with no local contribution from SBC or other parties. The ask from SWLEP also includes the preparatory costs. It should be noted that the risk cost has increased significantly from the OBC increasing from 4% to 20%. Explanation is provided for this within the business case and related primarily to a reassessment of risks following the OBC submission and the inclusion of risk associated with the installation of the foundations of the VMS signpost, the specifics of which will only be fully understood when the excavations take place.

- 4.7 The Commercial Case indicates that the project will be split into five different work streams, three of which will be procured through existing framework arrangements and two of which have undergone separate procurement exercises. Procurement has been in line with SBC procurement pathways and procedures, including using existing frameworks where appropriate. The VMS element is above the EU threshold and has been procured through an EU compliant tender process.
- 4.8 The Management Case includes a detailed programme which can be found in Appendix G of the FBC.
- 4.9 A risk register has been reviewed and updated following the submission of the OBC. The tender process and subsequent review of the risks has resulted in an increase risk being allocated to:
- the installation of the foundation for the VMS sign; and
 - unidentified costs associated with the UTMC implementation compatibility and strategy development.
- 4.10 The risk register also considered the potential impact of COVID-19, specifically the potential for delay to construction delivery and availability of necessary equipment.



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 Swindon & Wiltshire LOCAL ENTERPRISE PARTNERSHIP	Board Meeting 22 July 2020 Paper Number 5.4
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Meeting & Date:	SWLEP Board Meeting – Wednesday, 22 July 2020		
Subject:	M4 J15 – Full Business Case		
Attachments:	List of Appendices (3 pages)		
Author:	Claire Alexander	Total no of sheets:	6

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 Full Business Case (FBC) has been produced for Junction 15 of the M4, which is a major capacity improvement scheme to enable sustainable economic growth in Swindon and of significant strategic importance to the wider area.
- 1.2. This paper is submitted for approval of the Full Business Case.

2. Summary

- 2.1. The FBC has been reviewed by a SWLEP appointed Independent Technical Advisor (ITA).
- 2.2. The BCR reported for the Core Growth scenario is 7.5 which is considered to provide high value for money. The robustness of the BCR has been tested using sensitivity tests.
- 2.3. The FBC document is structured around the Treasury's recommended green book five case model for a Business Case (strategic case; economic case; financial case; commercial case; and management case) and is available to view on the SWLEP website, along with the Swindon Borough Council (SBC) report. The main document can be accessed via the following link:

- **Main Document**

[https://static.swlep.co.uk/swlep/docs/default-source/programmes/local-growth-fund-lgf/full-business-cases/m4-junction-15-\(new-eastern-villages---nev\)/m4-j14-a419-fbc-june-2020---main-document.pdf?sfvrsn=b43049af_4](https://static.swlep.co.uk/swlep/docs/default-source/programmes/local-growth-fund-lgf/full-business-cases/m4-junction-15-(new-eastern-villages---nev)/m4-j14-a419-fbc-june-2020---main-document.pdf?sfvrsn=b43049af_4)

Links to the Appendices for the Business Case are given at the end of this paper should you wish to access them for further information.

3. Recommendation

The Board is recommended to:

- 3.1. approve the Full Business Case in order that the project can proceed and that the LGF contribution, £3m, can be contracted and spent during the 20/21 financial year.

