AGENDA

Board Meeting

Date: **Wednesday, 22 January 2020**
Venue: **Rooms D001/D002, Wiltshire College & University Centre, Cocklebury Road, Chippenham, SN15 3QD**
Time: **9am – 12.30pm (Public meeting to start at 9.30am)**

Membership		**Attendance**
Board Directors:	Paddy Bradley (PB) Amanda Burnside (AB) Mandy Clarke (MC) Col Andrew Dawes CBE (AD) Doug Gale MBE (DG) Andrew Gudgeon, OBE (AG) Paul Moorby, OBE (PM) Carole Kitching (CK) Becky Middleton (BC) John Mortimer (JM) – Chair Alison North (AN) Alex Reed (AR) David Renard (DR) Mark Smith (MS) Keeran Vetriko (KV) Phillip Whitehead (PW) Peter Wragg (PW) – Deputy Chair	 Apologies Apologies Apologies
Advisors to the Board:	Alistair Cunningham, OBE (AC) Susie Kemp (SK)	
Observers to the Board:	Cllr Pauline Church (PCh) Cllr Gary Sumner (GS)	Apologies
In Attendance:	Ian Durston (ID) Leanne Sykes (LS) Philippa Venables (PV) Karen Leigh, BEIS Representative (KL) Debby Skellern (DS) Sam Fox (SF)	
Guests:	Rory Bowen / Chris Hilton – Wiltshire Council Chris Crowther – Straburg Consulting Kevin Fothergill and Clare Jackson - Ecuity	
Chairman:	John Mortimer (JM)	
Minutes:	Deborah House (DKH)	

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

Item	Timing	Topic	Paper No.	Lead	
		• SWLEP Risk Register • England's Economic Heartland and Western Gateway update	Tabled Verbal	PB PB	
		Part One of meeting - Public Session			
1.0	9.30am	Welcome / Apologies / Conflicts of Interest		JM	
2.1 2.2	9.35am	Draft Board Minutes of 27 November 2019 **Matters Arising not covered in the agenda:** • **Governance Framework –** will now come forward to March Board • **Chippenham Station Hub - ID to complete a breakdown of these costs and send out to Directors.** • **Royal Artillery Museum (RAM) Business case –** will now come forward to March Board • **Scrutiny arrangements for the SWLEP - PB to amend the ToR to reflect a change to quorate rules.**	Paper 2.1 Verbal	JM JM	
3.0	9.45am	Submitted questions	Paper 3.0	JM	
4.0	10am	Ex committee Decisions – Outcome of votes • GPIF loan agreement • Support for PhD student	Verbal	JM	
5.0	10.05am	Local Growth Deal • Commissioning Group Project Highlight reports • Chippenham Station Hub Sustainable transport schemes business case • Swindon Bus Boulevard Outline Business Case • Update on progress of reallocation of funding • Finance and Outputs Reports for LGF projects	 Paper 5.1 Paper 5.2 Paper 5.3 Paper 5.4 Paper 5.5	 ID ID ID ID ID	 For approval For approval For approval For approval For approval
	11am	**Comfort Break**			
6.0	11.15am	Local Industrial Strategy (LIS) update	Paper 6.1	DG	For information

Item	Timing	Topic	Paper No.	Lead	
6.0 cont'd		• First draft Skills Plan update • New Energy Vehicles Infrastructure Strategic Outline Business Case • Business-led cyber hub update	Presentation Paper 6.2 Presentation Presentation	AB/PB DG/ DS AG	For approval For Approval For approval
7.1 7.2	12.05pm	• Chair's update • Director's Report	Paper 7.1 Paper 7.2	JM PB	For information For information
8.0	12.05pm	AOB		ALL	
		Date of next Board meeting: **Wednesday, 25 March 2020**		JM	
		Meeting dates for 2020 Thursday, 21 May Wednesday, 22 July Wednesday, 23 September Wednesday, 25 November All locations to be advised.			
	12.10pm	**Close of Part ONE Meeting**			
		The public are excluded from this part of the meeting under the terms of the Swindon and Wiltshire Local Enterprise Partnership Assurance Framework Appendix C, which describes reasons for exclusion of access by the public to meetings and /or reports. In this case the matters discussed will include a disclosure of confidential information.			
		Part TWO of Meeting			
9.0	12.10pm	Local Growth Deal • The Maltings Outline Business Case	Paper 9.0		For approval
	12.30pm	**Close of Part TWO Meeting**			

Swindon & Wiltshire LOCAL ENTERPRISE PARTNERSHIP

Minutes SWLEP Board Meeting Wednesday, 27 November 2019

In attendance:	**Board Directors:** Paddy Bradley (PB) Amanda Burnside (AB) - arrived 9.25am Mandy Clarke (MC) Col Andrew Dawes (AD) Doug Gale (DG) – arrived 9.35am Andrew Gudgeon (AG) Carole Kitching (CK) Becky Middleton (BM) Paul Moorby (PM) John Mortimer (JM) – Chair Alison North (AN) Alex Reed (AR) David Renard (DR) Mark Smith (MS) Keeran Vetriko (KV) Peter Wragg (PW) – Deputy Chair	**Board Advisers:** Alistair Cunningham (AC) Susie Kemp (SK) Ian Durston (ID) Sam Fox (SF) Philippa Venables (PV) **Board Observers:** Oliver Donachie (OD) – not in public session
Apologies:	Pauline Church (PCh) / Andrew Gudgeon (AG) / Carole Kitching (CK) / Karen Leigh (KL)	
Guest(s):	Chris Hilton (CH) and Leanne Kendrick (LK), Wiltshire Council Debby Skellern (DS), SWLEP	
Chair:	John Mortimer	
Minutes:	Deborah House (DKH)	
Location:	Committee Room 6, Swindon Borough Council Civic Offices, Euclid Street, Swindon, SN1 2JH	

Item	Narrative	Deadline
2.0	**Welcome / Apologies / Conflicts of Interest / Board Appointment**	
	The meeting opened at 9.55am and the Chair welcomed attendees. Particular welcome was extended to Chris Hilton and Sam Fox of Wiltshire Council who would be speaking to items on the agenda. Apologies were noted. JM reminded attendees of the Conflict of Interests policy: • PW stated his Conflict regarding the LGF General Account for the Royal Artillery Museum (RAM); • AR stated his Conflict regarding the IoT, as Catalent was an anchor employer; • AB stated her Conflict regarding the Local Growth Fund 3 allocation for Wiltshire College & University Centre for both the Salisbury and Lackham campuses;	

Draft

Item	Narrative	Deadline
	• PM stated his Conflict of Item 6.3, the Rapid Transit project, as he was a resident of Tadpole Garden Village and a member of the Tadpole Garden Village Community Interest Company (TGVCIC).	
3.0	**Review of minutes and matters arisings**	
3.1	The minutes of the Board Meeting held on 26 September 2019 were reviewed and approved, with the following comment: • Item 3.2 Page 2 – an error was noted in the date of the Business Case coming to the Board. This was cited as November 2019 but should have read March 2020. Since that Board Meeting in September, the date had moved to November 2020. **Action: DKH to amend the minutes accordingly.**	**30 Nov**

3.2	**Matters Arising not on the agenda:**
	
	• **Southern Connector Road** – PV updated the Board on the deep dive which had taken place with the New Eastern Villages board to look at the critical time frame of the project and these discussions would be fed into the Steer Davies Gleave review. Points made to the Board were:
	  • planning approval would be sought in the following week;
	  • Compulsory Purchase Order (CPO) inquiry would take place in February 2020;
	  • the project would be put out to tender at the beginning of May for a contractor to be appointed in August 2020;
	  • if the CPO were approved then that would give legal approval for the land acquisition;
	  • land would fall into Swindon Borough Council's (SBC's) ownership; and
	  • the spend profile was still on track for March 2021 at this point.
	
	• **Governance Framework** – this was due to come to the November Board meeting but owing to a lack of capacity within the SWLEP team, this would now be brought to the Board Meeting in January 2020.
		Jan 2020

4.0	**Submitted Questions**	
	The Chair invited Charmian Spickernell to the table. Her submitted questions and SWLEP responses had been circulated to Directors. (Attached with these minutes.) Mrs Spickernell questioned whether the Housing Infrastructure Fund (HIF) allocated monies of £75m provided enough sustainable transport because roads had to be built in order to take cars away from the housing, but asked alternatives to be considered. There had yet to be any public consultation as this was due to start early 2020. She maintained that up until now, consultation on the bid	

Draft

Item	Narrative	Deadline
	has been behind closed doors; the Inspector had thrown it out previously and was likely to do so again. On a separate matter, she added that Swindon was in a water-stressed area and if this trend continued, would it be wise to build more housing? PB responded to Mrs Spickernell agreeing with the need for sustainable transport and gave the example of the Chippenham Station Hub project where cycling and walking featured strongly in the revised plans. The local economy needed the means to grow which meant improved transport connectivity in order to attract jobs into the area. PWh responded regarding the query about the public consultation and commented that there had been significant input previously from the public about the need to relieve the town centre of Chippenham from traffic congestion. The HIF plan would improve connectivity to the centre and the high street with cycleways, walking, and a proposed car-free school run. The proposed car-free school run was unusual and had been included in the bid and scored highly. People would still have cars, although these maybe hydrogen or electric. There was discussion around the Chippenham Local Plan and the need for significant housing in the area. There had already been significant positive support for it in Chippenham. The Chair commented that it made sense for stakeholders to discuss firstly before it went out to public consultation to ascertain appetite for the project, otherwise there would be no point in progressing a scheme. It was at this point that SWLEP had offered its support in principle. Whether or not this did go ahead depended on the project clearing all the requirements and assurance was given that Wiltshire Council would not compromise the planning process simply to get plans approved and the planning inspector operated within the public domain. The Chair thanked Mrs Spickernell for her continued interest in SWLEP activity.	
5.0	**Growing Places Infrastructure Fund (GPIF) update**	
	AR spoke to the meeting and explained that approval had been given in the private session for three loans to businesses and two programmes of grant funding. These had been discussed in private session owing to their commercial sensitivity, but that this would be made public in due course. **The Swindon & Wiltshire Local Enterprise Partnership Board: NOTED the contents of the report and that loan applications and grant allocations were considered in private session due to reasons of commercial sensitivity but authorised the loans to be approved.**	
6.0	**Local Growth Deal**	
	ID spoke to the paper.	

Draft

Item	Narrative	Deadline

6.1	• **Overview of the Local Growth Deal Programme**
	
	ID spoke to the paper which was a summary of a number of Business Case items.
	
	• **Chippenham Station Hub**
	Phase 5 of the scheme was the station forecourt and more detail was given in paper 6.2. This phase involved improved wayfinding, moving the taxi rank and improving car park access. This phase amounted to £1.4m of the overall scheme.
	• **Rapid Transit**
	The details of the scheme were given in paper 6.3. This was Phase 2 of the overall project - from Tadpole Garden Village to Swindon town centre. This project had been reviewed by an Independent Technical Advisor (ITA), the Steer Group, which had been comfortable it should be approved, with some minor adjustments. Once these had been made the project's Full Business Case would come back to board for approval.
	• **Salisbury projects**
	  • £1.1m of LGF had been set aside and some projects had already been allocated funding
	  • £300k for preparing planning application for Salisbury Station forecourt
	  • For RIBA Stage3 for Fisherton Street
	  • the Artisan Arcade would be able to lever some funding from South Western Railway and the Future High Streets Fund
	  • Atkins was the term contractor
	  • A request for £100k for the A36 Southampton Road for feasibility and scoping to be carried out alongside the Highways Agency.
	• **Chippenham station Hub**
	  • **Sustainable transport schemes which included improved bus stops and cycle lanes -** the Business Case was not yet ready and would come to the January Board meeting instead of the meeting today.
	  • **The Link Bridge from the station into the Town Centre** – there had been objections from stakeholders and Wiltshire Council was now looking for options to be considered because the project would not be feasible within the necessary timescale. PWh commented that there had been opposition from Chippenham Town Council as the councillors felt they had not been adequately consulted. It was recognised that local stakeholders needed to be brought along with projects. Although he was confident that there would be a reconsideration, unfortunately it would be too late for the SWLEP timetable.
	
	More proposals would be brought forward for this money, and a range of options, including outside Chippenham, could be considered. The Maltings Outline Business Case would be ready for January 2020.
		Jan 2020
		
		Jan 2020
		Jan 2020

Draft

Item	Narrative	Deadline
	The Chair advised that if there were delays to the Business Cases this would open out the funding for the Board to consider other options as per Section 2.6 in Paper 6.1.	
6.2	• **Chippenham Station Hub Phase 5 – Outline Business Case (OBC)** There was debate on the level of the development costs quoted in the paper, whether they represented good value for money; were these at the expected levels or too high? ID responded that Cost Benefit Ratio (CBR) levels had been ascertained and that the Chippenham Station Hub had been through this process. Everything the council did was through the tender process in order to get value for money. A request was made to make this clearer in the papers and to state that due diligence had been completed. The Chair questioned the make up the contingency fund and whether this had been used on visible items actually on the ground or on such items as insurance, design fees, or planning application fees. AC explained that the fees employed were industry standard. **Action: ID to complete a breakdown of these costs and send out to Directors.**	**Dec 19**
	The continency amount remaining from Digital Mansion Corsham was £144,315 and Wiltshire Council was looking into how to return that money to SWLEP as it could be used for further activity. The question was raised as to whether an independent auditor was employed when projects finished, and ID advised that the audit was carried out by the scheme promotor. **The Swindon & Wiltshire Local Enterprise Partnership Board: APPROVED the Chippenham Station Hub Phase 5 OBC, including the proposed design solution.**	
6.3	• **Rapid Transit Phase 2 Outline Business Case (OBC)** Refer to Item 6.1 above for more detail. **The Swindon & Wiltshire Local Enterprise Partnership Board: APPROVED the Outline Business Case for Rapid Transit – North Swindon Quality Bus Corridor, enabling the continuation of design and development work and the production of a Full Business Case.**	
6.4	• **Commissioning Group Project Highlight reports** ID spoke to the paper. **Chippenham Station Hub**	

Draft

Item	Narrative	Deadline
	Phase 5 was discussed above and Phase 1b (lift) was on-going. Construction had been delayed until January 2020 for Phase 2 (Sadlers Mead carpark). The RAG rating remained at AmberRed because of these delays. **Yarnbrook / West Ashton** The RAG rating had deteriorated to RED as the grant agreement for Homes England Housing Infrastructure Fund was not yet signed because of the on-going negotiations with Persimmon. This agreement would need to be completed within the next month in order for construction to start in July. **The Maltings** The RAG rating for The Maltings was AMBER RED. Work had commenced on plot 1; demolition had started. Subsequent phases would start next month. This had also now received approval of the Full Council. **Swindon Bus Boulevard** Although the RAG rating was still at AMBER/RED because of the risk over the funding for the wider scheme from Future High Street Fund the project was progressing well. The Outline Business Case for the scheme would come to the January Board Meeting. **Southern Connector Road** This was the most difficult of all the projects. PV had already discussed the deep dive above within Item 3. ID would be following up with the Swindon Borough Council team in due course, but SBC was still confident that funding could be spent by March 2021. DfT would still have to sign off and the ITA would check the deliverability. There had been considerable difficulties with land assembly as the project involved over 100 landowners. In the meantime, SBC was undertaking concurrent activity and working at risk. SK advised that the project would be taken to Planning on Monday, 2 December. There was real risk around the CPO, which could take six months. So, it would be the end of summer before anything was heard. **A420 Gablecross** The negotiations regarding land assembly were ongoing, but Sainsburys agreement to the sale of its land had unlocked the project as a whole and it was now in a much heathier state. **Wichelstow Southern Access** Dft had signed off the Full Business Case and construction work was underway. The project had previously been one to keep under constant review owing to its technical complexity, but it was now on track. **Royal Artillery Museum (RAM)** The Chair asked whether the project was on track because there was a deadline to submit a business case. ID advised he was meeting with the project manager on 5 December to go through the critical dates. Col Dawes believed it would	**Jan 2020**

Draft

Item	Narrative	Deadline
	be ready for the January Board, since the MOD had been content to lease them the land. A request for a simple metric of value added, project by project, was made so that impact could be measured. **The Swindon & Wiltshire Local Enterprise Partnership Board: APPROVED £200k for preparing a planning application for Salisbury Station forecourt, design work to RIBA Stage 3 on Fisherton Street and scoping out related projects of an Artisan Arcade and Heritage Living;** **APPROVED £100k to support investigative work with Highways England to improve traffic flows on the A36 around Salisbury;** The Chair commented that SWLEP had not heard much about this since it gave support to convince Highways England to invest in this project. PWh added that Highways England had committed to doing this work and Wiltshire Council was providing match-finding from in-kind contribution. The involvement of SWLEP would be essential if it were a funder for this work and would put SWLEP at the table in these discussions. The Wiltshire Council team was to note. **NOTED that a decision on continuation of funding for the remaining elements of the Chippenham Station Hub project, and the Maltings project, will be sought at the January 2020 Board Meeting.** The Chair stressed that these projects must come to the Board in January. If not, the Board would recommend withdrawal of funding, which would mean the £3m from the Link Bridge and £6m from The Maltings project. **The Swindon & Wiltshire Local Enterprise Partnership Board: AGREED that the highlight reports were an accurate representation of current status of all LGF projects.**	**Jan 2020** **Jan 2020**
7.0	**Finance and Outputs Reports**	
7.1	**LGF projects** ID spoke to the paper and referred the meeting to Fig 1, which had not changed significantly since the last report. The forecast underspend had decreased slightly from £19.8m to £19.2m as the Salisbury College project was progressing faster than expected. In Fig 1a the actual spend is 50% of what was forecast, although for DfT funded projects spending was further behind, but as some projects had now been unlocked, the spend was expected to catch up. Although the figures were an accurate summary of where we were, it did not reflect where we should be, and this was causing some concern to Board Directors. ID had been in constant contact with the project managers in the Unitary Authorities, but it was difficult to know how ready the proposed replacements projects were in addition to those listed in Section 2.6 in Paper 6.1. The Chair reminded the Board that the GPIF programme could be the backstop option if all else failed. The Board acknowledged that it would have to make some hard decisions next year.	

Draft

Item	Narrative	Deadline
	The question was raised about the progress made in skills and jobs in the area and how that would be translated into £s to show a financial ratio of the investment. PB explained that: • Wiltshire College & University Centre Lackham and Salisbury campuses had received capital investment to create the optimum conditions to recruit more students; • the Higher Futures programme had identified 1,500 + learners; and • work was going on to support opportunities for skills. **The Swindon & Wiltshire Local Enterprise Partnership Board: APPROVED the paper as an accurate summary of the current LGF financial and output position.**	
7.2	**Core and Programme budgets** PB spoke to the paper, which covered the operational side of the budget and recorded GPIF monies. A forecast to-date column had been added as requested. SWLEP continued to work with the Wiltshire Council Finance team. Expenditure was behind profile, but this would change when LEP collaboration costs were included. SWLEP needed to be a viable company going forward in the new status. Interest from GPIF added to SWLEP's capacity to undertake activity. Future costs would include: • costs for incorporation; • Local Industrial Strategy work; • cross-border collaboration; • scrutiny arrangements; and • cost of developing the Skills Plan. **The Swindon & Wiltshire Local Enterprise Partnership Board: NOTED the contents of the budget statement.**	
8.0	**Scrutiny arrangements for the SWLEP**	
	PB spoke to the paper and explained that the SWLEP's accountability for its actions was directly to central Government and not local government. Its relationship to local government was in terms of transparency about how projects were identified and funds used. SWLEP wanted independent scrutiny outside local government to create increased transparency. The group would be made up of: • the two main councils; • the business community; • with three members from each organisation and a revolving chair; and • would report annually directly to the Board.	

Draft

Item	Narrative	Deadline
	SWLEP was awaiting a cost estimate from Wiltshire Democratic Services for performing this function. PWh added that the quorum of the meeting should remain at three members, but that those three in attendance should not be from the same organisation to avoid any potential conflicts. **Action: PB to amend the ToR to reflect a change to quorate rules.** **The Swindon & Wiltshire Local Enterprise Partnership Board:** **ENDORSED the draft terms of reference;** **AUTHORISED the Director to:** • **work with the relevant partners within the SWLEP to finalise the details to establish a Joint Scrutiny Panel;** • **finalise the proposed terms of reference, as detailed in Appendix 1, in consultation with the existing Joint Overview and Scrutiny Task Group and with approval from both authorities' relevant Overview and Scrutiny Committee; and** • **conclude negotiations with Wiltshire Council and Swindon Borough Council about the cost of providing the secretariat to operate the Joint Scrutiny Panel and the funding split between the three parties to resource it.**	**Dec 2019**
9.0	**Cross-boundary collaboration**	
	PB spoke to the paper. Swindon & Wiltshire LEP was in a good geographical position having England Economic Heartland (EEH) to the East and the Western Gateway to the West towards Bristol and Wales. Subnational Transport Bodies were government groupings formed to take decisions on transport needs in an economic area and to make concerted bids for funding. The differences between the Western Gateways was given below: • Western Gateway Subnational Transport Body (Dorset, Wiltshire, Gloucestershire, West of England Combined Authority and North Somerset); and • Western Gateway political grouping collaboration of areas, but not Dorset, and reached into Wales. The question of membership was simply whether SWLEP wanted to be included in helping to shape the organisation or not. • **England's Economic Heartland (Subnational Transport Body)** This was a more established grouping, well-organised, making good progress and was very clear on what it was trying to achieve. If we joined it would be for a payment of £10k.	

Draft

Item	Narrative	Deadline
	• **Western Gateway = Midlands Engine, Northern Powerhouse** This group was not fully evolved, and further discussions were taking place today. Government was supportive of the concept and the emerging body. Swindon was very pleased to be involved. The general consensus was that the name was / would cause confusion. PB advised that the membership fees for both organisations had been negotiated down as SWLEP was situated between the two. He considered it worthwhile being part of them and membership of EEH would allow SWLEP to be in the group and membership of Western Gateway would allow SWLEP to be at the table right at the very formation of that group. (The Western Gateway had not engaged properly with Wiltshire Council.) A review at the end of the year would enable SWLEP to ascertain whether it had achieved value for money or might change to a different organisation / activity. **Action: PB to report back to the Board in due course on progress.** **The Swindon & Wiltshire Local Enterprise Partnership Board:** **AUTHORISED the SWLEP Director to use SWLEP revenue funding to pay a fee of £10,000 for the SWLEP to join for a year the English Economic Heartland and £5,000 to join for a year the emerging Western Gateway; and** **NOTED the collaborative activity associated with:** • **the emerging Cyber Valley;** • **the deep dive into means of supporting new energy vehicles re-fuelling and re-charging infrastructure.**	**On going**
10.0	**Skills Plan update**	
	AB spoke to the paper. The newly formed Skills & Talent Subgroup had moved in the direction as required by Government and had been joined more formally by big employers and with a stronger school representation. The main premise of the Skills Plan was to pull all existing skills strategies into one overarching Skills Plan. The process was outlined, and the Plan would be produced for Board scrutiny by March 2020. **The Swindon & Wiltshire Local Enterprise Partnership Board:** **ENDORSED the approach to developing the SWLEP Skills Plan outlined in section 4 of the report.**	**Mar 20**
11.0	**Local Industrial Strategy (LIS)**	
	Local Industrial Strategy (LIS) DG updated the meeting on the current status of the LIS. The first draft of the LIS document had now been written in a more public-facing format and would be submitted to the LIS Working Group on 4 December. It was then planned to take this new format to the Board in January 2020 together with the first draft	

Item	Narrative	Deadline
	of the implementation plan. As we were currently in pre-election Purdah we were not expecting any feedback from Government until after the election. Three pieces of work associated with LIS had recently been carried out: • BEIS had requested a list of SWLEP's LIS commitments and the first draft had been sent; • a teleconference had been held with the cyber alliance partners, BEIS and DCMS on 18 November regarding the establishment of the Cyber Valley; and • three stakeholder workshops with industry specialists on New Energy Vehicles Infrastructure had been held to ascertain whether there was a case for public sector involvement and if so by how much. PB commented that if there were to be a change of approach from a new Government, SWLEP would publish the LIS anyway because it demonstrated what the area needed. • **Business-led cyber hub** AG was due to speak to the item but in his absence PB updated the meeting. Meetings had been planned with joint forces command representatives, linking up with GCHQ through AG's contacts. We were now in the process of identifying potential university partners and where the centre might be located.	
12.0	**Inward Investment**	
	PC spoke to the paper. EU had provided £250k, which was match-funded in cash and in-kind, to attract SMEs to UK which did not yet have a base here. Money was being spent by making use of consultants to produce the evidence base and travelling to trade shows both in the UK and overseas. Sectors of focus were: • life sciences; • digital technology; and • advanced manufacturing. Activity included: • attending the Bio Convention in Philadelphia where we promoted the expertise at Porton; • hosting a US company in Porton in November which was hoping to set up a facility in Porton next year. This would be a good case study for further investment; • attending Medica 19-21 November in Dusseldorf with interest mainly from the US market, where we promoted R&D activity at Porton and manufacturing expertise from HONDA associates; • attending the Cyber RSA Conference in San Francisco in February 2020; • visiting the National Cyber Security Centre in London in January;	

Item	Narrative	Deadline
	• meeting with a representative of a US company at the Workshed in Swindon on Friday, 29 November following Swindon & Wiltshire's representation at IoT Tech Expo in San Diago earlier in the month; and • hosting a number of DIT sector teams Swindon and Wiltshire had strong USPs and for: • Health & Life Sciences we promoted Porton; • cyber we promoted Corsham; and • skills & work force capability we promoted Honda. We had this funding until Spring 2021 and would showcase back to the European Union that the funding had been spent well. We needed to land three successes to meet its criteria. Progress would be measured by the content and quality of the pipeline and PC's confidence. **Action: PC to produce a pipeline of prospective leads for the Board's information.** **The Swindon & Wiltshire Local Enterprise Partnership Board:** **NOTED the progress of the Inward Investment programme; and** **WOULD RECEIVE an update on progress at its meeting in March 2020.**	**Mar 20** **Mar 20**
13.1 **13.2**	• **Chair's update** The list of meetings the Chair had attended since the last meeting was in the published Board pack. No additional questions were raised, but JM explained that the meeting on 23 September with Steve West Vice Chancellor of UWE was in his role as Chair of West of England Combined Authority. • **Director's Report** The activities were listed in the published Board pack. No additional questions were raised, but PB drew the Board's attention to the recent and imminent staff changes. • SWLEP had received 14 applications for the Growth Hub Manager role and would be interviewing shortly. • SWLEP was undertaking an internal review of Marketing & Comms • if necessary, SWLEP would put an interim in place for the critical role of Programme Manager. Concern was expressed about the SWLEP staff's capacity to take on additional workload in a shrinking team. **The Board:** **NOTED the contents of both the Chair's and Director's reports.**	
14.0	**AOB**	
	JM announced to the meeting that his three-year tenure as Chair finished at this Board Meeting but advised that he should like to continue in the role for a further term.	

Item	Narrative	Deadline
	At this stage, JM handed over chairmanship of the meeting to PW and stepped outside. PW proposed an extension to JM's role for a further three years. **The Swindon & Wiltshire Local Enterprise Partnership Board: APPROVED John Mortimer's position as Chair for a further three years.**	
	Date of next meeting	
	Wednesday, 22 January 2020 Rooms D001/D002, Wiltshire College & University Centre, Cocklebury Road, Chippenham, SN15 3QD. The Board Directors to meet at 9am for a 9.30am start to the public meeting.	
	Future Meetings Board Directors to meet at 9am for a 9.30am start to the public meeting. **Locations yet to be confirmed** Wednesday, 25 March 2020 Thursday, 21 May 2020 Wednesday, 22 July 2020 Wednesday, 23 September 2020 Wednesday, 27 November 2020	
	Close of the meeting at 12.35pm	

DRAFT

Swindon & Wiltshire LOCAL ENTERPRISE PARTNERSHIP	**Board Meeting** **22 January 2020** **Paper Number 3.0**

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

Swindon & Wiltshire LOCAL ENTERPRISE PARTNERSHIP	**Board Meeting** **22 January 2020** **Paper Number 5.1**

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

Meeting & Date:	SWLEP Board Meeting – Wednesday, 22 January 2020		
Subject:	Highlight Reports		
Attachments:	None		
Author:	Ian Durston	**Total no of sheets:** (inc cover sheet)	15

Papers are provided for:	Approval ☐	Discussion ☒	Information ☐

1. Purpose

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

https://swlep.co.uk/projects

2. Summary

The following projects have been identified by the Steer Davies Gleave review as 'focus' projects, warranting specific attention in this summary:

Chippenham Station Hub

RAG rating improved from Amber/Red to Amber/Green.

Development work is underway on the Phase 5 (Station Forecourt) with the preferred design solution approved at the November 2019 Board. Development work is also progressing on phase 1b (Northern Access Lift).

The construction for phase 2 (Saddlers Mead Car Park) will begin in January 2020 with the car park now cordoned off.

A Business Case for the Sustainable Transport Packages will be presented to the January 2020 Board Meeting for approval.

It was agreed at Commissioning Group that, due to the March 2021 deadline constraint, £3m of funding for Chippenham Station Hub should be transferred to another project. This is covered in paper 5.2.

A350 Yarnbrook / West Ashton

RAG rating improved from Red to Amber/Green.

The grant agreement between Homes England and Wiltshire Council for Housing Infrastructure Fund monies has now been signed.

Detailed design work continues with construction due to start in July 2020.

Salisbury Maltings

RAG rating improved from Amber/Red to Amber/Green.

Work has commenced on plot 1 with demolition work currently being carried out.

An Outline Business Case for the SWLEP funding has been developed and will be submitted for approval at the January Board Meeting.

Swindon Bus Boulevard

RAG rating improved from Amber/Red to Amber/Green.

All non LGF funding (£22m) for the wider scheme is dependent on a bid to the Future High Street Fund for which an EOI has been successful. £150,000 is now available to develop a full submission.

An Outline Business Case for the SWLEP funding is being developed. This will be submitted to the January Board Meeting for information. A Full Business Case is being developed in parallel with the Future High Street Fund submission and will be submitted to the May 2020 Board Meeting for approval.

Southern Connector Rd

RAG rating improved from Red to Amber/Red.

The Housing Infrastructure Fund application for additional required funding has been approved.

The Full Business Case for the Department for Transport will be submitted for approval in November 2020.

Land assembly is on the critical path for the project and is still work in progress - a CPO is now highly likely to be required and is being progressed in parallel. If all objections have not been overcome beforehand, this will commence on the 28th January 2020.

Swindon Borough Council (SBC) has held a deep dive and ascertained that the LGF funding can be spent by March 2021. They have also been in discussion with the Department for Transport (DfT) regarding mitigating the risk around spend before March 2021. An agreement has been reached with the DfT that, pending a successful approval of the Full Business Case (plus a contractor appointed and all 3rd party funding being in place), all DfT funding for the project can be released in financial year 2020/21, with the spend subsequently managed by SBC/SWLEP. This spend could then go beyond March 2021.

A420/Gablecross

RAG rating maintained at Amber Green.

Construction due to start in May 2020.

Wichelstowe Southern Access

RAG rating maintained at Green.

Construction work is due for completion by March 2021.

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

- nine LGF projects have completed;
- there are 18 live LGF projects covered by the highlight reports;
- seven projects are rated GREEN;
- nine projects are rated AMBER GREEN;
- two projects are rated AMBER RED;
- 0 projects are rated RED; and
- five projects have improved their rating since the previous report.

3. Recommendations

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

LEP Programmes
Highlight Reports

Swindon & Wiltshire LOCAL ENTERPRISE PARTNERSHIP

Local Growth Fund – Focus Projects

Project Ref	Project Name	Lead Delivery Partner	Previous	Current	Notes
LGF/1617/004/CSH	Chippenham Station Hub	WC	AR	AG	Development work is progressing on Station Forecourt and Northern Access Lift. Saddlers Mead Car Park construction due to start in January 2020. A Business Case for the Sustainable Transport Packages will be presented to the January 2020 Board Meeting for approval. £3m of funding to be moved to a separate project.
LGF/1617/009/YWA	A350 Yarnbrook/ West Ashton	WC	R	AG	A grant agreement between Homes England and Wiltshire Council for Housing Infrastructure Fund monies has now been signed. Design work is progressing.
LGF/1718/003/CCPM	The Maltings (Salisbury)	WC	AR	AG	Outline Business Case has been developed by Wiltshire Council. To be submitted to January Board for approval.
LGF/1617/008/SBX	Swindon Bus Boulevard	SBC	AR	AG	The BT northern bypass and the first phase of cable diversions are due to start on programme in January 2020. Future High St Fund bid (£22m) EOI was successful - main bid being developed. Outline Business Case to be submitted to January Board for information.
LGF/1516/003/EV (iv)	New Eastern Villages Southern Connector Road	SBC	R	AR	Planning Application was approved in December. Deep Dive carried out by Swindon Borough Council and showed LGF spend can be completed by March 2021. Approach to mitigating risk around March 2021 deadline agreed with DfT.
LGF/1516/003/EV (iii)	New Eastern Villages A420 Gablecross	SBC	AG	AG	Construction due to start in May 2020.
LGF/1617/002/WI	Wichelstowe Southern Access	SBC	G	G	Work progressing on site. Construction is on track for completion by March 2021.

LEP Programmes
Highlight Reports

Swindon & Wiltshire LOCAL ENTERPRISE PARTNERSHIP

Local Growth Fund (Growth Deals 1 and 2)

Project Ref	Project Name	Lead Delivery Partner	Previous	Current	Notes
LGF/1516/001/A350	A350 Improvements	WC	**Complete**	**Complete**	
LGF/1516/002/A429	A429 Malmesbury	WC	**Complete**	**Complete**	
LGF/1516/004/PSP	Porton Science Park	WC	**Complete**	**Complete**	
LGF/1617/001/A350	A350 Dualling Bypass (Badger – Brook + Chequers)	WC	**Complete**	**Complete**	
LGF/1617/007/MH	Mansion House (Corsham)	WC	**Complete**	**Complete**	
LGF/16/17/010/JNC17	M4 J17 Capacity Improvement	WC	**Complete**	**Complete**	
LGF/1617/009/UFB	Ultra Fast Broadband	WC	**G**	**G**	Build ongoing in both north and south areas. 1,007 premises ready for service to date.
LGF/1516/005/LSTF	LGF Sustainable Transport Package	SBC	**Complete**	**Complete**	
LGF/1617/003/SRT	Swindon Quality Bus Corridor (Rapid Transit)	SBC	**AG**	**AG**	Final construction work on Mannington element of Wichelstowe phase now complete. Development work in progress on North Swindon and NEV schemes.

LEP Programmes
Highlight Reports

Swindon & Wiltshire LOCAL ENTERPRISE PARTNERSHIP

LGF/1617/006/JNC16	M4 Junction 16	SBC	**Complete**	**Complete**	
LGF/1819/001/RAM	Royal Artillery Museum	WC	**AR**	**AR**	RAM have received confirmation that it will be allocated the land required for new museum. Waiting Outline Business Case from RAM.
LGF/1617/011/SCQ	Swindon Cultural Quarter	SBC	**G**	**G**	Outline Business Case due to come to Board in July 2020.
LGF/1819/002/ILS	Illuminating Salisbury	WC	**AG**	**AG**	Draft Outline Business Case due for completion in January 2020.
LGF/1819/003/FSG	Fisherton St Gateway (Salisbury)	WC	**G**	**G**	On track for OBC delivery June 2020.
LGF/1819/004/CCT	City Centre Transport (Salisbury)	WC	**G**	**G**	Preferred option determined for March 2020.

LEP Programmes
Highlight Reports

Swindon & Wiltshire LOCAL ENTERPRISE PARTNERSHIP

Local Growth Fund (Growth Deal 3)					
Project Ref	**Project Name**	**Lead Delivery Partner**	**Previous**	**Current**	**Notes**
LGF/1718/001/WCS	Wiltshire College - Salisbury	Wiltshire College	**G**	**G**	Refurbishment work (contract 1) complete. New build (contract 2) work now started – construction completion due December 2020.
LGF/1718/002/WCL	Wiltshire College - Lackham	Wiltshire College	**AG**	**AG**	Delays to Animal Care due to discovery of Great Crested Newts. Delays to Dairy Unit due to Heritage issues.

LEP Programmes
Highlight Reports

Swindon & Wiltshire LOCAL ENTERPRISE PARTNERSHIP

Department for Transport – LGF (Growth Deal 1)					
Project Ref	**Project Name**	**Lead Delivery Partner**	**Previous**	**Current**	**Notes**
LGF/1516/003/EV (i)	New Eastern Villages - Great Stall Bridge	SBC			Project no longer LGF funded.
LGF/1516/003/EV (iia)	New Eastern Villages - Greenbridge Roundabout (Package 1)	SBC	**Complete**	**Complete**	
LGF/1516/003/EV (iib)	New Eastern Villages –Nythe and Picadilly	SBC	**G**	**G**	Procurement process in progress. FBC to March 2020 Board.

LEP Programmes
Highlight Reports

Swindon & Wiltshire LOCAL ENTERPRISE PARTNERSHIP

Department for Transport - Retained					
Project Ref	**Project Name**	**Lead Delivery Partner**	**Previous**	**Current**	**Notes**
LGF/1516/003/EV (v)	New Eastern Villages White Hart Junction	SBC	**AG**	**AG**	Construction has started on site. Slippage to milestones being addressed to mitigate programme impact.

LEP Programmes
Highlight Reports

Swindon & Wiltshire LOCAL ENTERPRISE PARTNERSHIP

City Deal

Project Ref	Project Name	Lead Delivery Partner	Previous	Current	Notes
LGF/1516/006/CD	Higher Futures	WC & SBC	G	G	Target numbers of learners remain a challenge. 777 L4 + Learners achieved to date. Team working with reduced staff numbers.

Careers and Enterprise Company (CEC)

Project Ref	Project Name	Lead Delivery Partner	Previous	Current	Notes
LEP/GEN/001/CEC	Enterprise Advisor Network & Careers Hub	WC & SBC	G	G	57 schools/colleges & 55 Enterprise Advisers engaged. Recruiting for schools who currently do not have an Enterprise Adviser volunteer. A second pot of funding has been secured which allows all schools and colleges, to be part of the Careers Hub.

Department of Business Energy and Industrial Strategy (BEIS)

Project Ref	Project Name	Lead Delivery Partner	Previous	Current	Notes
LEP/GEN/002/GH	Growth Hub	LEP	G	G	Waiting to hear from MHCLG on whether SME Competitiveness bid successful.

LEP Programmes
Highlight Reports

Swindon & Wiltshire LOCAL ENTERPRISE PARTNERSHIP

Growing Places Infrastructure Fund (GPIF)

Project Ref	Project Name	Lead Delivery Partner	Previous	Current	Notes
LEP/GPIF/001/CAS	GPIF – Castledown Business Park	WC	**Complete**	**Complete**	£2.54m loan now repaid.
LEP/GPIF/002/WG	GPIF – Woods Group	Woods Group	**G**	**G**	£1,279,235 loan in place with repayment to SWLEP by end March 2021.
LEP/GPIF/003/RT	GPIF – Recycling Technologies	Recycling Technologies	**G**	**G**	£1,035,433 loan in place with repayment to SWLEP by December 2021
LEP/GPIF/004/OW	GPIF – Our Wilton	Our Wilton	**G**	**G**	£1,250,000 loan in place with repayment to SWLEP by December 2021

LEP Programmes Highlight Reports	Swindon & Wiltshire LOCAL ENTERPRISE PARTNERSHIP

Key

Project Status

	Red	Amber Red	Amber Green	Green
	R	AR	AG	G

See below for RAG rating methodology

Direction of Travel

Project status expected to remain same going forward

Project status expected to improve going forward

Project status expected to get worse going forward

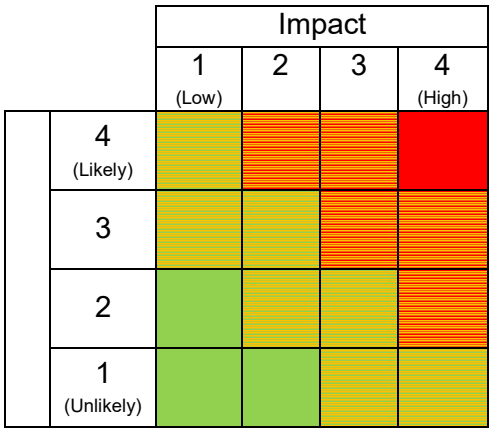
Milestones

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

LEP Programmes
Highlight Reports

Swindon & Wiltshire LOCAL ENTERPRISE PARTNERSHIP

RAG Rating



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

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

RAG Scoring

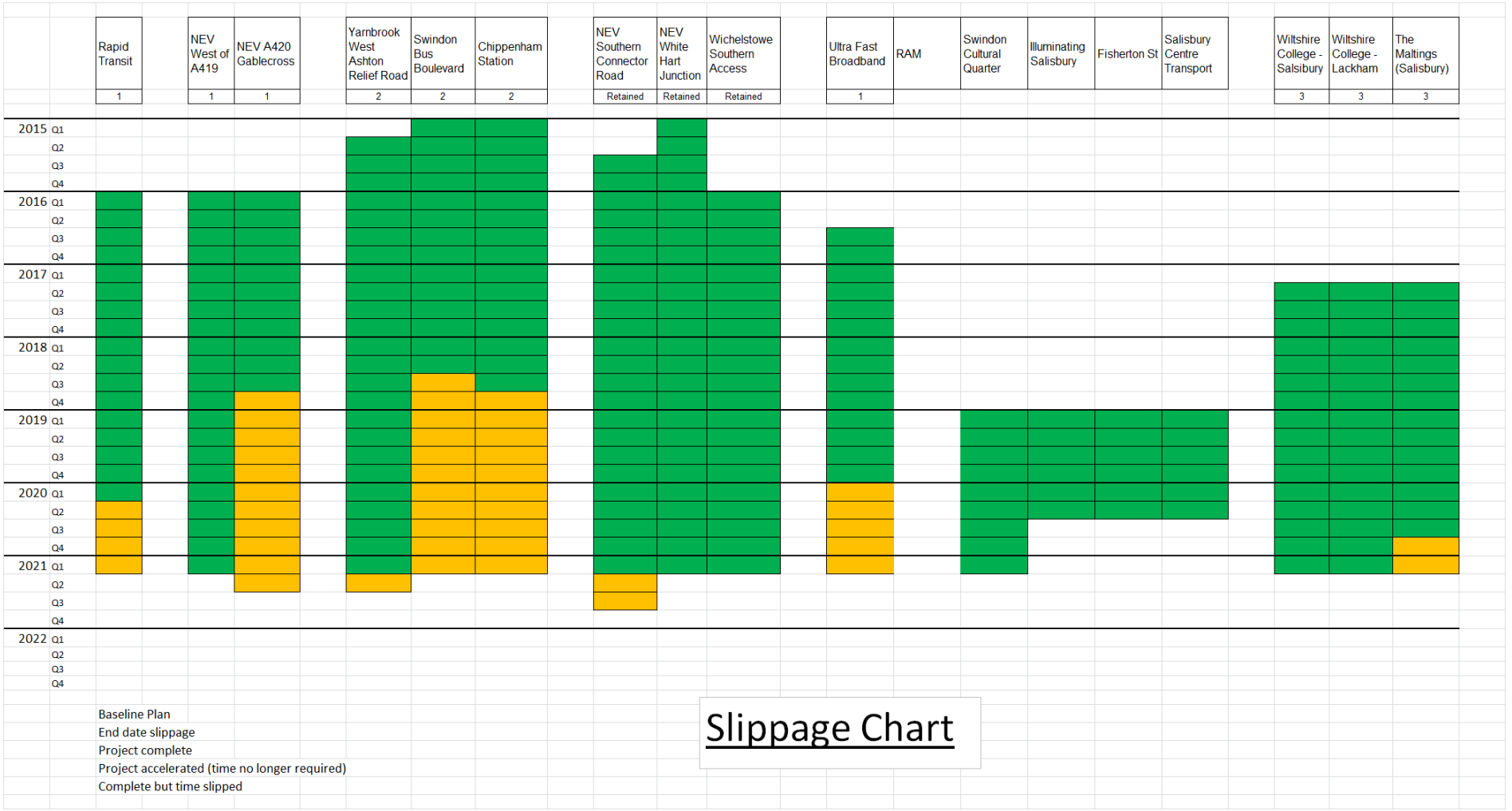
RAG rating	Cost	Scope	Time
	• All funding for overall scheme has been secured and is available to spend as required.	• Deliverables and project scope remains unaltered.	• Minor project slippage may be present but total project delivery remains on track. • <30 days total slippage.
	• Extra funding is 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 3 areas of Cost, Scope or Time will be used for the overall project RAG rating.

LEP Programmes
Highlight Reports

Swindon & Wiltshire LOCAL ENTERPRISE PARTNERSHIP



This page left intentionally blank

Swindon & Wiltshire LOCAL ENTERPRISE PARTNERSHIP	**Board Meeting** **22 January 2020** **Paper Number 5.2**

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

Meeting & Date:	SWLEP Board Meeting – Wednesday, 22 January 2020		
Subject:	Chippenham Station Hub – Additional Transport Measures Outline Business Case Supplement		
Attachments:	None		
Author(s):	Rory Bowen Raquel Leonardo Laura Gosling Atkins Ian Durston	**Total no of sheets:** (inc cover sheet)	23

Papers are provided for:	Approval ☒	Discussion ☐	Information ☐

1. Purpose

1.1 This paper presents an update to the Outline Business Case for the Chippenham Station Hub scheme, adding additional sustainable transport measures. It is presented to the Board for approval so that design and construction work can begin on this element of the scheme.

2. Summary

2.1 This paper supplements the Chippenham Station Hub Outline Business Case (OBC), approved at the SWLEP Board in January 2018. It adds a package of sustainable transport measures to the scope of work, the outcomes of which are very closely aligned to the wider programme of works specified in the January 2018 submission. The package of measures includes improvements for bus users, walking and cycling access to the station, and for highway capacity improvements.

2.2 This supplement to the OBC has been developed as an alternative to one of the Chippenham Station Hub Phases following the identification of deliverability issues with part of the original package – Phase 3: Station Parking Capacity Improvements. The basis for Phase 3 was in part to ensure parking availability at the station reflected growing demand. These proposed package of works seeks to contribute towards the same goal – through improving travel options by other modes and thus reducing car parking demand, rather than expanding capacity.

2.3 As stated, the new proposed package element includes sustainable transport improvements in Chippenham which directly relate to strategic outcomes and objectives as set out in the Chippenham Station Hub Outline Business Case.

2.4 An Additional Transport Measures paper was presented in November 2019. This paper provides further clarity as requested to that November 2019 paper. It has been reviewed

by the SWLEP Programme Manager. While the overall BCR for the scheme is 1.82 (less than the SWLEP benchmark of 2), it still represents medium value for money by DfT methods and is a conservative calculation due to the lack of availability of some data. There are also a number of non-monetary benefits to the scheme, particularly around sustainable benefits, which add to its benefits.

3. Recommendation

The Swindon and Wiltshire Local Enterprise Board is recommended to:

3.1 approve this update to the Outline Business Case enabling the release of £1.98m funding to support design and construction work.

4. Detail

Strategic Case

4.1 The strategic rationale for the proposals are clearly framed by local and regional policy, notably SWLEP's Strategic Economic Plan, Chippenham Transport Strategy and the Chippenham Central Area Masterplan. These identify the broad linkages between economic success, social vitality and efficient transport infrastructure and can be summarised as having the strategic aims to:

- enable growth;
- support and invest in business;
- improve infrastructure;
- promote access to sustainable transport; and
- improve quality of life.

4.2 The SWLEP plays a central role in determining local economic priorities and undertaking activities to drive economic growth and the creation of local jobs. SWLEP accesses government funding, channelling investment into the region that will leverage even greater funding from private investors. It aims to secure wealth, jobs and new businesses by focusing on four priorities:

- inward investment;
- supporting and stimulating existing business growth and facilitating new business set up;
- job creation, education and skills; and
- economic infrastructure.

4.3 The Swindon and Wiltshire Strategic Economic Plan recognises that "enabling growth in Town Centres will help to build the critical mass of activity needed to support improved public transport and sustainable travel. Our Growth Deal is about accelerating the delivery of planned improvements that will enhance the experience and perception of our main Town Centres. We will do this by:

- funding the infrastructure needed to accelerate key developments in the Town Centres;
- investing in transport packages to improve access in and around the Principal Centres, including more sustainable forms of transport; and
- investing in employment site infrastructure to enable businesses to relocate from Town Centre sites, freeing land for housing and providing them suitable space to grow."

The project demonstrates a strong alignment to the SWLEP priorities and objectives. The projects will improve the station's role as a transport gateway to Chippenham and create clear, attractive and direct connections to between the town centre and the station.

4.4 The Chippenham Transport Strategy is Wiltshire Council's proposed long term approach to meeting the transport needs of the town, within the context of housing and employment growth. The strategy has been developed around three main themes: accommodating growth at strategic development sites; maintaining the function of major roads; and supporting the future success of the town centre.

The Strategy outlines a number of key issues relating to the rail station and surrounding area (which are described below under Transport Context). The Strategy also outlines a number of key objectives. Specifically, Objectives 6 to 8 (Improving the accessibility and attractiveness of town centre) state:

Objective 6: Support sustainable access to the town centre, railway station, healthcare facilities, employment, training and social opportunities across Chippenham, by delivering and promoting a transport network which makes walking, cycling and travelling by bus a safe and convenient option for shorter distance journeys;

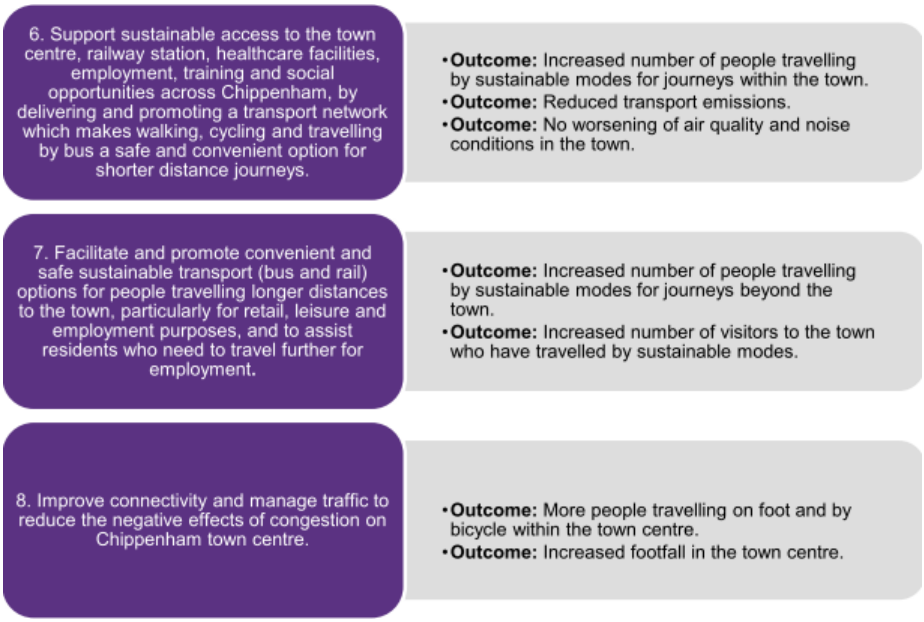
Objective 7: Facilitate and promote convenient and safe sustainable transport (bus and rail) options for people travelling longer distances to the town, particularly for retail, leisure and employment purposes, and to assist residents who need to travel further for employment; and

Objective 8: Improve connectivity and manage traffic to reduce the negative effects of congestion on Chippenham town centre.