4. Detail

- 4.1 The Strategic Case is sound.
- 4.2 The Economic Case makes use of available data and modelling providing an indicative assessment of the potential impacts of the scheme. The assessment makes use of available modelling which was not developed to meet WebTAG guidance for use in appraisal and therefore the ITA has advised that the results should be treated as indicative and therefore used with some caution.
- 4.3 However, the BCR reported for the Core Growth scenario is 7.5 which reflects very high value for money and the robustness of the BCR has been tested using sensitivity tests.
- 4.4 The low growth scenario results in a BCR of 3.5 reflecting the symbiotic relationship of growth and the need for the scheme.
- 4.5 The 2022 and 2037 scenario where two forecast years are utilised (as per WebTAG) results in a BCR of 13.8 (higher than Core).
- 4.6 The costs are based on tender prices and includes a risk layer which is based on an updated Quantified Risk Assessment.
- 4.7 The Commercial Case is clear and is based on Highways England standard procedures.
- 4.8 The scheme is being delivered by Highways England's Operations Directorate, through the South West Construction Works Framework (CWF) contract. Multiple CWF contractors will be engaged to deliver the scheme due to the scope of the works required. Final target costs have been submitted by contracts and reviewing by HE commercial team. HE will adopt a phased approach to engaging contractors and issuing task orders. A 12-month construction period is anticipated.
- 4.10 The Management Case covers key area for consideration and while the business case itself provided high level summaries of the project programme, risk register, benefits realisation plan and monitoring and evaluation plan, detailed evidence to support these summaries is included as appendices to the FBC.

- 4.10 A key issue within the Management Case is the outstanding Traffic Regulation Order (TRO) required for the close of the Day House Lane to motorised traffic. This has been progressed since the previous version of the business case. Formal consultation has been undertaken on the TRO. An update has been provided to the ITA to advise that with one remaining objection, two others have fallen away, this has been put forward for approval. SBC has committed to provide further updates to SWLEP as appropriate.
- 4.11 The Management Case provides a high-level summary of the key milestones and a more detailed programme has been supplied. Similarly, a summary of key risks is provided in the management case, and a copy of the full risk register is appended to the FBC, Appendix F.1.
- 4.12 The Financial Case sets out the revised costs based on tender prices and updated costs where appropriate. Total scheme cost equals £17,144,632 (compared to £17,150,000 in OBC).
- 4.13 A risk allocation is included in the scheme cost which is based on a Quantified Risk Assessment. The risk allowance has reduced since the previous iteration of the business case (£1,629,000 compared to £2,616,111 in the OBC).
- 4.14 The FBC includes confirmation that the other funding sources have been secured.



List of Appendices

Appendix E.1 - Appraisal Specification Report (ASR)

[https://static.swlep.co.uk/swlep/docs/default-source/programmes/local-growth-fund-lgf/full-business-cases/m4-junction-15-\(new-eastern-villages---nev\)/appendix-e-1---appraisal-specification-report.pdf?sfvrsn=94d9b04_2](https://static.swlep.co.uk/swlep/docs/default-source/programmes/local-growth-fund-lgf/full-business-cases/m4-junction-15-(new-eastern-villages---nev)/appendix-e-1---appraisal-specification-report.pdf?sfvrsn=94d9b04_2)

Appendix E.2 – Appraisal Summary Table (AST)

[https://static.swlep.co.uk/swlep/docs/default-source/programmes/local-growth-fund-lgf/full-business-cases/m4-junction-15-\(new-eastern-villages---nev\)/appendix-e-2---ast.pdf?sfvrsn=b7782767_2](https://static.swlep.co.uk/swlep/docs/default-source/programmes/local-growth-fund-lgf/full-business-cases/m4-junction-15-(new-eastern-villages---nev)/appendix-e-2---ast.pdf?sfvrsn=b7782767_2)

Appendix E.3 - Forecasting and Economics Report

[https://static.swlep.co.uk/swlep/docs/default-source/programmes/local-growth-fund-lgf/full-business-cases/m4-junction-15-\(new-eastern-villages---nev\)/appendix-e-3---forecasting-and-economics-report.pdf?sfvrsn=9122e5ec_2](https://static.swlep.co.uk/swlep/docs/default-source/programmes/local-growth-fund-lgf/full-business-cases/m4-junction-15-(new-eastern-villages---nev)/appendix-e-3---forecasting-and-economics-report.pdf?sfvrsn=9122e5ec_2)

Appendix E.3 - Appendices to Forecasting and Economics report

[https://static.swlep.co.uk/swlep/docs/default-source/programmes/local-growth-fund-lgf/full-business-cases/m4-junction-15-\(new-eastern-villages---nev\)/appendix-e-3---appendices-to-forecasting-and-economics-report.pdf?sfvrsn=b4a66a28_2](https://static.swlep.co.uk/swlep/docs/default-source/programmes/local-growth-fund-lgf/full-business-cases/m4-junction-15-(new-eastern-villages---nev)/appendix-e-3---appendices-to-forecasting-and-economics-report.pdf?sfvrsn=b4a66a28_2)