To meet the above objectives, the following improvements are identified:

- PT05: Improvements to Chippenham station, including components from Station Travel Plan, bus/rail/cycle interchange, accessibility, security;
- H10: New Road / Station Hill Capacity Improvements; and
- H19: Chippenham railway station car park capacity enhancements and parking controls.

4.5 The outcomes for Objectives 6, 7, and 8 are highlighted in Figure 1 below.



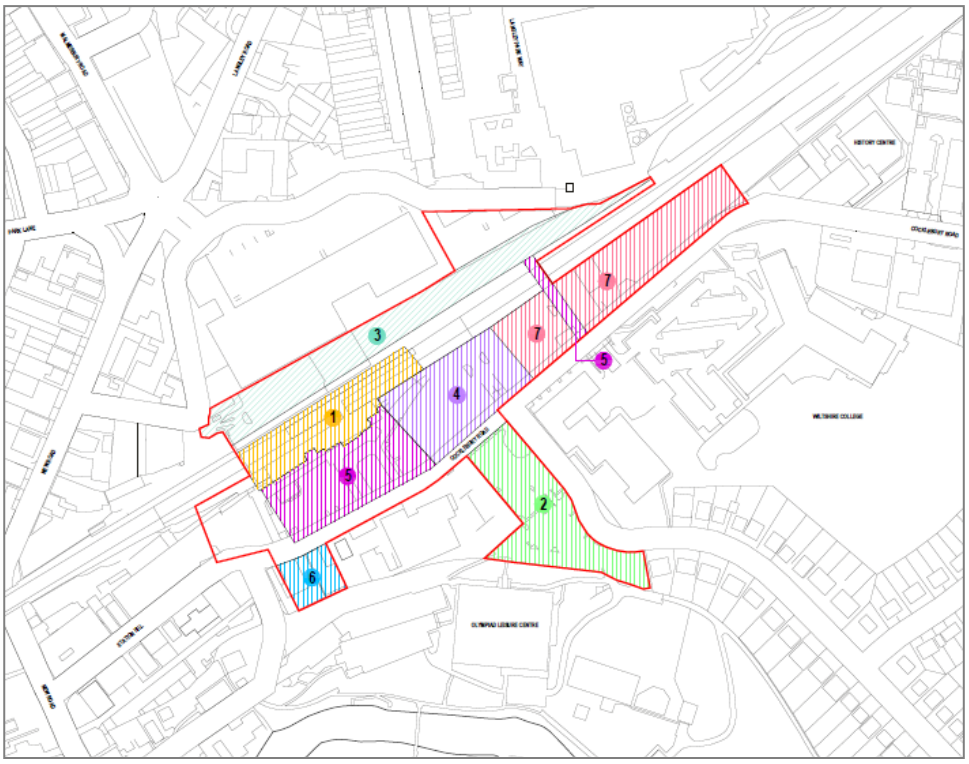
Source: Chippenham Transport Strategy Figure 3.4

4.6 The Chippenham Station Hub scheme was developed in recognition of the policy context of the need to deliver housing and economic development in a sustainable manner, through addressing severance issues, accommodating the forecast growth in demand arising from the Great Western Main Line Modernisation Programme and creating a gateway experience for those arriving at the station.

The original project phases as set out in the OBC were:

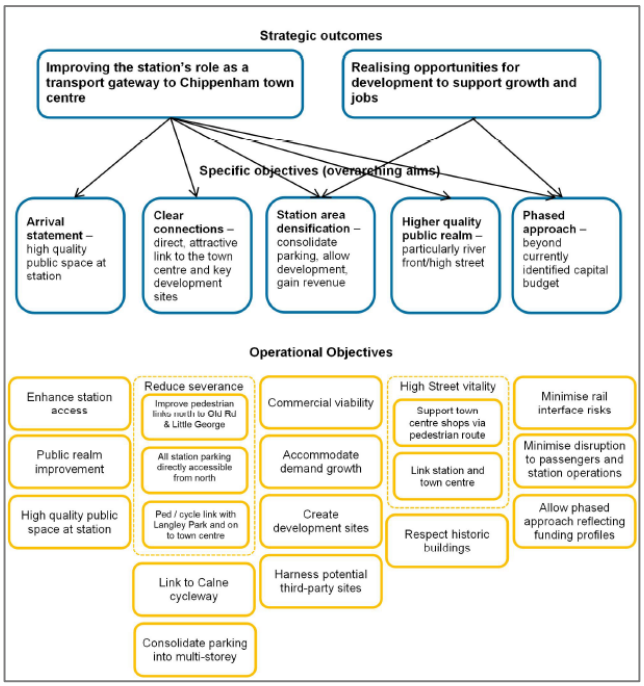
- (Phase 1) Station Capacity Improvements – new booking hall, improved retail unit, gatelines, new north side lift onto public footbridge (providing step-free access across the railway line), additional cycle parking, improvement works to bus interchange;
- (Phase 2) Wiltshire Council Land – high quality commercial building and decked car parking;
- (Phase 3) Station Car Parking Capacity Improvements – decked car parking;
- (Phase 4) Rationalisation of Station Car Parking – high quality commercial building and decked car parking;
- (Phase 5) Infrastructure Improvements – station square public realm and footbridge;
- (Phase 6) Commercial Development – high quality commercial and residential units; and
- (Phase 7) Residential Development – high quality residential units.

Figure 2: Original Chippenham Station Hub Phases



4.7 Project-specific objectives for the Chippenham Station Hub were agreed by the project stakeholder group, in alignment with the issues identified in the OBC and recognising the potential for redeveloping Chippenham station. Figure 3 below shows these objectives, how they flow from the desired strategic outcomes (the aims and ambitions for the area), and how these translate into operational objectives.

Figure 3: Chippenham Station Hub Objectives

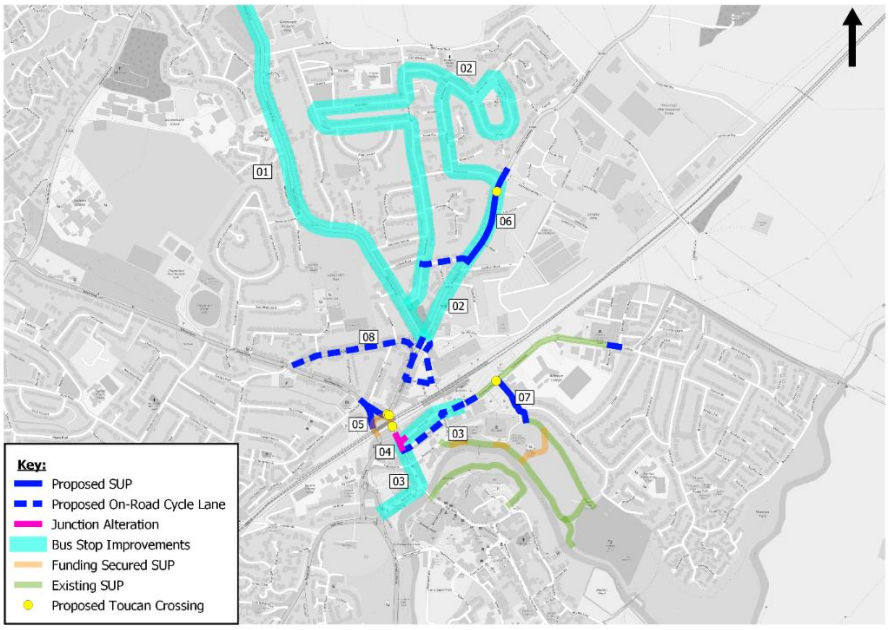


Additional Transport Measures overview

4.8 This package of additional transport measures has been identified for funding as part of the Chippenham Station Hub project. The components of this package have been drawn from previous work – predominately preferred schemes from the Chippenham Transport Strategy – and selected, as they are aligned or closely aligned to the strategic outcomes and objectives of the wider Chippenham Station Hub scheme. The package includes improvements for bus users, walking and cycling access to the station, and for highway capacity improvements. The package components are shown in Figure 3, and comprise:

01 B4158 Malmesbury Road Bus Stop Improvements
02 B4069 Langley Road Bus Stop Improvements
03 Town Centre Bus Stop Improvements
04 New Road / Station Hill Junction Capacity Improvements
05 Marshfield Road / New Road Toucan Crossings
06 Langley Park Ped/Cycle Improvements
07 Sadlers Mead to Station Cycle Link
08 Station Cycle Access

Figure 3: Chippenham Station Hub Package of Additional Schemes



4.9 A description of the improvements proposed within each package element is provided below. Concept designs of each are provided in Appendix A.

01 - B4158 Malmesbury Road Bus Stop Improvements

This component of the package will improve passenger information and waiting facilities along this key bus corridor to modern standards. Additional measures include Bus Stop clearways to improve access to bus stops (particularly at Greenway Avenue).

02 - B4069 Langley Road Bus Stop Improvements

This component of the package will improve passenger information and waiting facilities along this key bus corridor to modern standards.

03 - Town-centre Bus Stop Improvements

This component of the package will improve passenger information and waiting facilities at those bus stops closest to the station served by bus services that do not visit the station directly – New Road, The Bridge and Bath Road. Hence upgrades at these locations will provide significant benefits to those interchanging between rail and bus travel. Improvements will include modern waiting facilities and RTPI passenger information.

04 - New Road / Station Hill Junction Capacity Improvements

Conversion of junction from a mini-roundabout to signalised junction to improve capacity.

05 - Marshfield Road / New Road Toucan Crossings

This component of the package involves the upgrading of three existing puffin crossings on New Road and Marshfield Road to Toucan crossings.

06 - Langley Park Ped/Cycle Improvements

Cycle infrastructure improvements on the Langley Park corridor, including a Shared-Use Path (SUP) along Langley Road from The Hamlet to the Evans Close footpath, and a toucan crossing on Langley Road, south of Birch Grove.

07 - Sadlers Mead to Station Cycle Links

An improved cycle link between existing cycle routes to the south (as far as Saddlers Mead) and the Station. The proposed scheme includes an SUP between the Sadlers Mead car park entrance and Cocklebury Lane and a Toucan crossing of Cocklebury Road west of Sadlers Mead.

A separate SUP through Monkton Park, proving an onward link to the wider cycle network and NCN has already gained funding through Section 106.

08 - Station Cycle Access

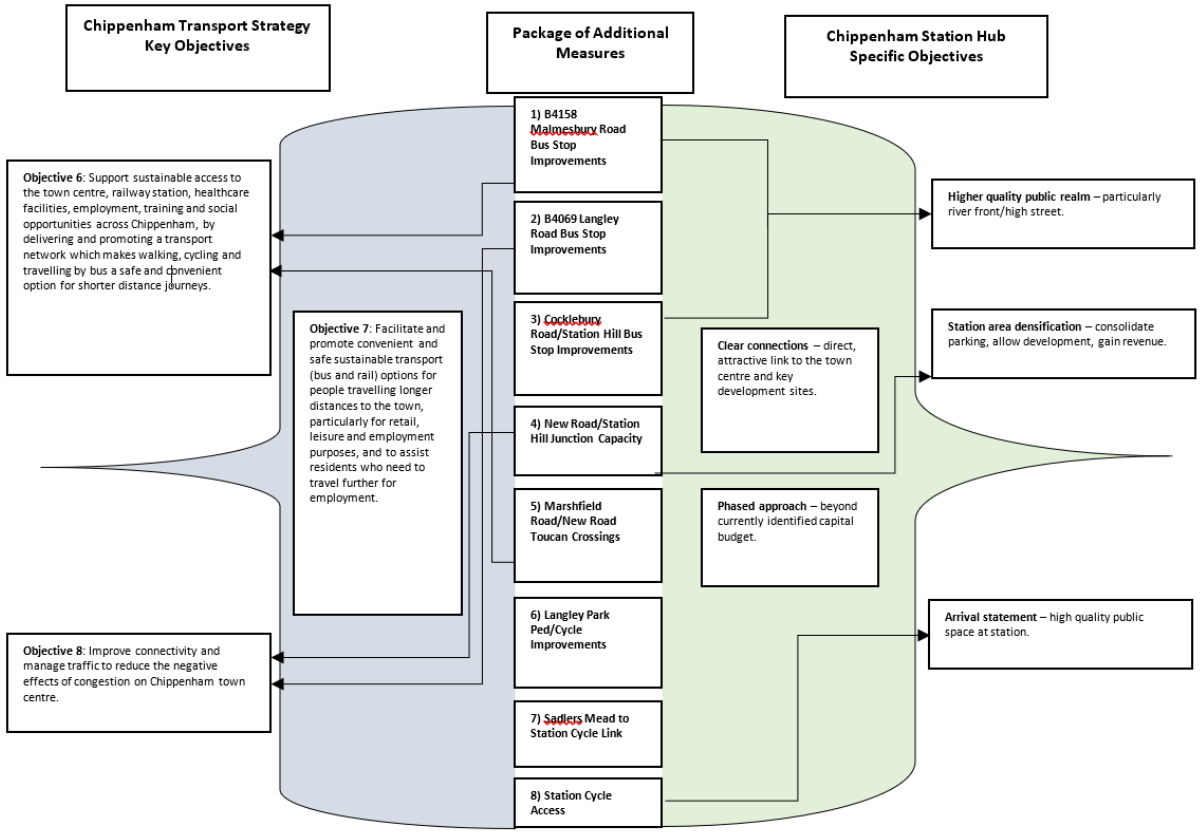
Introduction of a number of cycle infrastructure improvements within close vicinity of the station – linking radial routes to the north and west (identified in the Chippenham Transport Plan) with the station. Proposed measures include: On-carriageway cycle lanes on St Mary's Place and Union Road; upgrade of the existing on-carriageway cycle lane on Park Lane and a new SUPs on Old Road and a short section of Cocklebury Road to the east of the Wiltshire and Swindon History Centre.

Alignment with Chippenham Station Hub objectives

4.10 In combination the components of the package are expected to help achieve the Chippenham Station Hub strategic outcome: *'Improving the station's role as a transport gateway to Chippenham town centre'*, by improving the physical transport links for all modes between the station, the town centre and surrounding residential areas.

4.11 The proposed package of measures closely aligns with the Chippenham Station Hub project-specific objectives as well as relevant Chippenham Transport Strategic Key Objectives (as outlined in Figure 4).

Figure 4: Chippenham Station Hub additional transport measures objectives alignment



Chippenham Station Hub Operational Objectives

4.12 The proposed package aligns with a number of the operational objectives previously identified for the Chippenham Station Hub. Table 1 sets out how each package component contributes to achieving the objectives.

Table 1 – wider transport measures alignment

Component	Alignment	Output
B4158 Malmesbury Road Bus Stop Improvements	**Aligned** - improving passenger information and waiting facilities will contribute towards improving the attractiveness of public transport links to the station and town centre.	New passenger information and waiting facilities.
B4069 Langley Road Bus Stop Improvements	**Aligned** - improving passenger information and waiting facilities will contribute towards improving the attractiveness of public transport links to the station and town centre.	New passenger information and waiting facilities.
Cocklebury Road/Station Hill Bus Stop Improvements	**Aligned** - improving passenger information and waiting facilities will contribute towards improving the attractiveness of public transport links to the station and town centre.	New passenger information and waiting facilities.
New Road/Station Hill Junction Capacity	**Closely aligned** to the operational objectives of enhancing the station and accommodating demand growth. Given the direct link between this junction and the main access points of the station, the operation of this junction is crucial to the accessibility of the station. Capacity improvements at the junction will decrease congestion along Station Hill and Cocklebury Road enabling enhanced vehicular access to the Station	New signals and crossing facilities.

	Car Park 1 and 2. Furthermore these capacity improvements will accommodate for demand growth at the junction itself and in turn the station access points. Pedestrian access will be improved through crossing facilities.	
Marshfield Road/New Road Toucan Crossings	**Aligned** - the introduction of Toucan crossings will contribute towards the development of direct and attractive cycle links from the station to the key development sites of Rowden Park and Hunters Moon in the south west of Chippenham. Cycle trips between these locations will be able to traverse the Marshfield Road/New Road/Ivy Lane junction with greater ease.	New toucan crossings.
Langley Park Ped/Cycle Improvements	**Closely aligned** to the operational objective of introducing a pedestrian/cycle link with Langley Park and on to the train station. The SUP proposed along Langley Road will improve cycle links for this route.	New cycle infrastructure.
Sadlers Mead to Station Cycle Link	**Closely aligned** to the objective of introducing a link to Calne Cycleway as the proposed SUP on Sadlers Mead fills in a missing link between the station and the National Cycle Network (NCN) Route 403 (Calne Cycleway). This route will provide a safer and more attractive cycle route compared to Monkton Hill (the current best alternative).	New cycle infrastructure.
Station Cycle Access	**Closely aligned** to the objectives of introducing a link to Calne Cycleway and a pedestrian/cycle link with Langley Park and on the town centre, as well as enhancing station access. These improvements ensure the radial cycle routes identified in the CTP are well linked to the station specifically as they converge on the town centre. The proposed on-road cycle lanes and section of SUP on Cocklebury Road complete missing links between the station and NCN Route 403 (Calne Cycleway). On road cycle lanes on Union Road and Old Road create cycle links with Langley Park as well as creating a direct access to the station for cyclists.	New cycle infrastructure.

4.13 The evaluation of the scheme's success in delivering the objectives set for it will be assessed on the basis of the achievement of outputs in relation to:

- clear connections – provision of direct attractive links for all modes between the station, town centre and key development sites;
- clear connections – provision of link to NCN403 Calne Cycleway;
- reduced severance – provision of quality pedestrian and cycle links to the north (Old Road/Little George);
- reduced severance – provision of quality cycle link to Langley Park; and
- High Street vitality – link station and town centre.

4.14 It is proposed that the benefits of the package of components can be (partially) quantified using the measures listed below (more detail will be provided as part of the monitoring and evaluation exercise):

- clear connections – provision of direct attractive links for all modes between the station, town centre and key development sites;
- change in number of passengers using bus services to the station and town centre;
- change in number of cyclists and pedestrians using routes accessing the station;

- change in journey times by cycling and walking mode for routes accessing the station;
- change in delay and journey times for those accessing the station by car;
- clear connections – provision of link to NCN403 Calne Cycleway;
    - change in number of cyclists and pedestrians using routes accessing the station;
- reduced severance – provision of quality pedestrian and cycle links to the north (Old Road/Little George);
    - change in number of cyclists and pedestrians using routes accessing the station;
- reduced severance – provision of quality cycle link to Langley Park;
    - change in number of cyclists and pedestrians using routes accessing the station;
- High Street vitality – link station and town centre;
    - change in number of pedestrians walking between the town centre and the station;
    - satisfaction of pedestrians walking between the town centre and the station; and
    - change in number of collisions involving pedestrians walking between the town centre and the station.

Economic Case

4.15 The options considered for this project include the preferred package of components, moving forward with any individual component from the package in isolation, or 'do nothing'.

Table 2 – Scheme Options

Option considered	Comments
Preferred package of components	This is the preferred option as when combined the various measures will best achieve the strategic outcome of improving the station's role as a transport gateway to Chippenham. As a combined package the measures address connectivity issues for different modes and destinations, improving the station's accessibility and the attractiveness of using these modes, and thereby encouraging use of the station as a means of entering/departing Chippenham.
Any individual component from the package	This option will address some specific objectives to a degree, but not be successful in achieving the scheme objectives/outcomes as, when taken in isolation, a single component has a less significant impact. A package of measures is required to address different elements of connectivity for different modes and thereby improve the station's role as a transport gateway. Those elements of the package that most closely align with the scheme objectives are highlighted in Section 2, were a subsequent prioritisation process required.
Do nothing	Taking no action will not address the objective of improving connectivity between the town centre and the station, and therefore will not help achieve the desired outcome of improving the station's role as a transport gateway.

The package components were drawn from the preferred schemes of the Chippenham Transport Strategy, and therefore each has already been selected from a long-list of further options. The package components were selected based on their proximity and impact upon journeys to the station.

Capital Costs

4.16 Cost estimates (LGF elements only) have been calculated for each of the package components and are provided in Table 3. The cost estimates are based on the following assumptions:

- construction costs are calculated in 2019 prices, based on representative scheme rates in the current Highways Term Maintenance Contract;
- a 20% cost contingency, and 10% site supervision costs are included;
- VAT is excluded;
- detailed design costs are estimated at 15% of construction costs. Survey costs of 10% are also included;

Table 3 – wider transport measures alignment

Component	Cost Estimate (£, 2019)	
01 B4158 Malmesbury Road Bus Stop Improvements	Design (Detailed design 15%, Surveys 10%): Construction (including contingency 20%, site supervision 10%)): **Total:**	£16,250 £84,500 **£100,750**
02 B4069 Langley Road Bus Stop Improvements	Design (Detailed design 15%, Surveys 10%): Construction (including contingency 20%, site supervision 10%)): **Total:**	£9,750 £50,700 **£60,450**
03 Town Centre Bus Stop Improvements	Design (Detailed design 15%, Surveys 10%): Construction (including contingency 20%, site supervision 10%)): **Total:**	£64,000 £332,800 **£396,800**
04 New Road/Station Hill Junction Capacity	Design (Detailed design 15%, Surveys 10%): Construction (including contingency 20%, site supervision 10%)): **Total:**	£73,013 £379,665 **£452,678**
05 Marshfield Road/New Road Toucan Crossings	Design (Detailed design 15%, Surveys 10%): Construction (including contingency 20%, site supervision 10%)): **Total:**	£37,500 £195,000 **£232,500**
06 Langley Park Ped/Cycle Improvements	Design (Detailed design 15%, Surveys 10%): Construction (including contingency 20%, site supervision 10%)): **Total:**	£30,000 £156,000 **£186,000**
07 Sadlers Mead to Station Cycle Link	Design (Detailed design 15%, Surveys 10%): Construction (including contingency 20%, site supervision 10%)): **Total:**	£11,500 £59,800 **£71,300**
08 Station Cycle Access	Design (Detailed design 15%, Surveys 10%): Construction (including contingency 20%, site supervision 10%)): **Total:**	£50,500 £262,600 **£313,100**

4.17 The total project costs (LGF element only) have been calculated at £1,813,578 (2019 prices). An inactive programme is provided in Table 5 to demonstrate delivery is expected in 2020.

4.18 Revised costs are slightly lower than previously anticipated but as costs are based on 2019 prices it is envisaged that the entire £1.98 budget will be spent. Schemes can be optimised and expanded during development of projects to provide additional benefits and ensuring that value for money is best achieved.

Operating Costs

4.19 The majority of the schemes are capital projects delivering new infrastructure. However, the proposed bus stop improvements include the provision of real-time passenger information (RTPI) which has currently has an annual revenue cost of c.£5,000. Planned

changes to legislation will remove this revenue cost with the data becoming available free of charge under a Bus Open Data arrangement. No committed date to achieve this change has been set, although there is a target to roll out the system in 2020. For the purpose of this assessments, it has been assumed a further 2 years of revenue costs will be required, totalling £10,000.

Employment and investment

4.20 The main transport benefits that can be quantified are derived from the improved access for pedestrians and cyclists to and from the station from the town centre and surrounding residential areas. Economic benefits are expected to be delivered as improved accessibility will improve the town centre's vitality and resilience and make new employment space in the town and station area more attractive to businesses. This appraisal does not quantify these as a proportionate approach has been taken to appraising the pedestrian and cycle elements of the package.

Economic Appraisal approach

4.21 Economic benefits have been estimated for the walking and cycling improvement schemes in line with the Department for Transport's Transport Appraisal Guidance (TAG) – in particular: TAG Unit 5.1 – Active Mode Appraisal and the Active Mode Appraisal Toolkit (November 2018) and the Valuing Urban Realm Toolkit (VURT). This captures forecast benefits relating to de-congestion, safety, noise, air quality, greenhouse gas emissions, health benefits, absenteeism and journey ambiance.

4.22 Benefits associated with the bus stop improvements have not been quantified due to limitations in the available data with bus operators holding patronage data, the limited proportionate tools available to conduct this analysis as these benefits are not typically quantified for a scheme of this size.

4.23 The pedestrian and cycle benefits associated with the signalisation of the Station Hill junction have been considered using the VURT. Transport economic benefits have not been calculated for the highway capacity scheme because a proportionate approach to appraisal has been taken commensurate with the value of the scheme. The appraisal has focussed on understanding benefits of the scheme in relation the key aims of the package which is to improve pedestrian and cycle connectivity to the railway station.

4.24 The benefits calculations rely on data on the number of pedestrian and cycle users. Based upon data provided by Wiltshire Council (2017 pedestrian and cycle counts in Chippenham) and TransWilts CIC (Chippenham Station Survey report 2019) data was sourced for four of the five locations where improvements for pedestrian and cycle provision are proposed (04, 05, 06 and 08). This survey data was collected within a specific time-period and as such has been factored by National Travel Survey data on number of trips occurring throughout the day to derive an estimated daily figure pedestrian and cycle trips. A recent cycle count has been undertaken at one location (07 Sadlers Mead*), and the actual count figures have been used to calculate benefits at this location.

Economic Appraisal

4.25 Based on the economic assessment of transport impacts for pedestrians and cyclists it is estimated that the package with an overall PBV of £1,435,000 and PVC of £789,000 would represent Medium Value for Money as per the Department for Transport Value for Money criteria based on an estimated BCR of 1.82 for the package. The results of the transport economic appraisal are provided in Table 4.

Table 4 – Economic Case summary

Component	Cost: PVB 2010 (£,000s,)	Benefits; PVC 2010 (£,000s,) for pedestrians and cyclist	BCR (PVB/PVC)
04	£187.3	£284.5	0.66
05	£59.4	£146.1	0.41
06	£208.3	£116.9	1.78
07	£843.9	£196.8	4.29
08	£135.8	£44.8	3.03

**Note: It should be noted the actual count figures at Sadlers Mead are approximately 8 times those quoted in the PCT tool at this location. The number of users has a significant impact on the level of benefits attributed to any improvements.*

4.26 There are further expected benefits the proposed schemes will generate that have not been quantified by this study. Other benefits not (fully) quantified or monetised include:

- benefits associated with increased bus patronage and reduction in private car journeys (de-congestion, safety, noise, air quality, greenhouse gas emissions);
- Public Realm improvements and associated benefits for users and to land value;
- highway benefits (de-congestion, safety, noise, air quality, greenhouse gas emissions);
- Social Distributional Impacts;
- regenerative effects in the town including social benefits;
- temporary jobs created linked to the construction activities;
- improvement of the station's role as a transport Gateway to Chippenham's town centre; and
- improvement of the links between the station, the town centre and surrounding residential areas.

Commercial Case

4.27 Wiltshire Council is the Accountable Body, it will lead the construction elements, work has/will be procured by the Council in accordance with its procurement and contract rules. It is anticipated design and construction will be delivered through the existing Highways Design and Management Consultancy Term Contract and the Highways Term Maintenance Contract as both contracts have the scope and capacity to undertake these works. Wiltshire Council is satisfied the scheme would not be subject to State Aid issues. Construction will begin in 2020 with completion in 2021. An indicative programme is provided in Table 5, subject to refinement as scheme development progresses.

Table 5 – Indicative programme

Project	2019 Q4	2020 Q1	2020 Q2	2020 Q3	2020 Q4	2021 Q1
01 B4158 Malmesbury Road Bus Stop Improvements						
02 B4069 Langley Road Bus Stop Improvements						
03 Town Centre Bus Stop Improvements						
04 New Road/Station Hill Junction Capacity						
05 Marshfield Road/New Road Toucan Crossings						
06 Langley Park Ped/Cycle Improvements						
07 Sadlers Mead to Station Cycle Link						
08 Station Cycle Access						

Design/Preparation | Construction

4.28 Wiltshire Council acts as the Accountable Body for the SWLEP. Local Growth Fund payments are made to the Accountable Body through payments from Central Government and are held in a separate SWLEP account stream within the Accountable Body accounting arrangements. This ensures a robust and transparent accountancy procedure that will be subject to full internal and external auditing procedures at regular intervals in accordance with Council, LEP and Government regulations.

4.29 As initial lead delivery partner, Wiltshire Council will be responsible for the identification, management and mitigation of risks associated with the project. The Wiltshire Council Risk Management Strategy outlines the processes and responsibilities that the organisation upholds when delivering projects and/or services, whether these be threats to delivery or opportunities to improve delivery.

4.30 Where risks have been identified in advance of a procurement process the transfer of risks will be written in to the contract document prior to contract agreement.

4.31 The following procurement approach will be adopted for each necessary out-sourced element of works and services;

Procurement

4.32 These works can be accommodated by the Highways Design and Management Consultancy Term Contract and the Highways Term Maintenance Contract as both contracts have the scope and capacity to undertake these works.

4.33 One of the most fundamental decisions when addressing the procurement strategy for infrastructure works is sourcing the design elements of the work. The capital (infrastructure) works procurement strategy must consider appropriate risk allocation and set out the appropriate engagement of consultants and contractors for the detailed design and implementation of the package.

The design requirements of the infrastructure works vary across the package of measures but in terms of design complexity, should be relatively straightforward. The key external constraints and risks on the project can be largely defined during the initial phases of the

design and an appropriate procurement strategy can assist in partially managing these risks throughout the lifespan of the project.

To determine the priorities of a procurement process it is common practice to examine the objectives, that is, the purpose of the procurement. The objectives for this project are set out below:

- will deliver the scheme (s) within the available funding;
- the promoting authorities will be able to commit to the project in full;
- will ensure Best Value is delivered;
- will ensure that appropriate quality is delivered;
- will offer an affordable whole life cost solution;
- reduces risks to a level that is As Low As Reasonably Practicable (ALARP);
- offers the opportunity to engage Contractors in the early planning stage development of the scheme;
- provides Contractor input to the design, risk assessment and delivery programme; and
- offers the promoters affordable opportunities for change throughout the project life-cycle.

Linked to the objectives above, the main criteria in terms of procurement options are:

- time (speed or certainty of completion date);
- cost (price level and cost certainty); and
- quality (functionality and performance).

The procurement options below have been assessed in the knowledge that Wiltshire Council's term highway design consultants, Atkins, have already begun to develop the schemes and outline costs have been prepared.

The two procurement routes are:

- design by client or client-engaged consultants (Atkins), before tender and separate placement of a contract for the construction works; and
- design by client or client-engaged consultants (Atkins), construction work undertaken using the client's Highways Term Maintenance Contract (Ringway).

There are currently no specific procurement challenges associated with delivering the schemes and considering the options against the criteria above, the works can be best accommodated by the Wiltshire Council Highways and Design Management Consultancy Term Contract with Atkins and the Highways Term Maintenance Contract with Ringway. Both contracts currently have the scope and capacity to undertake these works. This method provides time predictability and good cost certainty therefore.

Figure 5: Operational Delivery Structure for the contract with Atkins.

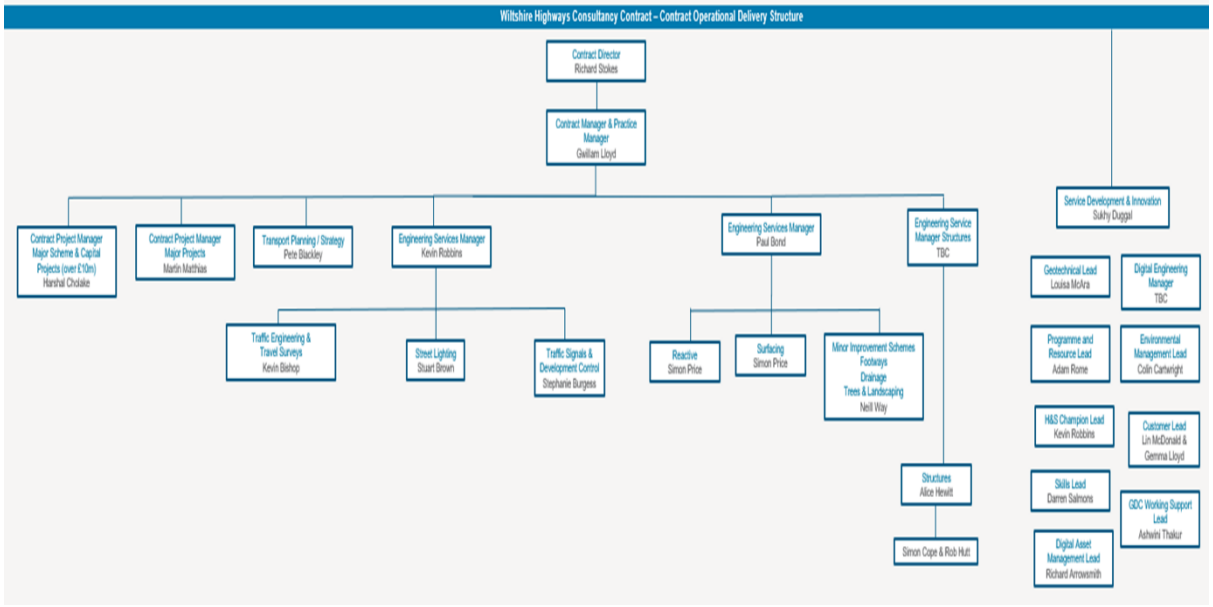
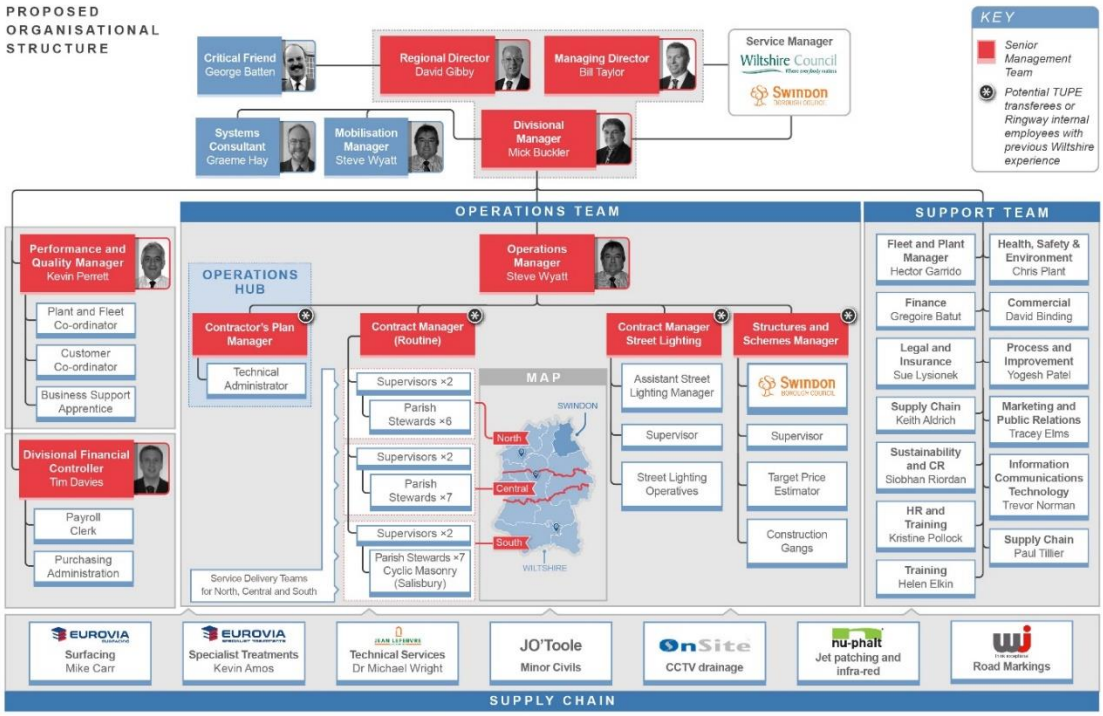


Figure 6: Organisation Structure – Ringway



Financial Case

4.34 In developing this business case update, concept designs have been developed with cost estimates appropriate to the level of scheme development – taking account of the need to construct new cycle infrastructure/carriageway. Estimates for typical service diversion

work are included, but no specific searches have been undertaken. Project costs for the LGF element in 2019 prices are £1,813,578 with allowance for contingency, design, surveys and site supervision. These costs are subject to refinement as the design is developed.

4.35 An indicative spend profile based on current cost estimates and design/construction programme is provided in Table 6. Inflation has been applied at 2%, in line with the indicative programme presented in Table 5, and results in a total spend of £1,837,578.

Table 6 – Project spend profile (£-rounded to £500). Inflation applied to 2019 costs @ 2%

Project	2019 Q4	2020 Q1	2020 Q2	2020 Q3	2020 Q4	2021 Q1
01 B4158 Malmesbury Road Bus Stop Improvements	£16500		£42500	£43000		
02 B4069 Langley Road Bus Stop Improvements	£10000		£25500	£25500		
03 Town Centre Bus Stop Improvements	£64000		£168000	£169000		
04 New Road/Station Hill Junction Capacity	£36500	£36500	£126500	£126500	£126500	
05 Marshfield Road/New Road Toucan Crossings	£37500		£98500	£99000		
06 Langley Park Ped/Cycle Improvements		£30000		£158500		
07 Sadlers Mead to Station Cycle Link			£6000	£6000	£61000	
08 Station Cycle Access		£25500	£25500	£133500	£134000	
	£164,500	£92,000	£490,000	£752,000	£318,000	0

4.36 Table 7 provides a detailed breakdown of project costs. A 20% contingency for the capital construction costs have been included within the project budget. This contingency fund is in place to provide financial cover for risks (including design development), potential changes and uncertainties relating to cost overruns.

4.37 The Chippenham Station Hub project is also included in the CIL Regulation 123 list, therefore project phases may benefit from CIL investment.

Swindon & Wiltshire LOCAL ENTERPRISE PARTNERSHIP

Board Meeting
22 January 2020
Paper Number 5.2

Table 7 – Detailed breakdown of project costs (2019 costs)

Project	Construction (2019 costs)	Contingency	Detailed Design	Site Supervision	Surveys	Total Construction	Total Design
01 B4158 Malmesbury Road Bus Stop Improvements	£65,000	£13,000	£9,750	£6,500	£6,500	£84,500	£16,250
02 B4069 Langley Road Bus Stop Improvements	£39,000	£7,800	£5,850	£3,900	£3,900	£50,700	£9,750
03 Town Centre Bus Stop Improvements	£256,000	£51,200	£38,400	£25,600	£25,600	£332,800	£64,000
04 New Road/Station Hill Junction Capacity	£292,050	£58,410	£43,808	£29,205	£29,205	£379,665	£73,013
05 Marshfield Road/New Road Toucan Crossings	£150,000	£30,000	£22,500	£15,000	£15,000	£195,000	£37,500
06 Langley Park Ped/Cycle Improvements	£120,000	£24,000	£18,000	£12,000	£12,000	£156,000	£30,000
07 Sadlers Mead to Station Cycle Link	£46,000	£9200	£6,900	£4,600	£4,600	£59,800	£11,500
08 Station Cycle Access	£202,000	£40,400	£30,300	£20,200	£20,200	£262,600	£50,500
	£1,170,050	£234,010	£175,508	£117,005	£117,005	£1,521,065	£292,513
Total					**£1,813,578**		**£1,813,578**

Management Case

4.38 The scheme is an integral part of the Swindon and Wiltshire Growth Deal programme, which comprises a portfolio of projects. SWLEP has established a robust system of governance for overseeing the Growth Deal programme which utilises the resources of each of the two Local Authorities within the local geography. This collective programme management forms the SWLEP Delivery and Performance Team which oversees and records the delivery, monitoring and reporting of SWLEP Growth Deal programme projects.

4.39 SWLEP will adopt the corporate and programme management role for the scheme. The SWLEP is a creative collaboration of leaders from business, education and local councils, who direct economic growth and drive job creation. It is led by a Board of directors who contribute a wide range of expertise. The majority are from the private sector, representing major employers and small and medium enterprises. The public sector is also represented.

4.40 The management and development of this project to date has been undertaken by Wiltshire Council as the lead authority. The scheme will be delivered by Wiltshire Council through its in-house project management systems. This will be supplemented by external support where required. The Council will appoint consultants and other external advisers if required to provide the necessary project management assistance to ensure the project is delivered to programme and value for money is achieved.

4.41 Standard PRINCE 2 principles will be adopted, such as Stage and Risk management to support effective project delivery and success.

Scheme Deliverability and Risk Register

4.42 Key risks and deliverability challenges have been identified in Table 8 for each of the package components. None of the components are considered to have significant delivery challenges that will prevent their completion, but the risks identified could impact cost and programme.

Table 8 – Key risks and deliverability challenges

Component	Key risks and deliverability challenges
01 B4158 Malmesbury Road Bus Stop Improvements	• User numbers are estimated to be low. • Improvements include raised kerbing, footway paving and bus stop signage. Not suitable for bus shelters. • Deliverability under Wiltshire's Term Maintenance Contract should be considered for earliest completion.
02 B4069 Langley Road Bus Stop Improvements	• User numbers are estimated to be low. • Improvements include raised kerbing, footway paving and bus stop signage. Not suitable for bus shelters. • Deliverability under Wiltshire's Term Maintenance Contract should be considered for earliest completion.
03 Town Centre Bus Stop Improvements	• High estimated user numbers and capacity requirements. • 3 locations (Station, The Bridge and Bath Road) are considered suitable for Real Time Passenger Information (RTPI) boards, bus shelter improvements and advertisement screens. New Road requires bus stop signage and civils only. • Shelters located at the train station drop off are to be installed in conjunction with car park development. • Deliverability under Wiltshire's Term Maintenance Contract should be considered for earliest completion. • Delay in availability of Bus Open Data, free of charge, will result in an on-going revenue requirement of c. £5,000 per year.
04 New Road/Station Hill Junction Capacity	• Risks include vulnerable users, the large number of expected utilities and traffic management costs for the scheme. • The introduction of the junction may require removal or relocation of some parking bays along New Road (statutory Traffic Regulation Order process). • A 9-month detailed design and 6-month construction window should be planned. • Deliverability under Wiltshire's Term Maintenance Contract should be considered for earliest completion.
05 Marshfield Road/New Road Toucan Crossings	• Risks include the large number of expected utilities and traffic management costs for the scheme. • Deliverability under Wiltshire's Term Maintenance Contract should be considered for earliest completion.
06 Langley Park Ped/Cycle Improvements	• Risks include the large number of expected utilities and issues regarding access to businesses on Langley Road. • Deliverability under Wiltshire's Term Maintenance Contract should be considered for earliest completion.
07 Sadlers Mead to Station Cycle Link	• Alignment of programme with Sadlers Mead car park development to ensure proposed works are in conjunction with the planning application. The proposed works remain in Wiltshire Council owned land. • A 3-month detailed design and 3-month construction window should be planned. • Deliverability under Wiltshire's Term Maintenance Contract should be considered for earliest completion.
08 Station Cycle Access	• The proposed on-road cycle lanes may require changes to existing Traffic Regulation Orders (TRO's). • Would require temporary traffic management to allow surface marking and signage to be installed. • Deliverability under Wiltshire's Term Maintenance Contract should be considered for earliest completion.

Evidence of similar projects

4.43 Wiltshire Council has a proven track record of scheme delivery. A selection of key relevant schemes is described below, summarising the scope of works, timescales, and procurement strategies employed. Opportunities will be taken to learn lessons from these previous projects to improve delivery and project management processes.

Table 9 – Evidence of similar projects

Project	Description	Works Date	Means of Delivery	Value	Project Delivered Successfully
Cross Keys, Corsham	Replacement of all traffic signals equipment including carriage re-surfacing works, ducting and drainage.	July 2019	Term contractor - Ringway	£330,000	Yes
Devizes Road, Salisbury	New bus stop, bus stop kerbing, footway widening, installation of new shelter.	April 2019	Term contractor - Ringway	£15,000	Yes
Riverside Walk, Chippenham	Construction of 320 metres of shared use pedestrian cycle path	Feb-April 2018	Term contractor - Ringway	£120,000	Yes

Communications and stakeholder management

4.44 The package of measures outlined here form an integral part of the Chippenham Transport Strategy, which was developed alongside the Chippenham Site Allocations Plan, adopted in 2017. A significant programme of stakeholder and public consultation was undertaken at the time.

This page left intentionally blank

Swindon & Wiltshire LOCAL ENTERPRISE PARTNERSHIP	**Board Meeting 22 January 2020 Paper Number 5.3**

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

Meeting & Date:	SWLEP Board Meeting – Wednesday, 22 January 2020		
Subject:	Swindon Bus Boulevard - Outline Business Case		
Attachments:	None		
Author:	Ian Durston and Swindon Borough Council	**Total no of sheets:**	9

Papers are provided for:	Approval ☐	Discussion ☐	Information ☒

1. Purpose

1.1. An Outline Business Case (OBC) has been prepared for the Swindon Bus Boulevard project. At this stage there are still some required items that have not yet been included in the business case which means approval is not being sought from the Board. These items will be addressed in the Full Business Case which is being prepared in parallel for the Future High Streets Fund full application to MHCLG (Ministry of Housing, Communities and Local Government). This will be submitted to the Board for approval in May 2020. This OBC is submitted for information to demonstrate the project is on track to its overall timescales.

2. Summary

2.1. The Swindon Bus Boulevard Outline Business Case (OBC) has been prepared by Swindon Borough Council and submitted for review by a SWLEP Independent Technical Advisor (Systra). This business case covers the whole project, not just the SWLEP funded element. The business case is now being developed in order to meet the requirements of the Future High Streets Fund submission, as well as SWLEP requirements, with one business case document. As such, a number of items have not yet been included in the OBC. These will be addressed in the Full Business Case document to be submitted to the SWLEP Board in May 2020.

2.2. This version of the Outline business Case has been reviewed by the ITA, though, in order to give SBC an early indication of the work required to ensure a Full Business Case can be delivered to the required standard. Also, to give the SWLEP Board confidence that work is progressing to plan and that it is on track to deliver a Full Business Case that can be approved in May 2020.

2.3. The OBC 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 through the following link:

https://swlep.co.uk/docs/default-source/programmes/local-growth-fund-lgf/outline-business-cases/swindon-bus-boulevard/swindon-bus-boulevard-obc-jan2020.docx

3. Recommendation

The Swindon and Wiltshire Local Enterprise Board is recommended to:

3.1. note the content of the Outline Business Case for Swindon Bus Boulevard in advance of the submission of the Full Business Case for approval at the May 2020 Board Meeting.

4. Detail

Background

4.1. Swindon is in the M4 Growth Zone in the Swindon and Wiltshire Local Enterprise Partnership's Strategic Economic Plan with a number of new housing developments taking place around the town. While bus services to these and existing developments are being approved, the current bus station in the centre of Swindon, where many of these services terminate, is outdated and requires improvement. This will also support the regeneration of the town centre, including the adjacent Kimmerfields area. It is therefore proposed to close the existing bus station and replace it with a Bus 'Boulevard' along Flemming Way in the town centre.

Strategic Case

4.2. As well as issues across the retail sector in common with a national picture, Swindon town centre is experiencing the following specific issues, which result in an unattractive environment for retail and commercial activity and new residential development, and low residential and commercial property values in the town centre:

Imbalance of retail / commercial / residential activity	Distinct residential, commercial and retail areas result in lack of activity after shops shut. The town centre core is dominated by retail with very limited provision of flats/apartments. Office supply in town centre is outdated / not appropriate for modern office use.
Severance	Fleming Way creates a physical barrier between the retail core (The Parade and Brunel Centre) and Kimmerfields / rail station area. North-south pedestrian movements are funnelled into an underpass which attracts anti-social behaviour -

	discourages people from the area in the evening and can be a problem for workers and bus passengers.
Ageing infrastructure	The bus station is in poor physical condition and no longer fit for purpose. The Fleming Way / underpass area is dated and reflects 1960's urban design with no formal provision for cyclists. John Street Multi-Storey Car Park located on the south side of Fleming Way is in very poor condition and no longer serves a useful purpose.

4.3. In order to address these issues, the Swindon Bus Boulevard project will therefore have the following objectives (in line with the objective of the Future High Streets Fund):

FHSF objective	**Renew and reshape town centres and high streets in a way that improves experience, drives growth and ensures future sustainability**		
Themes	Improving experience	Driving growth	Future sustainability
Scheme objectives	**Reduce severance** between the retail core and Kimmerfields / rail station area caused by Fleming Way, providing more accessible, attractive and safe/secure routes for pedestrians.	**Unlock new residential development in the town centre** along Fleming Way (and potentially Station Road, Fleet Street/Bridge Street areas) to stimulate wider regeneration of the town centre including retail areas.	**Encourage usage of sustainable modes** for trips to and from the town centre through provision of significantly enhanced facilities for bus/coach users and cyclists.

4.4. To the north of Fleming Way, the Kimmerfields development provides a significant opportunity for transformational growth and opportunities for town centre living. Zurich has already committed to building and occupying a new office building on the site and the focus of subsequent phases will be delivering up to 612 new residence across eight individual plots. The final phases of development are anticipated to include public open space, office and hotel developments on land currently occupied by the bus station. On the south side of Fleming Way, Falcon House provides a further opportunity for up to 90 flats through an office to residential conversion.

4.5. Along with these wider developments, the Bus Boulevard project will contribute to a vibrant, sustainable and attractive new town centre.

Economic Case

4.6. The key elements of the Preferred Option are:

- consolidated bus interchange at John Street/Fleming Way by 2024;
- closure of Fleming way to general traffic, change in highway access and bus priority access;

- 150m length of new cycle track alongside Bridge Street and Holbrook Way[1];
- demolition of John Street MSCP and existing bus station;
- regrading of Fleming Way, removal of underpass and the provision of surface level access between Fleming way and the Parade retail district;
- associated improvements to streetscape and landscaping in the intervention area;
- new bus shelters with Real Time Passenger Information (RTPI) and CCTV coverage;
- a central green boulevard along the length of Fleming Way; and
- new shared space with public realm along both sides of Fleming Way.

4.7. The preferred option will provide a high-quality bus facility, with associated ticketing and waiting facilities for users. It will fully replace the existing bus station and upgrade the existing bus provision along Fleming Way. It does not include any significant changes to bus routes, except for the small alteration in localised movements of buses from the bus station to Fleming Way (the impact of this is expected to be minimal). Five formal crossing points are proposed along Fleming Way, which should improve the ease of crossing the road for bus users changing between services.

4.8. The public realm in the area will be greatly improved as a result of the scheme. The carriageway will be realigned, removing the subway underneath Fleming Way to allow pedestrians to cross the road at-grade. Additionally, multiple at-grade signal-controlled crossings are proposed along Fleming Way – reducing the severance of the road to pedestrians and increasing their route options available rather than being funnelled into one crossing area. The pavements are to be widened, and aesthetic public realm improvements will connect the area as an extension to the shopping quarter.

4.9. In the Do-Nothing scenario, it is assumed that the existing bus station and facilities on Fleming Way are retained, with only essential expenditure on maintenance and capital renewals. However, it should be noted that due to the age and condition of some of these assets (especially the bus station) the level of expenditure required simply to maintain these over the next 10 years will be significant. These costs (and therefore the savings presented in both Preferred and Do Minimum options) are included in the assessment of the Present Value of Costs presented below.