Appendix E.4 - Economic Development Impacts

[https://static.swlep.co.uk/swlep/docs/default-source/programmes/local-growth-fund-lgf/full-business-cases/m4-junction-15-\(new-eastern-villages---nev\)/appendix-e-4---economic-development-impacts.pdf?sfvrsn=4960c15b_2](https://static.swlep.co.uk/swlep/docs/default-source/programmes/local-growth-fund-lgf/full-business-cases/m4-junction-15-(new-eastern-villages---nev)/appendix-e-4---economic-development-impacts.pdf?sfvrsn=4960c15b_2)

Appendix E.5 - Appraisal of Environment AST Criteria

[https://static.swlep.co.uk/swlep/docs/default-source/programmes/local-growth-fund-lgf/full-business-cases/m4-junction-15-\(new-eastern-villages---nev\)/appendix-e-5---assessment-of-environmental-ast-topics.pdf?sfvrsn=faf28153_2](https://static.swlep.co.uk/swlep/docs/default-source/programmes/local-growth-fund-lgf/full-business-cases/m4-junction-15-(new-eastern-villages---nev)/appendix-e-5---assessment-of-environmental-ast-topics.pdf?sfvrsn=faf28153_2)



Appendix E.6 – Assessment of Social AST Topics

[https://static.swlep.co.uk/swlep/docs/default-source/programmes/local-growth-fund-lgf/full-business-cases/m4-junction-15-\(new-eastern-villages---nev\)/appendix-e-6---assessment-of-social-ast-topics.pdf?sfvrsn=94d9676d_2](https://static.swlep.co.uk/swlep/docs/default-source/programmes/local-growth-fund-lgf/full-business-cases/m4-junction-15-(new-eastern-villages---nev)/appendix-e-6---assessment-of-social-ast-topics.pdf?sfvrsn=94d9676d_2)

Appendix E.7 - Distributional Impact Assessment

[https://static.swlep.co.uk/swlep/docs/default-source/programmes/local-growth-fund-lgf/full-business-cases/m4-junction-15-\(new-eastern-villages---nev\)/appendix-e-7---social-and-distributional.pdf?sfvrsn=8a0a4369_2](https://static.swlep.co.uk/swlep/docs/default-source/programmes/local-growth-fund-lgf/full-business-cases/m4-junction-15-(new-eastern-villages---nev)/appendix-e-7---social-and-distributional.pdf?sfvrsn=8a0a4369_2)

Appendix F.1- Quantified Risk Assessment

[https://static.swlep.co.uk/swlep/docs/default-source/programmes/local-growth-fund-lgf/full-business-cases/m4-junction-15-\(new-eastern-villages---nev\)/appendix-f-1---risk-register-and-gra.pdf?sfvrsn=967b72ef_2](https://static.swlep.co.uk/swlep/docs/default-source/programmes/local-growth-fund-lgf/full-business-cases/m4-junction-15-(new-eastern-villages---nev)/appendix-f-1---risk-register-and-gra.pdf?sfvrsn=967b72ef_2)

Monitoring, Evaluation and Benefits Realisation Plan

[https://static.swlep.co.uk/swlep/docs/default-source/programmes/local-growth-fund-lgf/full-business-cases/m4-junction-15-\(new-eastern-villages---nev\)/appendix-m-1---monitoring.pdf?sfvrsn=b0ca41b2_2](https://static.swlep.co.uk/swlep/docs/default-source/programmes/local-growth-fund-lgf/full-business-cases/m4-junction-15-(new-eastern-villages---nev)/appendix-m-1---monitoring.pdf?sfvrsn=b0ca41b2_2)