4.10. A summary of the economic appraisal for both options is presented below. All present value costs and benefits are presented in 2019 discounted market prices and values. The current assessment indicates that the Preferred Option will have a BCR of 2.21 (High Value for Money) and the Do-Minimum Option a BCR of 1.74 (Medium Value for Money). The assessment includes significant highway disbenefits resulting from the closure of Fleming Way to general traffic, but these are expected to be reduced once enabling works

[1] In the latest GA drawings Bridge Street is shown is closed. It is most likely however that Bridge Street will remain open with the cycle track running alongside the highway. This will be confirmed and included within the detailed design for the final FBC submission.

have been included. Sensitivity analysis is being undertaken and will be reported fully in the final Full Business Case submission.

	Preferred option	Do-minimum option
Present Value Benefits (Land use impacts) £m	£ 31.48 m	-
Present Value of Benefits (Transport impacts) £m	£ 38.60 m	£ 38.60 m
Present Value Costs (PVC) £m	£ 31.69 m	£ 22.18 m
Net Present Public Value (NPV) £m	£ 38.39 m	£ 16.42 m
Benefit-Cost Ratio (BCR)	2.21	1.74
Significant non-monetised impacts	Removal of underpass reduces severance along Fleming Way	-
Value for Money (VfM) category	High	Medium
Switching Values & rationale for VfM category	Will be in FBC	Will be in FBC
DCLG Financial Cost (£m nominal prices)	£25.00m	£16.82m
Risks	Will be in FBC	Will be in FBC
Other issues	Will be in FBC	Will be in FBC

Commercial Case

4.11. SBC has considered a range of procurement options for the scheme. A traditional approach with Early Contractor Involvement has been chosen as this has enabled SBC to progress the development of the scheme including preparation of detailed designs through the existing SBC / Atkins Civil Engineering and Transport Consultancy Framework Agreement. A Design and Build option was also considered in order to expedite the procurement process in advance of the final FHSF submission. However, it was expected that this would result in higher tender costs and would have resulted in SBC having less control over the final design of the scheme. Following discussion with MHCLG in November 2019 it was therefore decided to continue with the existing approach.

4.12. The process of appointing a Main Contractor will begin in April 2020 and is expected to be completed by July 2020. The tender specification will be based on the Preferred Option (including the removal of the underpass and regrading of Fleming Way) to ensure that the contractor has the capabilities and experience required to implement the full scheme.

Financial Case

4.13. The financial profiles for the preferred and 'Do Minimum' options are presented below in outturn (nominal) prices. Overall, including expenditure incurred to date, the forecast outturn cost of the Preferred Option is £33m compared with £20m for the 'Do Minimum' option.

	19/20	20/21	21/22	22/23	23/24	Beyond	**Total**
LGF (SWLEP) funding for development costs and advance construction works[1]	£1.755m	£0.210m	-	-	-	-	**£1.965m**
MHCLG business case funding	£0.047m	-	-	-	-	-	**£0.047m**
FHSF capital funding sought[2]	-	£3.101m	£8.414m	£8.309m	£5.176m	-	**£25.000m**
SBC capital funding (excluding Monitoring and Evaluation costs)[3]	-	-	-	-	£4.644m	£0.293m	**£4.936m**
SBC Monitoring and Evaluation costs[4]	-	£0.015m	-	-	-	£0.047m	**£0.062m**
TOTAL[5]	**£1.802m**	**£3.327m**	**£8.414m**	**£8.309m**	**£9.819m**	**£0.339m**	**£32.011m**

Notes:
1. Total LGF allocated by SWLEP is £3m. In addition to the £1.965m shown, £1.035m was spent in previous financial years.
2. FHSF includes shovel-ready funding sought for advance works in 2020/21.
3. Total SBC funding approved is £5m.
4. Monitoring and Evaluation costs shown relate to pre- and post-construction surveys and reports. Monitoring and reporting costs during construction are included in SBC Project Management fees (see Financial Appraisal for further detail.)
5. Total including expenditure in previous financial years (£1.035m) = £33.045m.

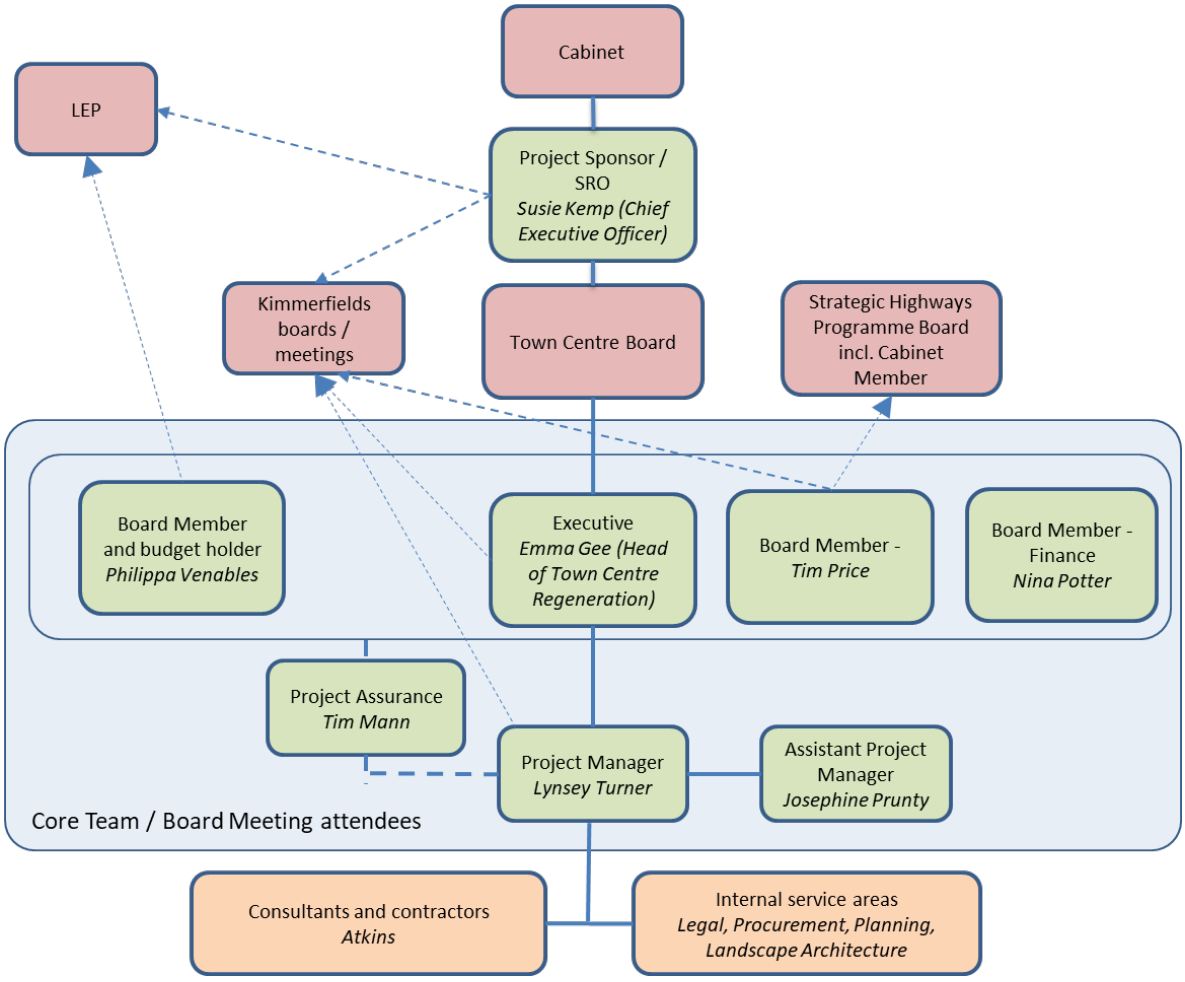
4.14. Cashflow has been forecast based on currently available information. Key assumptions are:

- main Construction Works would commence at the start of 2021/22 extending for a period of three years (or two years for the Do Minimum option), with the annual rate of expenditure broadly even but likely to be higher in the final construction year; and
- provision for risk gradually ramps up through the construction period reflecting likelihood that costs associated with risk events would be incurred later in the programme.

	19/20	20/21	21/22	22/23	23/24	Beyond	**Total**
Development Costs	£1.234m	£0.275m	£0.020m	£0.020m	£0.020m	-	**£1.569m**
Advance Construction Works	£0.568m	£2.434m	£1.318m	£0.250m	-	-	**£4.570m**
Main Construction Works	-	-	£5.064m	£5.292m	£5.790m	-	**£16.147m**
Post-construction Costs	-	-	-	-	£0.350m	£0.250m	**£0.600m**
Monitoring and Evaluation costs	-	£0.015m	-	-	-	£0.040m	**£0.055m**
Risk	-	£0.500m	£1.500m	£2.000m	£2.500m	-	**£6.500m**
Inflation	-	£0.103m	£0.512m	£0.747m	£1.159m	£0.049m	**£2.574m**
TOTAL	**£1.802m**	**£3.327m**	**£8.415m**	**£8.309m**	**£9.819m**	**£0.339m**	**£32.011m**

Management Case

4.15. The framework for project delivery is provided below. It illustrates the governance structure and project delivery team including key individuals and their responsibilities as described in the Commercial Case:



4.16. Key milestones are summarised below:

Milestone	Date
Public consultation	February 2020
Planning consents for John Street area	March 2020
Early Contractor Involvement	March 2020
Commence Main Contractor procurement	April 2020
Full Business Case submission to MHCLG/SWLEP	April 2020
Completion of Detailed Design	May 2020
Completion of Phase 1 BT Openreach diversions / commence Phase 2	July 2020
Main Contractor final tender price confirmed	July 2020

Milestone	Date
FHSF announcement expected	September – November 2020
John Street Multi-Storey Car Park demolition	November 2020
Temporary Bus Station completed	April 2021
Main construction period 1 (Western section)	April – December 2021
Completion of Phase 2 BT Openreach diversions	March 2022
Main construction period 2 (Central / eastern sections following completion of BT diversions)	March 2022 – December 2023
Scheme completion (re-opening of Fleming Way to bus traffic)	December 2023
Removal of Temporary Bus Station / reinstate to public car park	March 2024
Demolition of old bus station	March 2024

Independent Technical Assessment

4.17. This Outline Business Case has been reviewed by Systra, one of SWLEP's Independent Technical Advisors. Due to the logistics of producing a single business case for SWLEP and MHCLG not all requirements have been met to produce the Outline Business Case to a sufficient completeness to warrant approval.

4.18. A full review of the OBC has been carried out by the ITA and detailed comments passed to SBC on items requiring further work.

4.19. These items will be addressed in the Full Business Case, scheduled to be submitted to the Board for approval in May 2020.

This page left intentionally blank

Swindon & Wiltshire LOCAL ENTERPRISE PARTNERSHIP	**Board Meeting** **22 January 2020** **Paper Number 5.4**

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

Meeting & Date:	SWLEP Board Meeting – Wednesday, 22 January 2020		
Subject:	LGF Delivery Management		
Attachments:	Wiltshire College, Salisbury – Cladding Proposal (via embedded link) Illuminating Salisbury SOBC (via embedded link) M4 Junction 15 SOBC (via embedded link) Comparison of Projects (included)		
Author:	Ian Durston	**Total no of sheets:**	6

Papers are provided for:	Approval ☒	Discussion ☐	Information ☐

1. Purpose

1.1. To provide an update on the LGF projects identified as being at risk in previous Board papers. Also, to re-allocate £3m of funding that has been released from the Chippenham Station Hub project.

2. Summary

2.1. Most projects previously discussed as being at risk are now progressing well with a clear scope of work and plan to deliver by March 2021.

2.2. The exception is the final element of the Chippenham Station Hub project which was previously provisionally allocated to the town centre link bridge (£3m). This funding is now being released from the project.

2.3. Four projects are presented to the Board in this paper for the Board to decide where the £3m should be re-allocated:

- GPIF
- Wiltshire College, Salisbury Campus, cladding of rear of building
- Illuminating Salisbury
- M4, Junction 15

2.4. Discussions will be held in the Board Meeting to select one or more projects

3. Recommendation

The Swindon and Wiltshire LEP Board is recommended to:

3.1. discuss the four proposed projects in the Board Meeting and select a preferred project, or set of projects, to be allocated funding. These projects will subsequently be managed in line with the SWLEP Assurance Framework (https://swlep.co.uk/docs/default-source/governance-documents/governance-framework/assurance-framework-2017.pdf?sfvrsn=35cde7ab_34)

4. Detail

The following projects have been discussed at previous Board Meetings:

The Maltings

4.1. At the September Board Meeting it was agreed in principle to continue to proceed with this scheme.

4.2. An Outline Business Case has been developed by Wiltshire Council and is submitted for Board Approval in paper 11.0.

NEV A420 Gablecross

4.3. As reported at the November Board Meeting, this project is now in a much healthier state and is no longer considered to be at risk.

4.4. A Full Business Case for the project is scheduled to be presented to the March Board Meeting.

Royal Artillery Museum (RAM)

4.5. Discussions have been recently held with the RAM team and have shown that the project is on a more solid footing with a plan now in place for completion by March 2021.

4.6. An Outline Business Case for the project will be available shortly with construction forecast to commence in August 2020.

NEV – Southern Connector Rd

4.7. This project is a DfT Retained Scheme therefore the Board does not have the same authority that it holds for other LGF schemes.

4.8. While this project is encountering a number of challenges, Swindon Borough Council (SBC) has held a deep dive and ascertained that the LGF funding can be spent by March 2021.

4.9. SBC has also been in discussion with the Department for Transport (DfT) regarding mitigating the risk around spend before March 2021. An agreement has been reached with the DfT that, pending a successful approval of the Full Business Case (plus a contractor appointed and all 3rd party funding being in place), all DfT funding for the project can be released in financial year 2020/21, with the spend subsequently managed by SBC/SWLEP. This spend could then go beyond March 2021.

4.10. Therefore, funding for this project is now in a more stable position.

Chippenham Station Hub

4.11. This project has been split into several schemes, a number of which are in progress and are on track for delivery by March 2021, so are not the subject of this paper. These schemes are phase 1 (ticket office and lifts), phase 2 (Saddlers Mead car park/Good Energy building) and phase 5 (station forecourt improvements at main entrance).

4.12. A supplement to the Outline Business Case for the package of sustainable transport schemes agreed in principle at the September Board is presented to the Board for approval in paper 5.2.

4.13. After these schemes are accounted for, there remains £3m of funding that was previously allocated to the station to town centre link bridge scheme. As reported at the November Board Meeting, this scheme is not now feasible.

4.14. After discussions at Commissioning Group, this funding has now been released to be re-allocated to a new scheme. The candidate schemes for re-allocation of this money are discussed below.

Projects for Released Funding

4.15. Discussions were held at Commissioning Group and the 'long list' of projects presented in previous Board papers were narrowed down to the following short-list of projects to be considered by the Board for the re-allocation of the £3m of funding:

- GPIF
- Wiltshire College, Salisbury Campus, cladding of rear of building
- Illuminating Salisbury
- M4, Junction 15

4.15.1. **GPIF.** Current GPIF calls are oversubscribed and are experiencing a large appetite for GPIF loan funding in the area from the private sector. A robust process is now in place for allocating GPIF loans which would enable the funding to be comfortably defrayed by March 2021 to the benefit of private sector businesses. Funding would not be allocated to a specific GPIF project at this stage, but the re-allocated funding would be used to fund a project selected through the normal GPIF Governance Group assessment process. Currently the GPIF programme has £3.21m of funding available for applications, with 6 businesses currently in the process of having their

submissions assessed. If all 6 businesses are successful, then the £3.21m of funding will be oversubscribed, so additional funding would already be required.

4.15.2. **Wiltshire College.** The recent refurbishment work at the Salisbury campus (funded by SWLEP) was not able to include cladding on the rear of the building due to insufficient availability of funding. As a result, there is a noticeable mismatch between the refurbishment work carried out on façade at the front of the building and the old façade at the rear of the building. This is affecting the perception of the overall facility by potential new students. A proposal for the work, provided by Wiltshire College, can be accessed at:

https://swlep.co.uk/docs/default-source/programmes/local-growth-fund-lgf/strategic-outline-business-cases/wiltshire-college-salisbury-campus-cladding-proposal.docx?sfvrsn=3d0356ea_2

4.15.3. **Illuminating Salisbury.** This project aims to provide exciting and interactive light and sound installations around Salisbury City Centre in order to attract footfall back to the city post the 2018 Novichok attacks. SWLEP has previously funded initial development work for this project, but funding is now sought for the purchase of the hardware required for the installations. An SOBC for the work, provided by Wiltshire Council, can be accessed at:

https://swlep.co.uk/docs/default-source/programmes/local-growth-fund-lgf/strategic-outline-business-cases/sobc-illuminating-salisbury-2020-01-22.docx?sfvrsn=efeb8402_2

4.15.4. **M4, Junction 15.** A Strategic Outline Business Case for funding for an improved M4 Junction 15 has been developed by Highways England. This project was originally allocated LGF funding in round 1 but an alternative funding source was found, so LGF funding was moved to the Ultra-Fast Broadband, Royal Artillery Museum and Swindon Cultural Quarter projects. Subsequently, costs have been found to be higher for the M4 Junction 15 project, so LGF funding is now being sought again. An SOBC for the work, provided by Highways England (in conjunction with Swindon Borough Council), can be accessed at:

https://swlep.co.uk/docs/default-source/programmes/local-growth-fund-lgf/strategic-outline-business-cases/m4-j15-a419-sobc-(final).pdf?sfvrsn=a6b4124b_2

4.16. A table comparing the various features of the above projects is presented in Attachment 1 to support a discussion at the Board on which project/s to fund.

Swindon & Wiltshire LOCAL ENTERPRISE PARTNERSHIP

Board Meeting
22 January 2020
Paper Number 5.4

Attachment 1 – Comparison of Projects

	Scope	£ Sought	£ Flexibility/ Scaleability	Strategic Fit (SEP/LIS)	Outputs	BCR	Delivery by 31/3/2021	Risks
GPIF	Capital loan to business/es in the area	£3m	Yes	Business Support	Depends on scheme	Not Known	Robust process in place so low risk	GPIF Governance Group unable to approve suitable scheme (low)
Wiltshire College	Extend new cladding to rear of building	£1.4m	No – full amount required	Skills Higher Education provision	Protection of existing extra 1500 learners / year	14:1 (original Salisbury campus figure)	Same contractor to be used as for front of building. Can start immediately.	Issues during construction (low)
Illuminating Salisbury	Detailed design Acquisition of lighting and sound equipment Physical implementation	£2.1m	Yes – a reduced amount would still allow a viable, albeit smaller, project.	Place Making Salisbury Recovery Visitor Economy	TBC in OBC, but will include improvements to: Annual visitors Footfall figures Overnight stays Jobs GVA	3.5:1 (provisional and conservative – TBC in OBC)	High level plan in place – TBC in OBC	OBC sign off Delivery timescales TBC

Swindon & Wiltshire LOCAL ENTERPRISE PARTNERSHIP

Board Meeting
22 January 2020
Paper Number 5.4

	Scope	£ Sought	£ Flexibility/ Scaleability	Strategic Fit (SEP/LIS)	Outputs	BCR	Delivery by 31/3/2021	Risks
M4, Junction 15	Widening of approach carriageways and slip roads and changes to signal operation to improve the operation and capacity of the junction.	£5.85m	No – full amount required (plus HE to find additional funding)	Transport Housing	▪ Ensure Commonhead (890 houses) and New Eastern Villages (8,000+ houses) developments can be accommodated on Strategic Road Network. ▪ Reduce queuing/accidents on A419 and M4 J15 off-slips. ▪ Improve journey time reliability.	5.7:1 (provisional – TBC in OBC)	No evidence provided in SOBC	OBC sign off FBC sign off Procurement Delivery timescales

This page left intentionally blank

Swindon & Wiltshire LOCAL ENTERPRISE PARTNERSHIP

Board Meeting
22 January 2020
Paper Number 5.5

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

Meeting & Date:	SWLEP Board Meeting – Wednesday, 22 January 2020		
Subject:	LGF Finance and Outputs Summary		
Attachments:	None		
Author:	Ian Durston	**Total no of sheets:** (inc cover sheet)	13

Papers are provided for:	Approval ☐	Discussion ☐	Information ☒

1. Purpose

This paper summarises the current financial status across the various streams of LGF funding. Also a summary of the outputs from the LGF projects.

2. Summary

For LGF projects, the underspend situation continues – that is, while the total project spend requirement is the same, the project is not spending the grant money as quickly as originally forecast. The underspend figure has reduced slightly from £19.8m to £19.2m due to some reprofiling of the Wiltshire College projects which are spending faster than originally forecast.

All projects still forecast that all LGF money will be spent by March 2021, though there are some significant risks on the New Eastern Villages projects, mainly Soutern Connector Road, which are in the process of being reviewed.

The latest set of output figures are shown in figure 4.

3. Recommendations

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

4. LGF Finance Summary

4.1 The following projects fit into this category:

Growth Deal Round 1

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

Growth Deal Round 2

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

Substituted Projects (for M4 Junction 15)

- Royal Artillery Museum
- Swindon Museum and Art Gallery
- Ultra Fast Broadband
- Salisbury Recovery

Growth Deal Round 3

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

4.2 Table 1 shows the actual spend for each project to date against what is forecast to be spent during the course of the year (blue lines). Forecast figures for years in the past have been made the same as actual figures. At the bottom of the table is the total of all the project lines, plus the profile of the grant that we receive from BEIS (shown in the orange line). These total lines are shown graphically in Figure 1a.

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

4.4 The total underspend against the grant profile (that is, while the total project spend requirement is the same, the project is not spending the grant money as quickly as originally forecast) at is currently £19.2m.

4.5 The projects with a significant contribution to the overall underspend situation are Swindon Bus Boulevard, Swindon Rapid Transit, The Maltings and Chippenham Station Hub due to initial delays in progress. The two museum projects and the Wiltshire College projects are also contributors (though these are due to profiling issues rather than delays to the projects).

4.6 Currently, all projects still forecast that all LGF money will be spent by March 2021.

4.7 £1.1m of LGF funding has been allocated to support the Salisbury and South Wiltshire area. £100,000 of this money has been allocated to the Illuminating Salisbury project, £500,000 to the Fisherton St Gateway project, £250,000 to the City Centre Transport Improvement project and £100,000 to A36 investigation work. Discussions are ongoing with Wiltshire Council on allocating the remaining £150,000.

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

Swindon & Wiltshire LOCAL ENTERPRISE PARTNERSHIP

Board Meeting
22 January 2020
Paper Number 5.5

Table 1

		15/16	16/17	17/18	18/19	Q1 19/20	Q2 19/20	Q3 19/20	Q4 19/20	Total 19/20	20/21	TOTAL
A350 Bumpers Farm - COMPLETE	Original Grant Request	835,000	835,000									1,670,000
	Forecast Profile Spend	1,670,000										1,670,000
	Actual Spend to Date	1,670,000										1,670,000
A429 Malmesbury - COMPLETE	Original Grant Request	1,400,000										1,400,000
	Forecast Profile Spend	1,400,000										1,400,000
	Actual Spend to Date	1,400,000										1,400,000
Porton Science Park - COMPLETE	Original Grant Request	4,000,000										4,000,000
	Forecast Profile Spend	0	1,862,200	2,137,800								4,000,000
	Actual Spend to Date	0	1,862,200	2,137,800								4,000,000
A350 West Ashton/Yarnbrook	Original Grant Request									2,900,000	2,600,000	5,500,000
	Forecast Profile Spend	0	117,300	0	3,000	610,000	215,000	215,000	215,000	1,255,000	4,124,700	5,500,000
	Actual Spend to Date	0	117,300	0	3,000		610,000	2,000		612,000		732,300
M4 Junction 17 - COMPLETE	Original Grant Request										500,000	500,000
	Forecast Profile Spend	0	140,400	359,600								500,000
	Actual Spend to Date	0	140,400	359,600								500,000
Corsham Mansion House	Original Grant Request		1,900,000	600,000								2,500,000
	Forecast Profile Spend	26,200	155,500	373,300	1,800,685	0	0	0	144,315	144,315		2,500,000
	Actual Spend to Date	26,200	155,500	373,300	1,800,685							2,355,685
A350 Dualling Chippenham Bypass - COMPLETE	Original Grant Request			2,370,000	2,370,000					2,360,000		7,100,000
	Forecast Profile Spend	0	667,000	2,863,400	3,569,600							7,100,000
	Actual Spend to Date	0	667,000	2,863,400	3,569,600							7,100,000
Ultra Fast Broadband	Original Grant Request			1,000,000								1,000,000
	Forecast Profile Spend	0	0	0	0	0	0	500,000	500,000	1,000,000		1,000,000
	Actual Spend to Date	0	0	0	0							0
Royal Artillery Museum	Original Grant Request			425,000	925,000							1,350,000
	Forecast Profile Spend	0	0	0	0	0	0	0	0	0	1,350,000	1,350,000
	Actual Spend to Date	0	0	0	0							0
Swindon Cultural Quarter	Original Grant Request			250,000								250,000
	Forecast Profile Spend	0	0	0	0	62,500	62,500	62,500	62,500	250,000		250,000
	Actual Spend to Date	0	0	0	0							0
LGF Sustainable Transport (LSTF) - COMPLETE	Original Grant Request	1,250,000	1,250,000	1,250,000								3,750,000
	Forecast Profile Spend	1,226,800	1,086,000	941,200	496,000							3,750,000
	Actual Spend to Date	1,226,800	1,086,000	941,200	496,000							3,750,000
M4 Junction 16 - COMPLETE	Original Grant Request		6,080,000	2,960,000						-3,120,000		5,920,000
	Forecast Profile Spend	875,800	4,185,500	3,978,700						-3,120,000		5,920,000
	Actual Spend to Date	875,800	4,185,500	3,978,700		-723,072				-723,072		8,316,928
Rapid Transit	Original Grant Request		164,000	3,283,000	3,283,000					2,190,000		8,920,000
	Forecast Profile Spend	0	55,500	799,200	2,445,328	1,043,072	350,000	400,000	930,000	2,723,072	2,896,900	8,920,000
	Actual Spend to Date	0	55,500	799,200	2,445,328	723,072				723,072		4,023,100
Swindon Bus Boulevard	Original Grant Request			1,100,000	1,700,000					200,000		3,000,000
	Forecast Profile Spend	0	0	67,100	819,036	229,564	620,000	137,000	161,000	1,147,564	966,300	3,000,000
	Actual Spend to Date	0	0	67,100	819,036	205,064	491,000			696,064		1,582,200
Wiltshire College - Salisbury	Original Grant Request			2,300,000	2,300,000					2,300,000	6,930,000	13,830,000
	Forecast Profile Spend	0	0	670,000	2,850,000	1,393,613	769,291	2,217,230	2,172,473	6,552,607	3,757,393	13,830,000
	Actual Spend to Date	0	0	670,000	2,850,000	1,393,613	769,291	2,217,230		4,380,134		7,900,134
Wiltshire College - Lackham	Original Grant Request			1,360,000	1,360,000					1,360,000	4,120,000	8,200,000
	Forecast Profile Spend	0	0	237,070	758,965	0	1,103,965	898,656	1,736,260	3,738,881	3,465,084	8,200,000
	Actual Spend to Date	0	0	237,070	758,965	0	1,103,965	898,656		2,002,621		2,998,656
Maltings & Central Car Park - Salisbury	Original Grant Request			1,250,000	1,250,000					1,250,000	2,310,000	6,060,000
	Forecast Profile Spend	0	0	283,100	72,888	0	0	0	0	0	5,704,012	6,060,000
	Actual Spend to Date	0	0	283,100	72,888	6,530	8,213	12,713		27,456		383,444
Chippenham Station Hub	Original Grant Request	350,000		2,160,000	5,000,000					5,000,000	3,490,000	16,000,000
	Forecast Profile Spend	27,900	114,000	178,100	1,211,100	55,000	145,000	396,000	1,770,000	2,366,000	12,102,900	16,000,000
	Actual Spend to Date	27,900	114,000	178,100	1,211,100	102,364	189,463	83,844		375,671		1,906,771
Salisbury Projects (Not all allocated)	Original Grant Request			175,000	925,000							1,100,000
	Forecast Profile Spend	0	0	0	0	162,500	162,500	162,500	162,500	650,000	450,000	1,100,000
	Actual Spend to Date	0	0	0	19,343	18,423	920					19,343
	Grant Annual	7,800,000	10,214,948	21,439,293	20,870,160					16,117,812	15,697,417	92,139,630
	TOTAL Forecast Profile	5,226,700	8,383,400	12,888,570	14,026,602	3,556,249	3,428,256	4,988,886	7,854,048	16,707,439	34,817,289	92,050,000
	TOTAL Actual	5,226,700	8,383,400	12,888,570	14,045,945	1,725,994	3,172,852	3,214,443	0	8,093,946	0	48,638,561

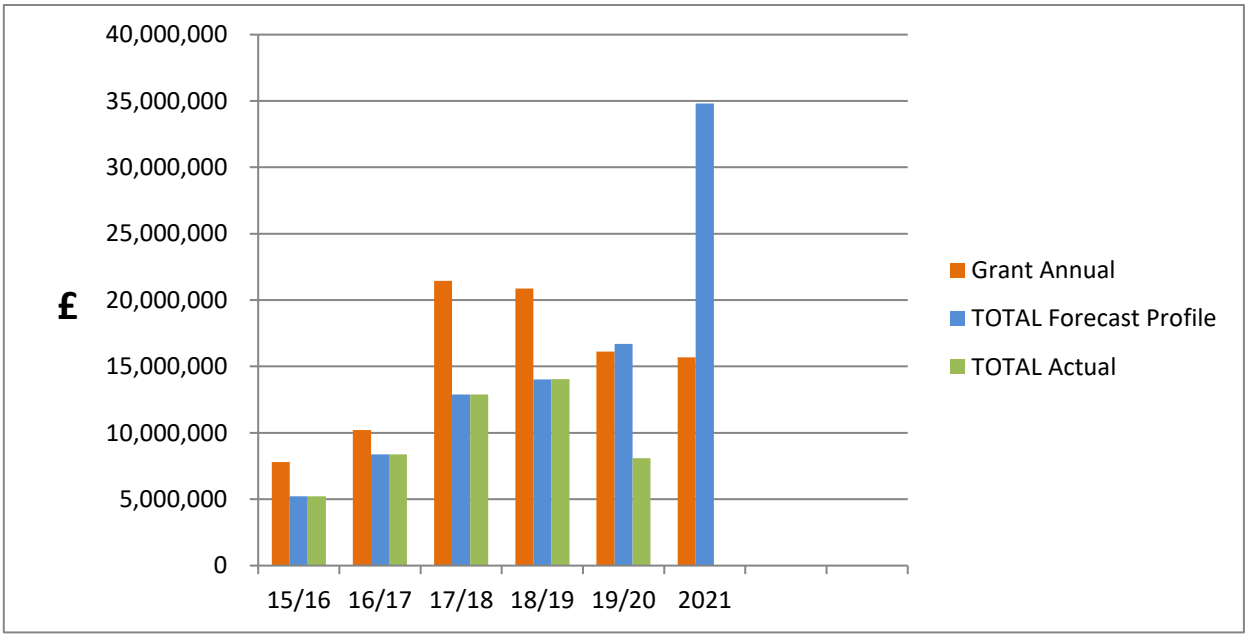


Figure 1a

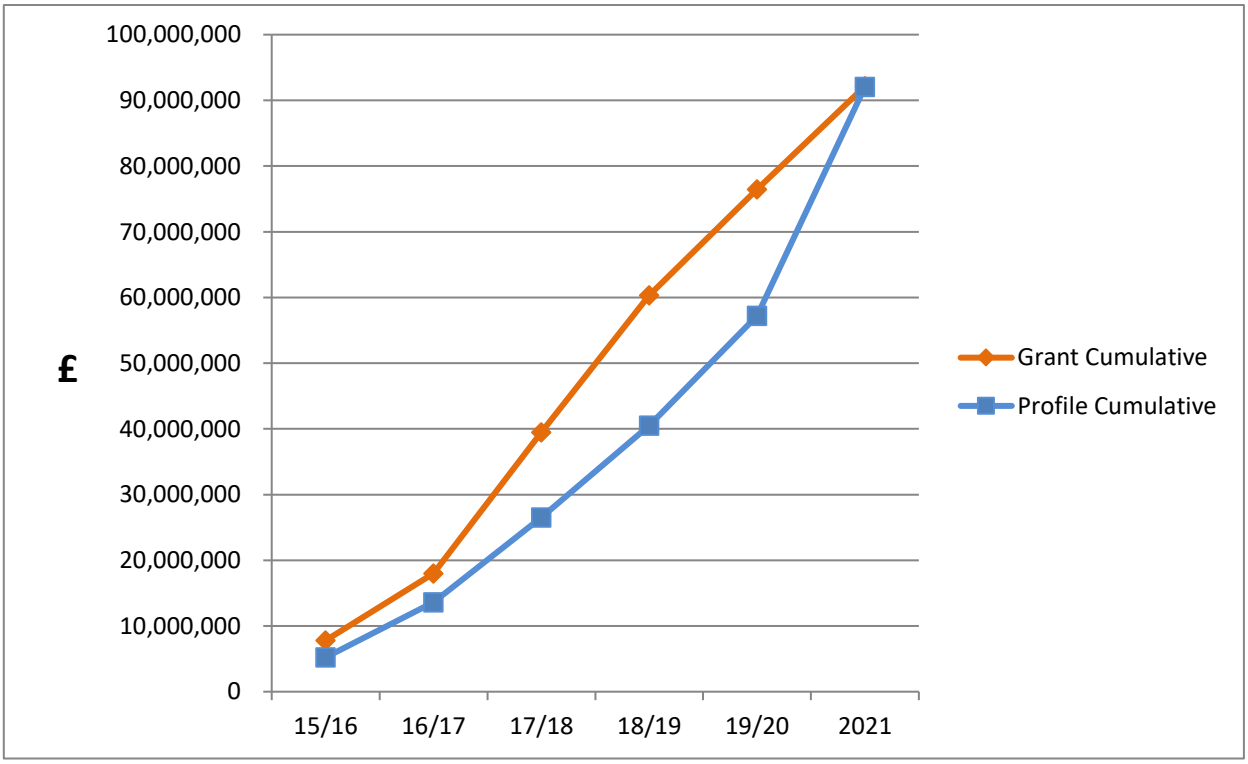


Figure 1b

5. LGF – DfT Projects Summary

5.1 The following New Eastern Villages projects, while LGF projects, are funded by DfT with separate funding conditions, so are accounted for separately:

- NEV – Greenbridge Roundabout;
- NEV – West Of A419 (Package 2); and
- NEV – A420 Gablecross

5.2 Table 2 shows the actual spend for each project to date against what is forecast to be spent during the course of the year (blue lines). Forecast figures for years in the past have been made the same as actual figures. At the bottom of the table is the total of all the project lines, plus the profile of the grant that we receive from DfT (shown in the orange line). These total lines are shown graphically in Figure 2a.

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

5.4 Actual spend for these projects in 2019/20 is broadly in line with forecast spend. With the recent agreement with Sainsbury's finalised for the NEV A420 Gablecross project, this positive situation is expected to continue going forward.

Swindon & Wiltshire LOCAL ENTERPRISE PARTNERSHIP

Board Meeting
22 January 2020
Paper Number 5.5

Table 2

		15/16	16/17	17/18	18/19	Q1 19/20	Q2 19/20	Q3 19/20	Q4 19/20	Total 19/20	20/21	TOTAL
Green Bridge Roundabout - COMPLETE	Original Grant Request		**2,000,000**									**2,000,000**
	Forecast Profile Spend	**591,500**	**1,408,500**									**2,000,000**
	Actual Spend to Date	**591,500**	**1,408,500**									**2,000,000**
Package 2 - Nythe & Picadilly	Original Grant Request									**500,000**	**2,430,000**	**2,930,000**
	Forecast Profile Spend	**0**	**0**	**0**	**100,000**	124,400	35,000	55,000	90,000	**304,400**	**2,525,600**	**2,930,000**
	Actual Spend to Date	**0**	**0**	**0**	**100,000**	101,100	193,000			**294,100**		**394,100**
A420 Corridor	Revised Grant Request		**2,500,000**							**1,900,000**		**4,400,000**
	Forecast Profile Spend	**40,500**	**21,300**	**432,300**	**295,368**	181,232	181,000	1,994,000	972,000	**3,328,232**	**282,300**	**4,400,000**
	Actual Spend to Date	**40,500**	**21,300**	**432,300**	**295,368**	215,332	116,000			**331,332**		**1,120,800**
Great Stall Bridge - Removed	Revised Grant Request											**0**
	Forecast Profile Spend											**0**
	Actual Spend to Date											**0**
	Grant Annual (Revised)	**0**	**4,500,000**	**0**	**0**					**2,400,000**	**2,430,000**	**9,330,000**
	TOTAL Forecast Profile	**632,000**	**1,429,800**	**432,300**	**395,368**	305,632	216,000	2,049,000	1,062,000	**3,632,632**	**2,807,900**	**9,330,000**
	TOTAL Actual	**632,000**	**1,429,800**	**432,300**	**395,368**	316,432	309,000	0	0	**625,432**	**0**	**3,514,900**

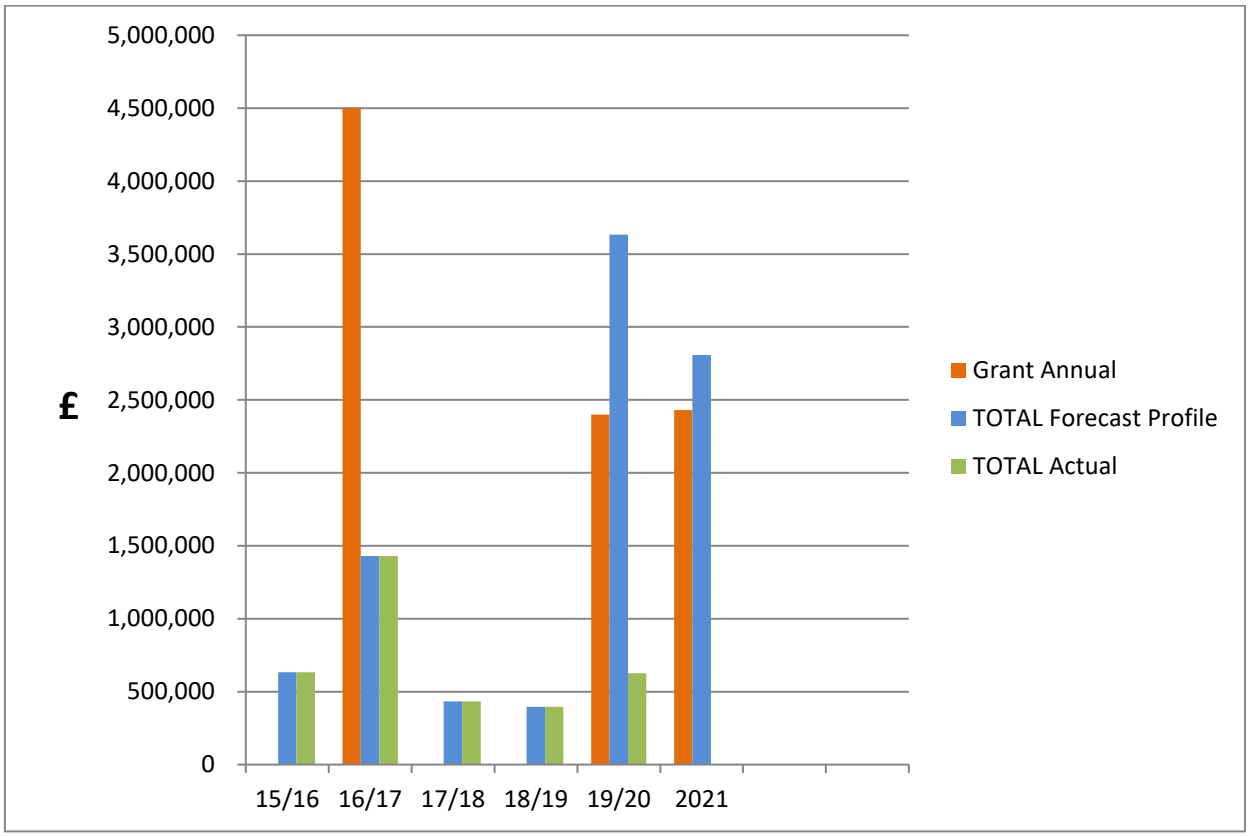


Figure 2a

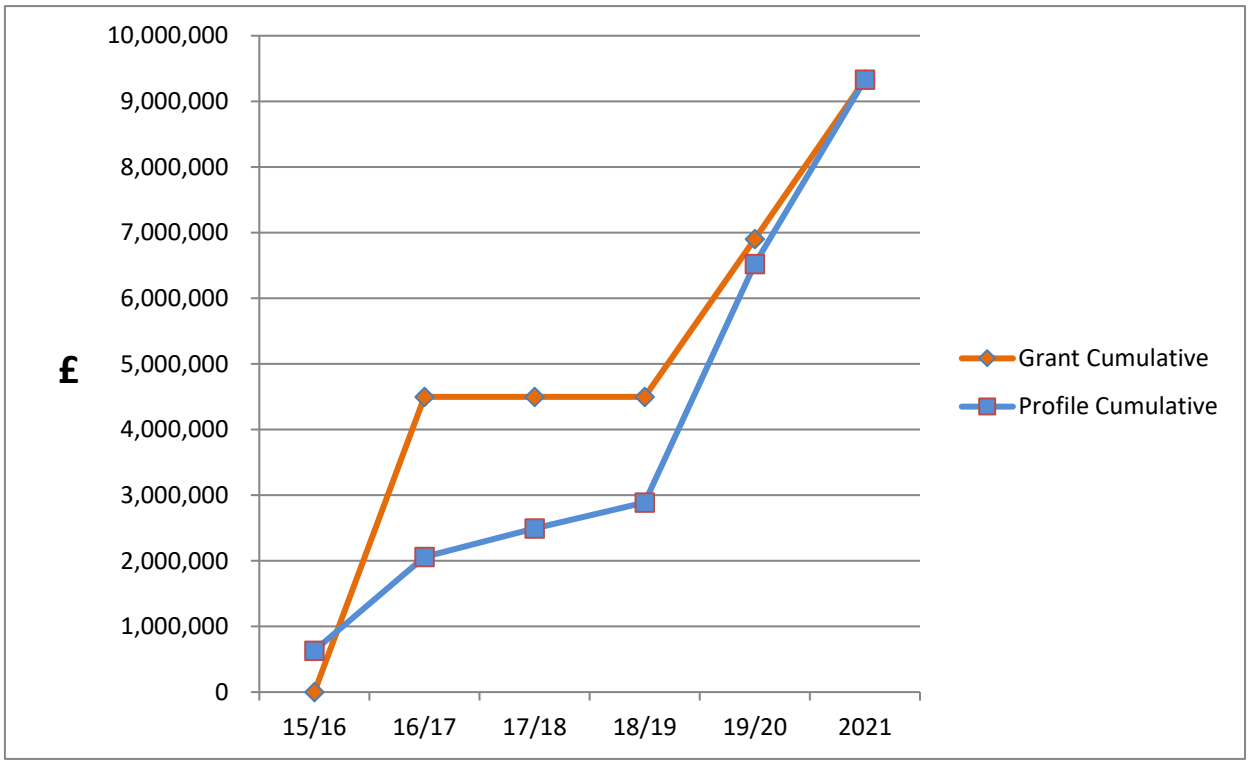


Figure 2b

6. DfT Retained Projects Summary

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

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

6.2 Table 3 shows the actual spend for each project to date against what is forecast to be spent during the course of the year (blue lines). Forecast figures for years in the past have been made the same as actual figures. At the bottom of the table is the total of all the project lines, plus the profile of the grant that we receive from DfT (shown in the orange line). These total lines are shown graphically in Figure 3a.

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

6.4 Actual spend for these projects in 2019/20 has been broadly in line with forecast spend to date. However, there are significant challenges with delivering the Southern Connector Rd project with a large amount of spend forecast for 2020/21. Discussions are therefore taking place internally and with the Department for Transport to make them aware of the status of the projects and ensure that funding is protected going forward.

Table 3

		15/16	16/17	17/18	18/19	Q1 19/20	Q2 19/20	Q3 19/20	Q4 19/20	Total 19/20	20/21	TOTAL
Wichelstowe Southern Access	Revised Grant Request			200,000	510,000					10,000,000	12,190,000	22,900,000
	Forecast Profile Spend	0	0	200,000	441,881	668,419	800,000	4,500,000	4,500,000	10,468,419	11,789,700	22,900,000
	Actual Spend to Date	0	0	200,000	441,881	315,719	631,000			946,719		1,588,600
New Eastern Villages - Business Case	Original Grant Request	500,000										500,000
	Forecast Profile Spend	381,900	118,100									500,000
	Actual Spend to Date	381,900	118,100									500,000
New Eastern Villages - White Hart Junction	Revised Grant Request		600,000	900,000						16,200,000	10,500,000	28,200,000
	Forecast Profile Spend	0	28,000	417,500	1,093,935	82,265	256,000	5,694,000	5,781,000	11,813,265	14,847,300	28,200,000
	Actual Spend to Date	0	28,000	417,500	1,093,935	90,465	422,000			512,465		2,051,900
New Eastern Villages - Southern Connector Road	Revised Grant Request									2,100,000	9,500,000	11,600,000
	Forecast Profile Spend	0	0	0	0	1,879,700	0	0	220,300	2,100,000	9,500,000	11,600,000
	Actual Spend to Date	0	0	0	0	1,924,000	270,000			2,194,000		2,194,000
	Grant Annual	500,000	600,000	1,100,000	510,000					28,300,000	32,190,000	63,200,000
	TOTAL Forecast Profile	381,900	146,100	617,500	1,535,816	2,630,384	1,056,000	10,194,000	10,501,300	24,381,684	36,137,000	63,200,000
	TOTAL Actual	381,900	146,100	617,500	1,535,816	2,330,184	1,323,000	0	0	3,653,184	0	6,334,500

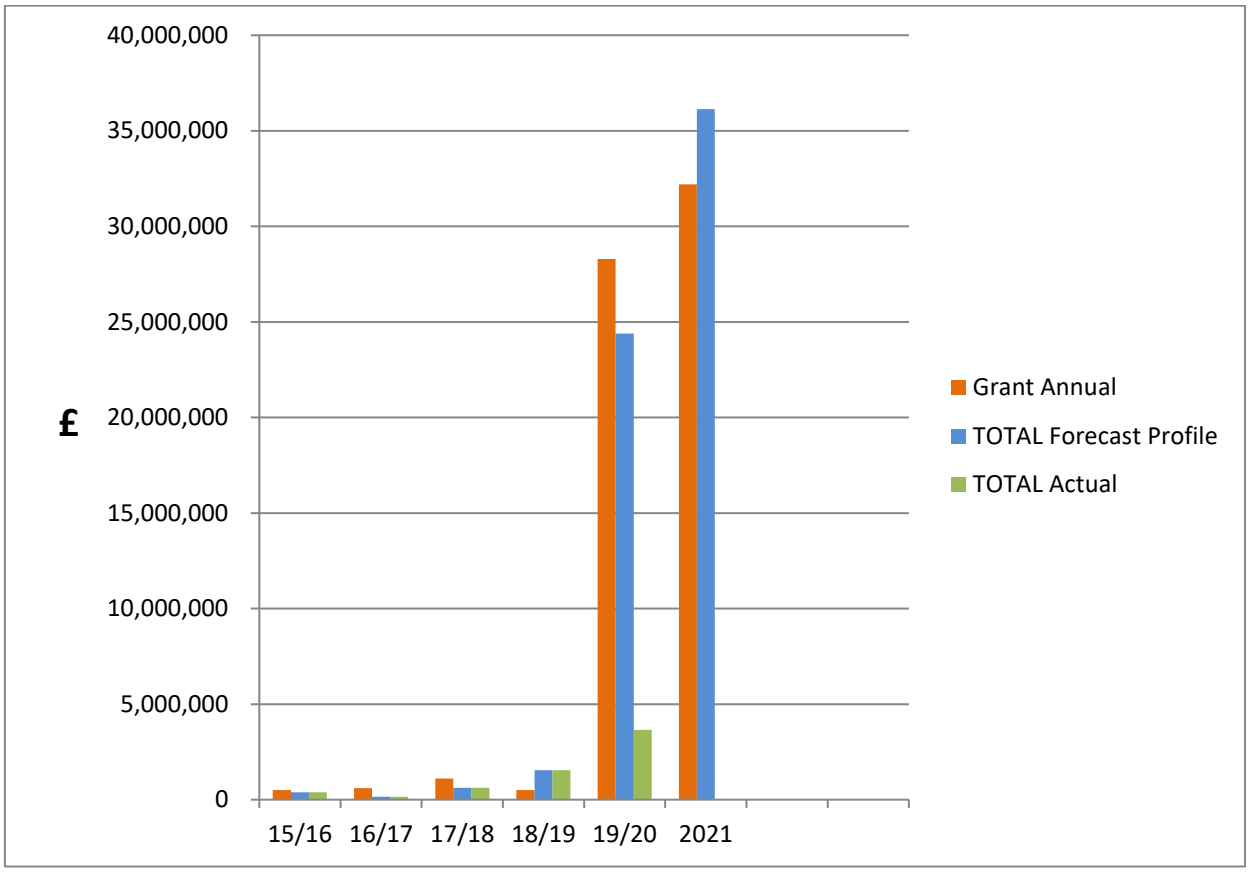


Figure 3a

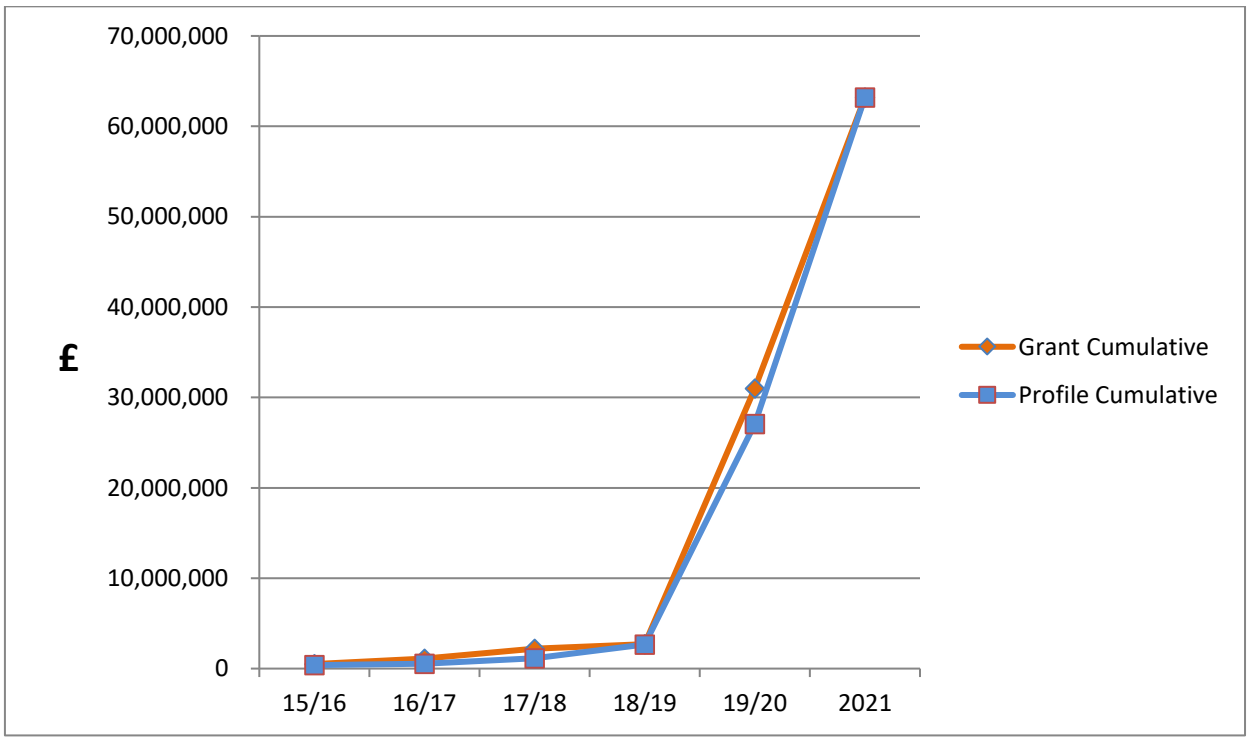


Figure 3b

7. LGF – Outputs Summary

7.1 Figure 4 shows a summary of the outputs across all (non retained) LGF projects in the areas of housing, jobs, skills and transport. Actuals vs forecast figures are shown.