Appendix S.1 – Business Strategy/Policy Review

[https://static.swlep.co.uk/swlep/docs/default-source/programmes/local-growth-fund-lgf/full-business-cases/m4-junction-15-\(new-eastern-villages---nev\)/appendix-s-1---policy-review.pdf?sfvrsn=a6987055_2](https://static.swlep.co.uk/swlep/docs/default-source/programmes/local-growth-fund-lgf/full-business-cases/m4-junction-15-(new-eastern-villages---nev)/appendix-s-1---policy-review.pdf?sfvrsn=a6987055_2)

Appendix S.2 – Scheme Plans

[https://static.swlep.co.uk/swlep/docs/default-source/programmes/local-growth-fund-lgf/full-business-cases/m4-junction-15-\(new-eastern-villages---nev\)/appendix-s-2---scheme-plans.pdf?sfvrsn=cb6dc8c6_2](https://static.swlep.co.uk/swlep/docs/default-source/programmes/local-growth-fund-lgf/full-business-cases/m4-junction-15-(new-eastern-villages---nev)/appendix-s-2---scheme-plans.pdf?sfvrsn=cb6dc8c6_2)

Appendix S.3 – Previous optioneering reports

[https://static.swlep.co.uk/swlep/docs/default-source/programmes/local-growth-fund-lgf/full-business-cases/m4-junction-15-\(new-eastern-villages---nev\)/appendix-s-3---previous-options-reports.pdf?sfvrsn=61339c95_2](https://static.swlep.co.uk/swlep/docs/default-source/programmes/local-growth-fund-lgf/full-business-cases/m4-junction-15-(new-eastern-villages---nev)/appendix-s-3---previous-options-reports.pdf?sfvrsn=61339c95_2)



Improvement ECI Program Rev. 1

[https://static.swlep.co.uk/swlep/docs/default-source/programmes/local-growth-fund-lgf/full-business-cases/m4-junction-15-\(new-eastern-villages---nev\)/m4-j15--a419-_mj-church-_eci-scheduled-dates-rev-2.pdf?sfvrsn=fee405eb_2](https://static.swlep.co.uk/swlep/docs/default-source/programmes/local-growth-fund-lgf/full-business-cases/m4-junction-15-(new-eastern-villages---nev)/m4-j15--a419-_mj-church-_eci-scheduled-dates-rev-2.pdf?sfvrsn=fee405eb_2)

Improvement Scheme – Full

[https://static.swlep.co.uk/swlep/docs/default-source/programmes/local-growth-fund-lgf/full-business-cases/m4-junction-15-\(new-eastern-villages---nev\)/m4-j15--a419-improvement-scheme-programme-30-04-20-rev-1.pdf?sfvrsn=b19d4d09_2](https://static.swlep.co.uk/swlep/docs/default-source/programmes/local-growth-fund-lgf/full-business-cases/m4-junction-15-(new-eastern-villages---nev)/m4-j15--a419-improvement-scheme-programme-30-04-20-rev-1.pdf?sfvrsn=b19d4d09_2)



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Meeting & Date:	SWLEP Board Meeting – Wednesday, 22 July 2020		
Subject:	LGF Highlight Reports		
Attachments:	None		
Author:	Claire Alexander	Total no of sheets: (inc cover sheet)	11

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 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 SWLEP Assurance Framework. The highlight reports produced for each project have been reviewed and approved by the Delivery & Performance Team.

2. COVID-19 Impacted Projects

- 2.1 A specific and dynamic COVID-19 Impact Register is maintained to record and understand risks to projects arising because of the pandemic and UK lockdown. It should be noted that the RAG ratings indicated in this report are as at 24 June 2020. An update on any project moving to a high-risk rating (AMBER RED or RED), since this report was compiled will be provided during the meeting.

3. Summary

- 3.1 Highlight Reports are included within this report for all 28 live projects and below is a summary of current project status.

Green	Amber Green	Amber Red	Red
14	9	4	1

4. Monitoring & Evaluation

- 4.1 As part of the LGF Assurance Framework, LGF outputs are being monitored and reported, but most of our outputs are being delivered post March 2021 when projects are completed. The Delivery & Performance team will adopt a heightened focus with regards to outputs and a review of current performance against baseline has commenced.