7.2 This is a summary of a detailed submission made to Central Government as at the end of Q2 2019/20.

LEP Name **Swindon and Wiltshire LEP**

This Quarter: **Q2_1920**

Deliverables Progress

Housing	This Quarter		15-17	Financial Year 17-18	18-19	19-20	20-21	21-25		Total
Houses Completed	**0**		0	106	55	0	0	-		**161**
Forecast for year	**458**		-	106	55	458	1,053	6,397		**8,069**
Progress towards forecast	**0%**		-	100%	100%	0%	0%	-		**2%**
Jobs										
Jobs Created	**0**		1,500	77	321	15	0	-		**1,913**
Apprenticeships Created*	**0**		0	0	0	0	0	-		**0**
Jobs including Apprenticeships	**0**		1,500	77	321	15	0			**1,913**
Forecast for year	**1,404**		1,500	77	321	1,404	2,126	1,862		**7,290**
Progress towards forecast	**0%**		100%	100%	100%	1%	0%	0%		**26%**
* Apprenticeships included within jobs totals prior to 2017										
Skills										
Area of new or improved floorspace (m2)	**0**		0	0	0	0	0	-		**0**
Forecast for year	**0**		-	0	0	0	9,000	0		**9,000**
Progress towards forecast	**-**		-	-	-	-	0%	-		**0%**
Number of New Learners Assisted	**0**		0	0	0	0	0	-		**0**
Forecast for year	**0**		-	0	0	0	3,730	0		**3,730**
Progress towards forecast	**-**		-	-	-	-	0%	-		**0%**
Transport										
Length of Road Resurfaced	**0.0**		0.0	0.1	0.0	0.0	0.0	-		**0.1**
Length of Newly Built Road	**0.0**		1.0	2.0	1.4	0.0	0.0	-		**4.4**
Length New Cycle Ways	**0.0**		3.0	3.0	0.0	0.0	0.0	-		**6.0**

Figure 4

This page left intentionally blank

Swindon & Wiltshire LOCAL ENTERPRISE PARTNERSHIP	**SWLEP Board** **22 January 2020** **Paper Number 6.1**

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

Meeting & Date:	SWLEP Board - Wednesday, 22 January 2020		
Subject:	Swindon and Wiltshire Local Industrial Strategy update (LIS)		
Attachments:			
Author:	Debby Skellern	**Total no of sheets:**	3

Papers are provided for:	Approval ☐	Discussion ☐	Information ▣

1. Purpose

1.1. This paper updates the SWLEP Board on the progress made to refine the draft Swindon and Wiltshire Local Industrial Strategy (LIS) and related documents.

2. Summary

2.1. Since the last Board meeting, the LIS Working Group has continued to oversee the development of the draft LIS:

2.1.1. a draft vision statement has been written and feedback from the Board has been sought by email. The vision statement and aim for each foundation will be included in the final version of the LIS.

2.1.2. during November and December 2019, additional feedback on the LIS was received from the LIS Working Group and from both Unitary Authorities.

2.1.3. in December, the draft LIS and commitments spreadsheet were submitted to the government's central LIS Team for review and comment and feedback was received on 14 January.

2.1.4. the LIS Working Group made additional amendments and feedback at its meeting on 13 January; as a result, the draft LIS will be presented to the Board at its meeting in March;

2.1.5. a draft Implementation Plan has been developed and work is underway to populate it; and

2.1.6. work has continued to progress the New Energy Vehicle (NEV) Infrastructure project and the Business Cyber Centre. Progress updates on the NEV, Cyber Centre and Skills Plan work will be given to the Board separately.

Swindon & Wiltshire LOCAL ENTERPRISE PARTNERSHIP	**SWLEP Board** **22 January 2020** **Paper Number 6.1**

3. **Recommendations**

The LIS Working Group recommends that the SWLEP Board:

3.1. approves the Vision statement;

3.2. approves the aim for each foundation;

3.3. notes the feedback from the Central LIS Team; and

3.4. agrees the next steps and timeline.

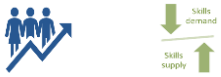
4. **The Vision to 2036 and goals by foundation**

4.1. Following feedback from the SWLEP Board the Vision has been amended:

To ensure all of our communities benefit from inclusive and sustainable growth, making the Swindon and Wiltshire area world-renowned for its convergence of innovation, entrepreneurialism and great quality of life.

4.2. The aims for the five foundations were presented at the Growth Summit and have remained unchanged with the exception of the Places text where the wording relating to natural capital has been refined (Table 1).

Table 1: LIS aims by the five foundations of productivity

	Places: develop resilient, agile and inclusive settlements through a more diversified economy, improved cultural and retail offer while conserving and enhancing our natural capital
	People: address the skills supply / demand imbalance and ensure there is inclusive growth across socio-economic groups
	Ideas: grow R&D and innovation activity, building on our strengths (advanced engineering, energy / sustainability, agritech, life sciences) and emerging opportunities (cyber resilience and digitech)
	Infrastructure: further improve digital, road and rail connectivity and tackle capacity constraints in energy, water and waste
	Business Environment: attract investment and enable businesses to reach their potential, building on the Growth Hub successes

5. Update from the LIS Working Group on 13 January

5.1. Additional amendments to the LIS have been proposed by the LIS Working Group as follows:

5.1.1. an additional strategic priority is included on rural areas;

5.1.2. additional text is added to Strategic Priority 7 to broaden its scope to include Wiltshire more specifically;

5.1.3. wording needs to be clearer on our ambition for the federation of HE provisions to evolve into a business-led university over time;

5.1.4. to make the Business Cyber Centre text clearer and more ambitious;

5.1.5. include text on the Western Gateway and SWLEP's involvement;

5.1.6. redraft the foreword; and

5.1.7. review the images which have been used.

6. Feedback from government on the LIS

6.1. Feedback has been received from the government's Central LIS Team on the draft LIS and associated commitments. Overall the LIS has been viewed positively as a concise and clearly written document. Once the amendments listed above have been made, the draft LIS will be resubmitted for further comment.

6.2. Proposed delivery is also presented in a Commitments Spreadsheet setting out stakeholders and proposed funding sources. The spreadsheet will need to be updated to reflect the latest changes before submission to government for negotiation.

7. Implementation plan

7.1. Work has commenced to develop a LIS Implementation Plan to sit behind the LIS once it has been approved by the Board. This will be a useful project management tool to demonstrate the sequencing and status of planned delivery as the LIS is rolled out over time.

8. Next steps

8.1. These are set out in Table 2 below:

Table 2: Actions and timeline

Action	Timeline
The draft LIS and Commitments Spreadsheet will be updated to reflect the comments and additions highlighted above	31 January 2020
Amended draft LIS and Commitments Spreadsheet reviewed and approved by the LIS Working Group.	7 February 2020
Revised draft LIS and Commitments Spreadsheet submitted for negotiation with the LIS Central Team.	28 February TBC
Budget announcement	11 March 2020
The final draft of the LIS submitted to the Board for approval in March.	25 March 2020

This page left intentionally blank

Swindon & Wiltshire
LOCAL ENTERPRISE PARTNERSHIP

Drafting the Skills Plan

Department for
Business, Energy
& Industrial Strategy

INDUSTRIAL
STRATEGY

Swindon & Wiltshire
LOCAL ENTERPRISE PARTNERSHIP

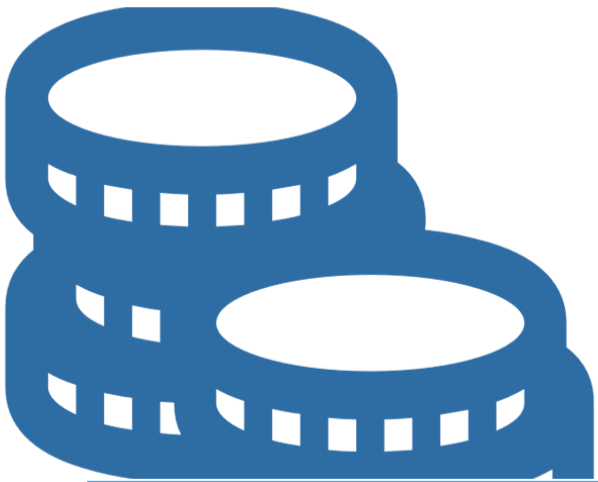
Department for Business, Energy & Industrial Strategy

INDUSTRIAL STRATEGY

Swindon & Wiltshire
LOCAL ENTERPRISE PARTNERSHIP

Our parameters

The National Industrial Strategy



Increased productivity

All communities contributing to and benefiting from economic prosperity

Department for Business, Energy & Industrial Strategy

INDUSTRIAL STRATEGY

The National Industrial Strategy

People Foundation

i. Improve the quality and reputation of technical education,

ii. Tackle shortages of STEM skills,

iii. Tackle entrenched regional disparities in education and skill levels

iv. Ensure that everyone has an opportunity to enter into and progress at work and through the education and training system

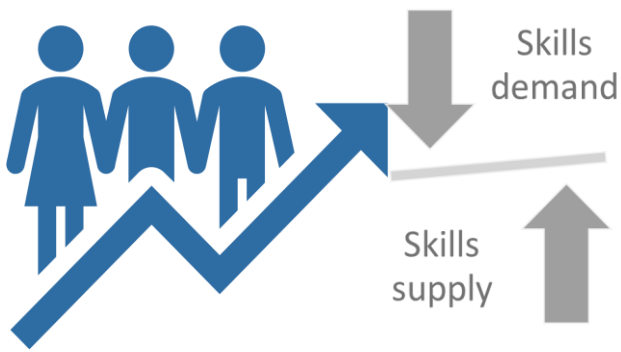
Department for Business, Energy & Industrial Strategy

INDUSTRIAL STRATEGY

Swindon & Wiltshire LOCAL ENTERPRISE PARTNERSHIP

Our parameters

SWLEP Local Industrial Strategy



PEOPLE: address skills supply / demand imbalance and ensure inclusive growth across socio-economic groups

Underlying Principles

- Demonstrate a demand-led approach to skills' provision;
- Build an ever-growing parity of esteem between vocational and academic qualifications;
- Promote social mobility by embracing an inclusive approach to growth; and
- Show political astuteness by helping the Government achieve its aims

Department for Business, Energy & Industrial Strategy

INDUSTRIAL STRATEGY

SWLEP Local Industrial Strategy

People Foundation

i. Improve the quality and reputation of technical education,

ii. Tackle shortages of STEM skills,

iii. Tackle entrenched regional disparities in education and skill levels

iv. Ensure that everyone has an opportunity to enter into and progress at work and through the education and training system

Underlying Principles

- Demonstrate a demand-led approach to skills' provision;
- Build an ever-growing parity of esteem between vocational and academic qualifications;
- Promote social mobility by embracing an inclusive approach to growth; and
- Show political astuteness by helping the Government achieve its aims

Swindon & Wiltshire LOCAL ENTERPRISE PARTNERSHIP

Our parameters

People Foundation	Underlying Principles
Improve the quality and reputation of technical education	Build an ever-growing parity of esteem between vocational and academic qualifications;
Tackle shortages of STEM skills	Demonstrate a demand-led approach to skills' provision
Tackle entrenched regional disparities in education and skill levels	
Ensure that everyone has an opportunity to enter into and progress at work and through the education and training system	Promote social mobility by embracing an inclusive approach to growth

Swindon & Wiltshire LOCAL ENTERPRISE PARTNERSHIP

Our parameters

People Foundation	Underlying Principles
Improve the quality and reputation of technical education	Build an ever-growing parity of esteem between vocational and academic qualifications;
Tackle shortages of STEM skills	Demonstrate a demand-led approach to skills' provision and in particular for STEM skills
Tackle entrenched regional disparities in education and skill levels	Show political astuteness by helping the Government achieve its aims
Ensure that everyone has an opportunity to enter into and progress at work and through the education and training system	Promote social mobility by embracing an inclusive approach to growth

Swindon & Wiltshire LOCAL ENTERPRISE PARTNERSHIP

Draft Content

Priority areas

Address skills supply and demand imbalance

Ensure inclusive growth across socio-economic groups

Business Environment
Infrastructure

Place
Infrastructure
Business Environment

Department for Business, Energy & Industrial Strategy

INDUSTRIAL STRATEGY

Address skills supply and demand imbalance

Improve use of skills and labour market intelligence

- Establish "real-time" source of labour market intelligence (LMI)
  - Promote participation in use of data source amongst partners delivering the skills plan
  - Produce quarterly update reports on focus sectors, towns and cities and jobs requiring different skill levels and attracting varying salaries
  - Use the intelligence and subsequent analysis to communicate priorities to business sectors through the Growth Hub and all partners
  - Produce an annual skills supply and demand and LMI report

Address skills supply and demand imbalance

Achieve a step change in take-up and achievement of apprenticeships

- Increase the number of school leavers taking up intermediate and advanced level apprenticeships
- Increase the number of employees upskilling through an apprenticeship qualification
- Build an understanding amongst all apprenticeship beneficiaries and stakeholders of the importance of progression pathways.
- Develop a marketing and communication campaign to increase understanding and expectation of parents and businesses to back apprenticeships as a key career choice for young people and employees.
- Improve the links between local businesses and education providers to embed technical education as an accepted education pathway

Address skills supply and demand imbalance

Establish a business-led multi-campus federation of higher education providers to meet the demand for jobs requiring STEM skills

- Establish a strategic partnership involving employers, local FE colleges and regional universities to develop demand-led provision linked to expansion of employment sites
- Support the Institute of Technology in Swindon to achieve success in its first five year charter
- Promote local higher education provision and support growth in its provision of STEM skills
- Increase the number of people and in particular females, achieving higher and degree apprenticeships in STEM subjects by incentivising people to move to the area with the draw of a job linked to training

Swindon & Wiltshire LOCAL ENTERPRISE PARTNERSHIP

Draft Content

Ensure inclusive growth across socio-economic groups

Raise aspirations and improve employability of young people through effective support for independent careers education, information, advice and guidance the SWLEP Careers Hub

- Support an effective Careers Hub to enable all schools to reach the expectations of the Gatsby benchmarks
- Expand the Careers Hub approach to primary schools and create all-through provision for careers education
- Ensure the resilience of the education-business partnership to deliver sustainable and effective careers education, information, advice and guidance
- Increase the rate of employment of young people from vulnerable groups

Department for Business, Energy & Industrial Strategy

INDUSTRIAL STRATEGY

Ensure inclusive growth across socio-economic groups

Promote programmes to improve physical and mental health of employees

- Develop understanding of the impact of physical and mental health on employability and productivity
- Work with the NHS Federation and the two local Academic Health and Science Networks to develop and implement innovative programmes

Swindon & Wiltshire LOCAL ENTERPRISE PARTNERSHIP

Links across the LIS

Address skills supply and demand imbalance	Ensure inclusive growth across socio-economic groups
Place • Diversification of the economy, improved retail and cultural offer and better understanding of natural capital	Place • Expansion of employment sites • Supporting the development of the Great West Way

Infrastructure
• Addressing the Clean Growth challenge through the use of new technologies and renewable energy sources
	Infrastructure
	• Physical
	  • Enabling people living in rural areas to access training and work
	• Digital
	  • Supporting expansion of ultrafast broadband to rural areas
	  • Supporting the creation of mobile provision in all parts of the SWLEP area

Business Environment and Ideas • Expansion of R&D • Development of the business-led Cyber Hub • Focus on low carbon and net-zero approaches to economic growth	Business Environment and Ideas • Expansion of R&D • Focus on low carbon and net-zero approaches to economic growth

Approval of the Skills Plan

- 2nd meeting of the Working Group – 13 January 2020
  - Confirm direction of travel
- Gain partner technical input on each of the priorities
- Incorporate text on:
  - audit of provision, demand and labour market intelligence;
  - rationale for priorities, what we will do and how;
  - KPIs; and
  - governance, reporting, monitoring and evaluation procedures.

- Next draft to Skills and Talent – 9 March 2020

- Obtain/procure support to write up the whole plan

This page left intentionally blank

Swindon & Wiltshire LOCAL ENTERPRISE PARTNERSHIP	**SWLEP Board** **22 January 2020** **Paper Number 6.2**

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

Meeting & Date:	SWLEP Board - Wednesday, 22 January, 2020		
Subject:	New Energy Vehicle Infrastructure		
Attachments:	New Energy Vehicle Infrastructure report (32 pages)		
Author:	Doug Gale and Debby Skellern	**Total no of sheets:**	34

Papers are provided for:	Approval ▣	Discussion ☐	Information ☐

1. Purpose

1.1. To discuss the New Energy Vehicle Infrastructure report produced by Ecuity for SWLEP. This presents the findings and recommendations arising from the business engagement activity undertaken to investigate how to stimulate the greater uptake of new energy vehicles and the development of the supporting fuelling infrastructure.

1.2. To agree whether the work should progress to develop a strategic outline business case stage and, if so, agree which options should be included within it.

2. Summary

2.1. In collaboration with Thames Valley Berkshire, Oxfordshire, GFirst and West of England LEPs, SWLEP commissioned Ecuity to undertake targeted business engagement activity with businesses to understand the perceived barriers to the greater take up of new energy vehicles, including the lack of adequate fuelling infrastructure. The aim of the project was to understand how these barriers could be overcome and whether there was a role for the public sector in overcoming them. The work commenced in September 2019.

2.2. Three workshops took place in November and December in Gloucester, Swindon and Reading involving 31 stakeholder organisations plus one-to-one interviews and written feedback was also sought from business which could not attend. The findings have been collated into a report (appendix 1).

2.3. The report looks at the limitations and advantages of different technologies, alongside the feedback from a range of businesses and public sector organisations from across the respective LEP areas.

2.4. The report presents four proposed options for intervention:

2.4.1. Option 1: Education and Awareness Campaign. This would involve lobbying Government to extend its national campaign aimed at encouraging local businesses to deploy charging infrastructure and improve the understanding by domestic users.

2.4.2. Option 2: Community Charging. This would look at how to deliver electric vehicle charging infrastructure for cars in areas with high levels of homes with no off-street parking.

2.4.3. Option 3: Rural Charging. This would look at the deployment of charging infrastructure in rural areas, aimed at increasing the use of electric cars.

2.4.4. Option 4: Hydrogen Demonstrator. This would be a costed project proposal to set up a hydrogen demonstrator, aimed at the commercial organisations with logistics operations, including buses, trains, HGVs, vans, cars.

2.5. The LIS Working Group has reviewed the report and is in support of the work progressing to SOBC stage

2.6. The collective LEP Working Group have discussed the options and are also in support of progressing the options. However, given the different nature of options, it was felt that there was a natural split between options 2 and 3 which look at electric vehicles and option 4, which relates to hydrogen and which has a longer timeframe for development and that separate SOBC should be developed.

2.7. It was felt that the awareness campaign sits outside of the SOBC process because it is a lobbying activity whereby LEPs should encourage government to extend their promotional activity to businesses and consumers.

3. Recommendations

The LIS Working Group recommends that the SWLEP Board:

3.1.1. approves that the work continues to progress to SOBC stage;

a) agrees that Community and Rural charging options (options 2 and 3) are progressed together as a single SOBC; and

b) agree that the hydrogen demonstrator (option 4) is progressed as a SOBC.

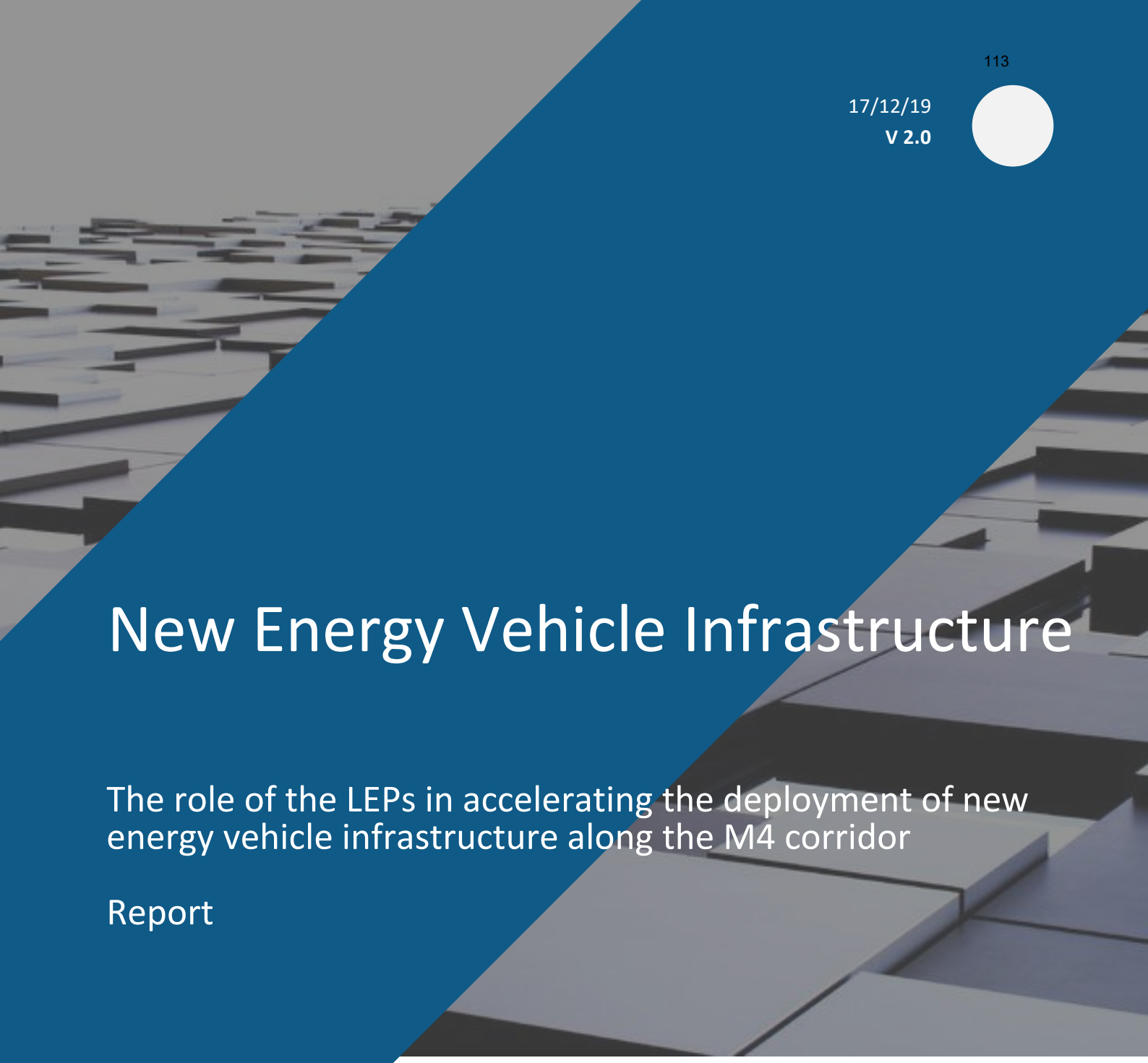
4. Other relevant documents

4.1. New Energy Vehicle Infrastructure report produced by Ecuity.

113

17/12/19

V 2.0



New Energy Vehicle Infrastructure

The role of the LEPs in accelerating the deployment of new energy vehicle infrastructure along the M4 corridor

Report

ecuity

1. Introduction and objectives

The Swindon and Wiltshire Local Enterprise Partnership (SWLEP) has formed a collaboration with other Local Enterprise Partnerships (LEPs) along the M4 corridor to develop an evidence base to support Local Industrial Strategy development. The collaboration which is led by SWLEP also includes the Thames Valley Berkshire, Oxfordshire, G-First and West of England LEPs.

One of the areas identified for investigation is the development and installation of new-energy vehicle fuelling infrastructure along the M4 corridor, from London to South Wales and along the Oxford to Cambridge expressway (including the A420), offering both hydrogen and electric vehicle fuelling/charging points. Ecuity LLP has been contracted to explore the barriers to infrastructure deployment with stakeholders across the M4 corridor and develop an understanding of what the role of the LEPs might be in the removing barriers.