SWLEP Programmes Highlight Report

Board Meeting 22 July 2020



LGF Funded Projects							
Project Ref	Project Name	Lead	Project Cost (£'m)	LGF Grant (£'m)	Previous	Current	Notes
LGF/1617/009/YWA	A350 Yarnbrook/ West Ashton	WC	31.00	5.50	AR	R	FBC under development with ITA (Systra) pending Board approval – September 2020.
LGF/1617/004/CSH	Chippenham Station Hub	WC	13.00	13.00	AG	AR	Potential Covid-19 related risks around deliverability by March 2021 and project costs are under review.
LGF/2020/001/J15	M4 Junction 15	SBC	17.5	3.00	G	G	Grant agreement currently being progressed. FBC presented to SWLEP Board for approval at July 2020 Board meeting.
LGF/1516/003/EV (iii)	New Eastern Villages - A420 Gablecross	SBC	8.73	4.40	AR	AG	Scheme continues to be on track to spend LGF grant by March 2021. Update on ITA feedback to be provided to SWLEP Board in July. Full Business Case Submission scheduled for November 2020. Police land acquisition agreed, awaiting signatures.
LGF/1516/003/EV (iib)	New Eastern Villages - Nythe and Piccadilly	SBC	3.82	2.93	AR	AG	Independent review indicated construction cost estimate has increased. Current cost estimate £3.816m and SBC has identified funding. Progressing Full Business Case with consultants resolving ITA feedback from OBC. Scheme completion scheduled for June 2021 and LGF element will be spent prior to March 2021.

SWLEP Programmes Highlight Report Board Meeting 22 July 2020



LGF/1819/00 4/CCT	Salisbury: City Centre Transport	WC	0.25	0.25	AG	G	Under the Covid-19 Response and Safe Spaces legislation, the people-friendly streets work has been accelerated. Work is underway to implement much of the scheme under an Experimental Traffic Regulation Order. Preparatory work is underway, with the intention to have the scheme in place in August/September.
LGF/1819/00 3/FSG	Salisbury: Fisherton St Gateway	WC	0.55	0.55	G	G	Outline Business Case submitted to MHCLG. Amendments being undertaken to prepare for FHSF submission. Letter of support received from South West Rail, discussions on an MOU are ongoing. FBC now being prepared.
LGF/1819/00 2/ILS	Salisbury: Illuminating Salisbury	WC	0.10	0.10	AG	AG	Delivery of the OBC has been disrupted by the impacts of the Covid-19 pandemic on the tourism industry and the ability to provide a realistic set of assumptions in the economic case. OBC to be presented to at the September Board meeting.
LGF/1617/00 8/SBX	Swindon Bus Boulevard	SBC	6.00	3.00	AG	AG	The BT northern bypass has now been completed and cable diversions are continuing. Detailed design is going through the Technical Approval process. Whilst there are some delays to the scheme the LGF element will be spent by March 2021.
LGF/1617/01 1/SCQ	Swindon Cultural Quarter	SBC	0.25	0.25	G	G	There has been some slight disruption from Covid-19, but programme is on track. Scope has extended to include small capacity study for Princes Street site to establish development value/options for releasing value for Cultural Quarter projects.

SWLEP Programmes Highlight Report Board Meeting 22 July 2020



LGF/1617/00 3/SRT	Swindon Quality Bus Corridor (Rapid Transit)	SBC	8.92	8.92	AG	AG	Scheme 1 (Wichelstowe Quality Bus Corridor) is complete. Scheme 2 (Moonrakers) is underway and the FBC was approved at the May Board. Scheme 3 (Urban Traffic Management Control) OBC was approved in May and the FBC is being presented to the July Board for approval. This project remains on track.
LGF/1718/00 3/CCPM	The Maltings (Salisbury)	WC	36.90	6.06	AR	AR	Wiltshire Council is proposing that the LGF allocation be repurposed to forward fund the delivery of the River Corridor Improvements which will unlock additional growth and therefore maintain an equal or higher benefit cost ratio in comparison to the approved January 2020 OBC.
LGF/1617/00 9/UFB	Ultra-Fast Broadband	WC	3.00	1.00	AG	AG	Deployment delays could potentially adversely affect milestone achievement dates, ergo SWLEP LGF funding grant draw-down scheduled dates, against the March 2021 LGF funding deadline. However, both suppliers continue working to their existing delivery schedules, therefore it remains too early to say if this is likely to be a major risk.
LGF/1718/00 2/WCL	Wiltshire College - Lackham	WC	9.20	8.20	AG	G	Initial delays due to COVID-19 have been overcome, contractors remain on site, legacy cabling with SSE has been addressed and this scheme remains on track to complete prior to March 2021.

SWLEP Programmes Highlight Report Board Meeting 22 July 2020



LGF/1718/00 I/WCS	Wiltshire College - Salisbury	WC	15.30	13.83	AG	AG	Refurbishment work (contract 1) complete. New build (contract 2) work now started – construction due to be completed in December 2020. In this education setting works had been planned concurrently and the window to achieve this has been reduced because of COVID-19. The construction work has been slightly delayed however the scheme is on track to spend LGF element by March 2021.
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**SWLEP Programmes Highlight Report
Board Meeting 22 July 2020**



Skills & Enterprise Projects

Project Ref	Project Name	Lead	Project Cost (£'m)	LGF Grant (£'m)	Previous	Current	Notes
LEP/GEN/001/CEC	Enterprise Advisor Network & Careers Hub	WC & SBC	n/a	n/a	AG	AG	During the lockdown period the Careers Hub team has been providing a virtual service. The overall progress indicator remains at Amber Green to recognise the impact of the school/college closures. During the next round of reporting Career Leaders will be able to identify activity they had planned and which was cancelled and new activity they have been able to provide which may have an impact on the overall results in the next reporting period.
LEP/GEN/002/GH	Growth Hub	SWLEP	n/a	n/a	G	G	Now providing a Triage+ Navigator service in response to COVID-19. SME Competitiveness Programme (Contract value £2.38m with £1.19m grant) has now been confirmed without capital grants and mobilisation is being worked through.

**SWLEP Programmes Highlight Report
Board Meeting 22 July 2020**



Growing Places Infrastructure Fund (GPIF)					
Project Ref	Project Name	Lead	Previous	Current	Notes
LEP/GPIF/003 /RT	Recycling Technologies	SWLEP	G	G	£1,035,433 loan in place with repayment to SWLEP by December 2021.
LEP/GPIF/004 /OW	Our Wilton	SWLEP	G	G	£1,250,000 loan in place with repayment to SWLEP by December 2021.
LEP/GPIF/005 /PRP	PRP Optoelectronics	SWLEP	G	G	£1,140,000 loan in place with repayment to SWLEP by December 2023.
LEP/GPIF/006 /FL	Four Legs Are Better Than Two	SWLEP	G	G	£150,000 loan in place with repayment to SWLEP by January 2024.
LEP/GPIF/007 /AE	Autoguide Equipment	SWLEP	G	G	£150,000 loan in place with repayment to SWLEP by December 2024.
LEP/GPIF/008 /ABS	Advanced Biofuel Solutions Ltd	SWLEP	G	G	£1,250,000 loan in place with repayment to SWLEP by December 2024.
LEP/GPIF/009 /PP	Potts Partnership	SWLEP	G	G	£276,500.00 loan in place with repayment to SWLEP by June 2024.
LEP/GPIF/010 /CP	Clinical Partners Ltd	SWLEP	G	G	£250,000 loan in place with repayment to SWLEP by June 2024.

**SWLEP Programmes Highlight Report
Board Meeting 22 July 2020**



Transport (DfT)							
Project Ref	Project Name	Lead	Project Cost (£'m)	LGF Grant (£'m)	Previous	Current	Notes
LGF/1516/00 3/EV (v)	New Eastern Villages - White Hart Junction	SBC	30.10	28.20	AR	AR	Full Business Case Approved by Department for Transport (DfT) September 2019. SBC Cabinet has approved £30.104m. Alternative construction methods agreed in principle with NR to mitigate COVID-19 delay. Ermin street land transfer from DfT to SBC is complete. Bridge detailed design has been delayed through COVID-19 lockdown. Highway works progressing to programme.
LGF/1516/00 3/EV (iv)	New Eastern Villages - Southern Connector Road	SBC	30.57	11.60	AR	AR	DfT has relaxed requirement for LGF funding to be spent by March 2021. £19m of HIF funding has been secured for the scheme. Work ongoing to finalise contract with Homes England. Following successful CPO process, the design is being updated to accommodate the agreements made with landowners prior to the Inquiry. As a result of this, construction has been re-programmed to commence March 2021.
LGF/1617/00 2/WI	Wichelstowe Southern Access	SBC	25.86	22.90	AG	AG	Further designs are being developed for technical approval in line with the programme. The installation of traffic management and speed restrictions on the M4 were postponed due to Covid-19 related issues. Unexpected additional legal agreements, and inclement weather have also contributed to the delay.

**SWLEP Programmes Highlight Report
Board Meeting 22 July 2020**



Completed Projects				
Project Ref	Project Name	Oversight	Project Cost	LGF Element
LEP/GPIF/001/CAS	Castledown Business Park	WC	GPIF	n/a
LEP/GPIF/002/WG	Woods Group	SWLEP	GPIF	n/a
LGF/1516/003/EV (iia)	New Eastern Villages - Greenbridge Roundabout	SBC	5.34	2.00
LGF/1516/001/A350	A350 Improvement	WC	3.34	1.67
LGF/1516/002/A429	A429 Malmesbury	WC	2.00	1.40
LGF/1516/004/PSP	Porton Science Park	WC	10.10	4.00
LGF/1617/001/A350	A350 Dualling Bypass	WC	7.10	7.10
LGF/1617/007/MH	Mansion House (Corsham)	WC	3.90	2.50
LGF/1617/010/JNC17	M4 J17 Capacity Improvement	WC	1.79	0.50
LGF/1516/005/LSTF	LGF Sustainable Transport Package	SBC	3.75	3.75
LGF/1617/004/CSH	Chippenham Station Hub - Business Case Development	WC	0.35	0.35
LGF/1617/004/CSH	Chippenham Station Hub - Station Improvements	GWR	0.87	0.87
LGF/1516/006/CD	Higher Futures	WC & SBC	n/a	n/a
LGF/1516/003/EV (i)	New Eastern Villages - Great Stall Bridge	SBC	Project no longer LGF funded.	

Key

Project Status

	Red	Amber Red	Amber Green	Green
	R	AR	AG	G

See below for RAG rating methodology

Milestones

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

RAG Rating

		Impact			
		1 (Low)	2	3	4 (High)
	4 (Likely)	AG	AR	AR	R
	3	AG	AG	AR	AR
	2	G	AG	AG	AR
	1 (Unlikely)	G	G	AG	AG

The RAG reporting is based on the composite elements of probability and impact (see chart to the left) and splits into 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
	All funding for overall scheme has been secured and is available to spend as required.	Deliverables and project scope remain unaltered.	Minor project slippage may be present but total project delivery remains on track. <30 days total slippage.
	Extra funding is required for overall project and is expected to be secured shortly (within 1 month).	Project is experiencing or is expected to experience small changes to scope and outputs delivered.	Project is experiencing or is expected to experience slippage. >30 days but <90days total project slippage
	Extra funding is required for overall project. A funding plan is in place and applications have been made but there is a risk of an unsuccessful bid.	Project is experiencing or is expected to experience major changes to scope and outputs delivered.	Project is experiencing major slippage and is due to deliver the project outputs and outcomes late. >90 days slippage but <6 Months total project slippage.
	Extra funding is required for overall project. No funding plan is in place or applications made in order to address funding gap.	Project is experiencing or is expected to experience significant change to scope and outputs delivered.	Project is suffering significant and major delays to delivery. >6 Months total project slippage.

Principles of Overall Project RAG Status

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