This document provides a summary of information assembled on the characteristics of the M4 corridor, technology options and status together with feedback from a broad stakeholder base of 31 stakeholders. The engagement process included a series of 3 workshops, telephone interviews and written submissions. The input from stakeholders has been combined with desk-based research and Ecuity's insights to produce a set of 4 potential LEP led interventions which, subject to review by the collaboration of LEPs, could form the basis for development of a strategic outline business cases.

2. Characteristics of the M4 corridor

The M4 corridor has a number of key strengths and characteristics which are relevant to the roll out of new energy vehicle infrastructure:

Easy access to whole country via the motorway network (M40, M25, M4 and M5)	Links with world-beating universities and research organisations	Office and factory space cheaper than in London
High accessibility helps attract the best talent and ensures retention	Skilled labour force due to proximity to world-class universities and R&D facilities	Attractive for businesses to locate and stay
Good rail access along the M4 corridor	High quality of life and attractive countryside help recruit and retain staff	Proximity to Heathrow is a gateway to Europe and the rest of the world
Facilitates quick entry and exit to and from London	Attractive countryside and pleasant locations provide for a convenient base outside London	Excellent transport links

These characteristics mean that the area is well placed to take a leadership position within the UK in relation to the deployment of new energy vehicle infrastructure which will in turn support economic growth in the area. Despite being well positioned to lead, the M4 corridor does not have more electric vehicle charging points per person than the rest of the UK, in fact some areas are well below the national average as can be seen in Figure 1. It should be noted that the M4 corridor is home to a higher density of hydrogen refuelling stations than the national average, however, the infrastructure is in the very early stages of deployment with low coverage across the UK

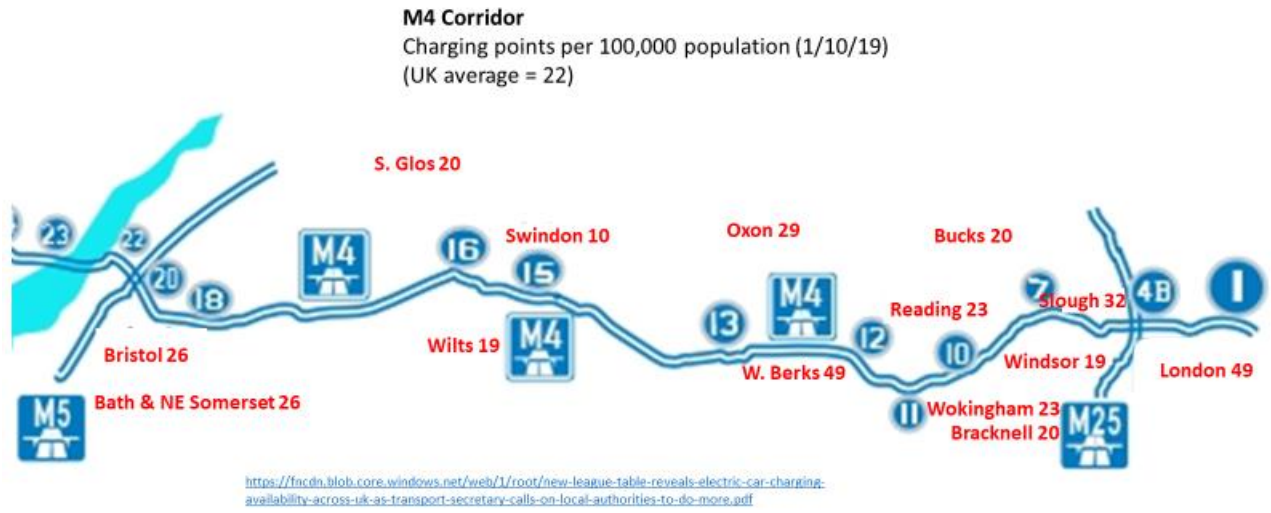


Figure 1 – Charging infrastructure density along the M4

Also, of note is that the M4 corridor has a high density of distribution centres, which offers an opportunity to take a lead in the deployment of zero emission commercial vehicles:

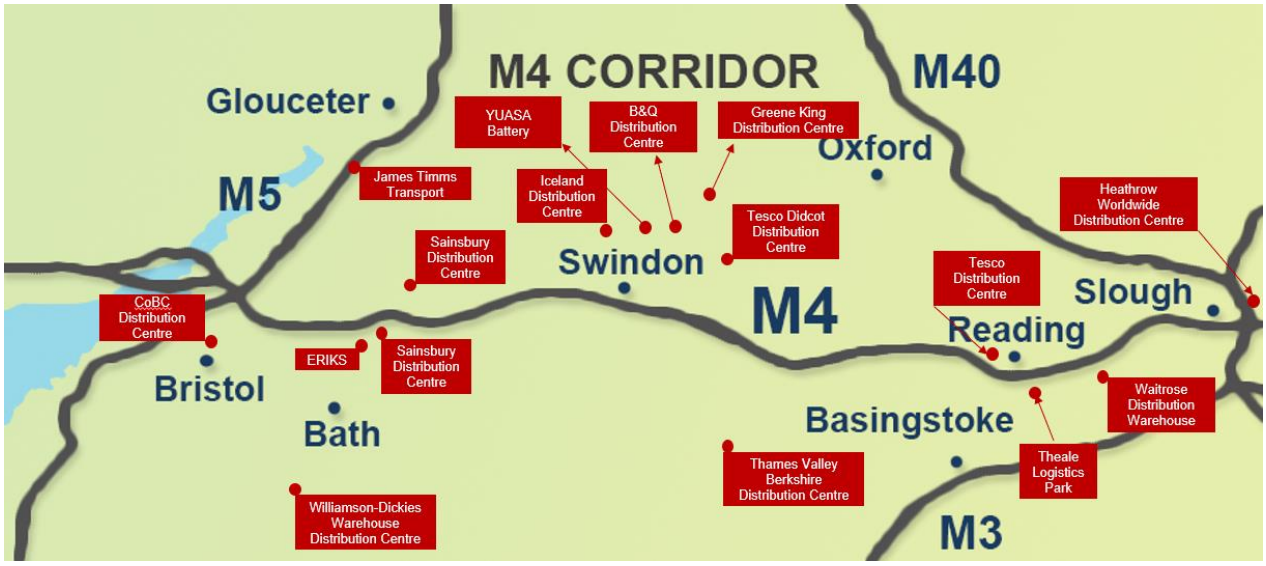


Figure 2 – Selection of distribution centres across the M4 corridor

More information on the LEP specific deployment of EVs, infrastructure and aspirations are available in Appendix, alongside more detailed information on LEP economies and energy infrastructure.

3. Technology Options and Applications

There are two zero emission technologies that have been considered under this project; hydrogen and battery electric. This is because these are the only two technologies on the market today that

offer zero emission pathways. The characteristics of these two technologies and their suitability to the various technology applications is summarised below:

	Battery Electric (BEV)	Hydrogen/Fuel Cell Electric (FCEV)
Summary of technology	Vehicle drive comes from an electric drive train is powered using a rechargeable battery	Vehicle drive comes from an electric drive train and is powered using a fuel cell that uses hydrogen as a fuel source
Infrastructure	Charging stations, typically vehicles are charged at home or at public charging stations	Vehicles are refuelled in a similar manner to traditional petrol diesel vehicles
"Green" infrastructure?	Zero emission when coupled with renewables, otherwise dependent on carbon intensity of the grid	Zero emission when coupled with renewables, otherwise dependent on carbon intensity of the grid
Charging/refuelling times	Varies with charger, can be anywhere from 45 mins to several hours	Typically around 5 minutes
Range	Range limited by size of battery, typical range ~150 miles	Fewer limits on range, typical range ~350 miles
First vehicles launched	Nissan Leaf launched UK in 2010	Toyota Mirai launched UK in 2016
Current infrastructure deployment	Reasonable coverage across the UK	Early stages, only 15 stations open in the UK currently.
Technology availability	Cars: widely available Vans: available Buses: some availability Trucks: no availability Trains: N/A	Cars: some availability Vans: some availability Buses: some availability Trucks: in demonstration phase Trains: in demonstration phase

Relative strengths and weaknesses of battery electric and hydrogen

Battery electric vehicles were developed prior to hydrogen vehicles and as such currently have greater levels of deployment. The charging infrastructure is generally cheaper than hydrogen infrastructure and is more well developed nationally. They are particularly well suited to smaller vehicles such as cars, particularly those with lower utilisation rates or where range and recharging times are not an issue. Battery electric vehicles are less suited to larger vehicles due to the weight of the battery required to power the vehicle. There are also concerns around the potential impact on the electricity grid of mass deployment of battery electric vehicles, especially if not coupled with careful management of charging patterns. Hydrogen vehicles are perhaps 5-10 years behind battery electric vehicles in technology development however they have some key advantages. Firstly, with lower refuelling times and longer ranges, they do not require any adaptation by the consumer in their driving habits. They are particularly well suited to larger vehicles, where the high

energy density of hydrogen (amount of energy per kg of hydrogen) means that they are particularly efficient for these applications. Vehicles are currently more expensive to purchase and run than battery electric vehicles due to the early stage of the technology. There is also very little infrastructure in the UK, however this is changing and many other countries have seen greater levels of deployment.

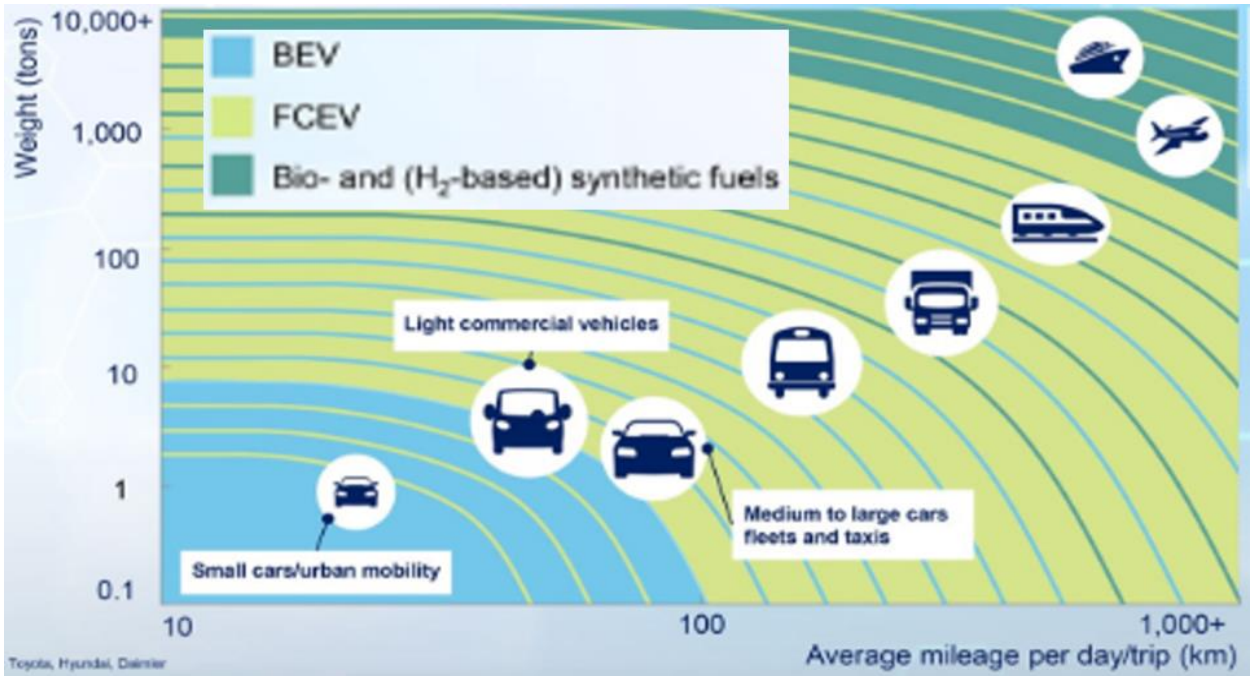


Figure 3 – Suitability of battery electric and hydrogen for different applications

For more information on the technologies and applications please see Appendix 2

4. Overview of Workshop Attendees and Feedback

In order to understand the barriers to new energy vehicle infrastructure deployment and the opportunities that there might be for the LEPs to deliver meaningful interventions, stakeholder engagement was carried out. This took the form of:

- Three workshops across two weeks in Swindon and Wiltshire, GFirst and Thames Valley Berkshire LEP areas
- 1-2-1 interviews with key stakeholders unable to attend workshops
- Written feedback from stakeholders

31 stakeholders were engaged through the process. Below is a summary of the stakeholder engagement:

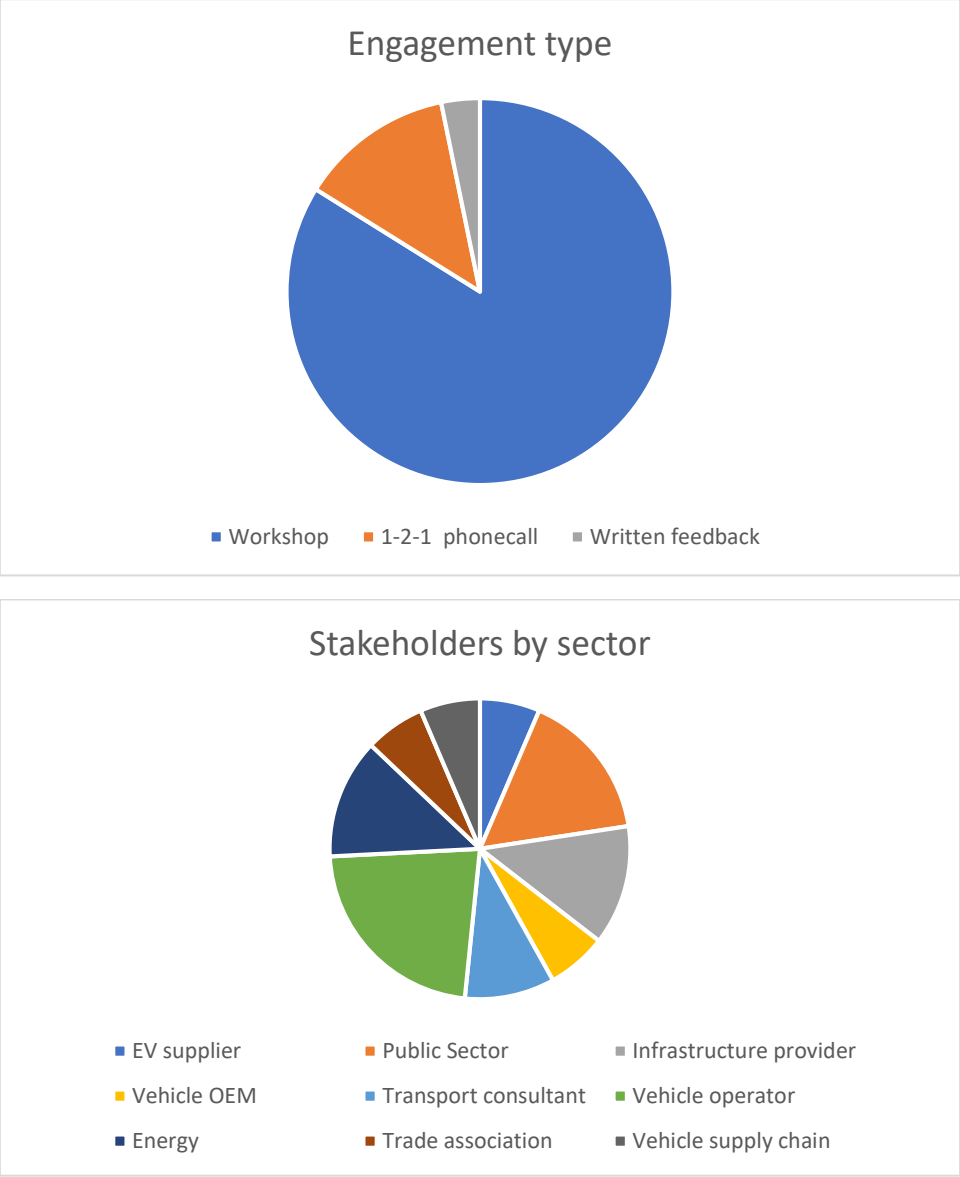


Figure 4– Summary of stakeholder engagement

Summary of feedback from stakeholders

Barriers to infrastructure deployment

Electric vehicle infrastructure

Many of the stakeholders across the three workshops highlighted that the existing electric vehicle infrastructure was not enough to encourage uptake of electric vehicles. This problem was particularly acute in Swindon and Wiltshire and areas south towards Salisbury and Dorset. Some stakeholders, particularly end users, suggested that infrastructure investment would not occur unless sales of electric vehicles increase rapidly. Local council and business feedback suggested that the existing EV charging infrastructure was under-utilized and therefore investing in more chargepoints was a high-risk option. This concern was compounded by the fact that businesses are unsure whether the technology they install today will be in operation over the next 10 years - businesses and council are in a “wait and see” mode. Furthermore, many suggested that the charging behaviour of consumers had to be considered in order to ascertain whether further deployment of chargepoints was necessary. Stakeholders stated that most charging was done at home and overnight when electricity costs were relatively cheaper. Figures as high as 80%-90% were quoted for the share of charging done at home, compared to public charge points. Indeed, research by the Department for Transport found that the majority (around 80%) of all electric car charging happens at home[1]. Continuing on the behavioural characteristics of drivers, it was mentioned that the type of charging infrastructure should match with the dwell time of the customer. For example, installing rapid chargepoints at a supermarket may not be optimal because consumers typically shop longer than it takes to charge an EV using a rapid charger. At supermarkets, it would be more suitable to install fast chargers that charges an EV around the same time as a consumer completes their shopping. Several major car manufacturers suggested that their current business model was to continue to sell petrol and diesel cars as these were most profitable. They pointed to the cost of a pure EV being more than a diesel equivalent despite the upfront grant offered towards a new EV. They felt that the UK car market was not as vibrant as before and suggested reasons such as the reduced upfront grant, under-developed charging infrastructure and grid connectivity being an issue particularly in off-gas grid areas.

Upfront cost is prohibitive

A major public transport provider in the South West of England argued that the upfront cost of electric vehicles was much higher than their diesel equivalents. Their current business model is to buy the most efficient diesel buses (Euro 6 standard) and continue to extract revenue from this. While understanding the significant benefits that electric buses can provide, particularly on urban routes, the cost of purchasing of an electric bus would have to be subsidized by raising prices for consumers. This is because the business model in the UK is that outside of London, public transport is provided by private enterprises who aim to make a profit. In other countries, these types of services are provided by central government so there is relatively less funding constraint.

Changing transport-ownership model

Local councils and some businesses mentioned that a barrier to EV uptake was that the transport ownership model was changing. They highlighted that proportion of first-time drivers buying their first car was steadily declining and this would continue in the future. Some reasons for this included the increasing cost of living, increasing house prices and young people taking advantage of app-based transport services such as Uber and Ola. Research commissioned by the Department of

[1] Electric vehicle charging in residential and non-residential – Department for Transport

Transport[2] found that changes in living circumstances meant that most young people no longer gained a driving license or regularly drove a car. The study found that the number of young people with a driving license peaked in 1992-94 at 48% of 17 to 20-year olds. By 2014 only 29% of the age group had a license. It said that a rise in lower-paid and less-secure jobs, a decline in home ownership and an increase in university participation had an impact on how people used transport.

Grid capacity constraints to be considered

Beyond transport-specific factors, issues such as grid capacity constraint was cited as a potential barrier to EV charging infrastructure and vehicle uptake. Some stakeholders had a sound understanding of how new EV charging infrastructure could put extra pressure on existing electrical capacity and the negative impact of this. This problem was compounded when you consider electrification of large vehicles such as commercial vans and heavy-duty trucks. Many drivers of commercial vans take their vehicles home and so would need access to home-charging or have access to street charging. Participants highlighted that working with the relevant Distribution Network Operator (DNO) was a potential solution however, it can take up to 65 days just for the DNO to get back to an initial application. Furthermore, in the most acute areas the cost of upgrading the electricity grid can be extremely costly. The upfront cost of this upgrade would have to be covered by either the local council or the company installing EV chargepoints. This cost may be recovered through higher energy bills (if the local council pay) or through higher prices for charging (if the EV supplier pays). In both cases, this is an additional cost to consumers. The social impact of this must be considered because fuel poor households could be at a disadvantage, increasing their depth of fuel poverty.

Lack of information and awareness

Across the workshops a lack of education and awareness was cited as a potential barrier to EV uptake. Businesses commented that there was a lack of awareness of the benefits of EVs from consumers but, their interest in EV's was increasing. Questions on the sustainability of EV manufacturing and sourcing battery materials was a concern for the most-interested customers but not a deal breaker. A lack of coherent, concise and consistent messaging or information was not available for consumers to make an informed choice. The lack of information was around the total cost of ownership of an EV compared to a diesel car and the environmental and performance benefits. On Hydrogen, businesses said customers were much less information-aware of the benefits of hydrogen-fuelled cars and still see hydrogen-based transport as dangerous due to its 'flammability' and 'explosive' characteristics.

No standardization for EV chargers, not an issue for Hydrogen vehicles

Businesses and users of EVs suggested that a lack of standardised charging for EVs was another barrier to EV uptake. They cited that with petrol, diesel and hydrogen cars, there is a single size nozzle that fits all vehicles. However, with EVs there can be many different physical connections based on the type of EV. For example, the rapid-charging connector for Tesla is different to the charging connector for European cars which is different to the charging connector of Japanese cars. This could limit EV uptake based on the type of charging infrastructure that is eventually deployed. While this is more of an issue for the manufacturers to address, having a standardized charging connection that fits all EVs would help to lower this barrier.

Sustainability and supply of EV battery materials an issue

EV battery technology was also considered as a potential barrier to growth. Stakeholders mentioned that battery production volumes were currently not high enough to support EV supply.

[2] Young people's travel – what's changed and why? Review and analysis – Department for Transport

While there were reports of ‘Gigafactory’s’ opening in China, this was likely to happen in the next 5-10 years and not immediately. Therefore, the supply of EVs was being constrained by the production of EV batteries. Stakeholders also mentioned that the sustainability and security of sourcing raw materials required to produce an EV battery was unambiguous. This was not an issue for hydrogen-fuelled vehicles where the only supply-side issue is producing renewable hydrogen.

Low hydrogen infrastructure that is currently costly

Stakeholders suggested that a major barrier for the deployment of hydrogen-fuelled vehicles was the lack of infrastructure relative to electric vehicle charging points. They cited that major car manufacturers had bet on electric vehicles but had not totally closed the door to hydrogen vehicles. A hydrogen-supplier in the UK mentioned that there was a misconception among local councils and other businesses on the cost of erecting a hydrogen refuelling station. Local councils suggested that they believed a new hydrogen refuelling station can cost millions of pounds which is extremely prohibitive. However, the hydrogen-supplier argued that the key was to start small, cluster and scale-up. This would reduce the upfront cost by over 50%.

Electrification of larger applications limited by franchise model

For larger applications, electrification of trains could prove challenging simply due to the franchise model in the UK. A major public transport provider in the south said the UK franchise model is not long enough. They said that the technology was there, but the length of the franchise model was not long enough for the business case to make financial sense (compared to a diesel train).

Perceived barriers of hydrogen

A major barrier to the deployment of hydrogen vehicles is currently upfront cost. Fuel cell electric vehicles currently cost (before subsidy) around twice the cost of an electric vehicle. This price differential is high because current FCEV production volumes are not high enough to benefit from economies of scale. However, as seen with the cost reduction of EVs, the cost of FCEVs could fall as production volumes increase. In addition to the upfront cost, the cost of running a FCEV is currently higher than an EV because the unit cost of hydrogen is higher than electricity.

Another key barrier with the deployment of FCEVs is the safety concern around hydrogen use and storage in general. History has shown that public perception can be long-term negatively influenced by hydrogen related incidents. Hydrogen has been misconceived as unsafe and explosive due to false impressions of the hydrogen bomb and several accidents falsely attributed to hydrogen, such as the Hindenburg disaster and the Apollo 13 problems. However, many commentators have objectively and factually clarified how hydrogen was not to blame in these incidents. Other barriers include a general lack of awareness of hydrogen being able to power cars and low production volumes. By the end of 2018, there were only 120 fuel cell cars, scooters and vans in operation with fleet owners in both the public and private sectors. Currently, the focus is on selling or leasing FCEVs to commercial operators, as production is limited, and the infrastructure is still being expanded. By comparison, over 141,000 EVs were registered at the end of 2018 with major manufacturers planning to expand the selection and production of EVs. So far only Toyota and Hyundai see a role for both FCEVs and EVs in helping to move away from petrol and diesel cars.

The competitiveness of fuel cell cars depends on fuel costs and refuelling stations, while for trucks the priority is to reduce the delivered price of hydrogen. However, the current development of hydrogen infrastructure in the UK is slow and holding back widespread adoption. By the end of 2018, 11 publicly accessible refuelling stations suitable for high-pressure refuelling of passenger

cars, and one dedicated bus refuelling station, were operational[3]. Existing stations are geographically located to support vehicle manufacturers' initial FCEV launch plans. Increasing the number of refuelling stations, how often they are used and how much hydrogen is delivered per day will help reduce the price paid by consumers.

Proposed public sector solutions

Across the workshops, it was clear that there were a range of views and presumptions on the major barriers to deploying electric vehicle and hydrogen infrastructure. This information asymmetry was observed for both consumers, local councils and businesses. One suggestion could be to have an information and education campaign which advocates the benefits of electric vehicles and hydrogen in a non-partisan way. This could be in the form of a short, easily digestible book, or an infographic. The information could look at why electrification is good, the benefits to air quality, economic modelling to compare the total cost of ownership between an EV and a diesel car and the financial benefits of a first mover. The information campaign could also be tailored to different audiences – a different campaign for consumers, local councils and businesses.

A key barrier the workshop picked up on was the lack of charging infrastructure. This could be a perceived issue (anecdotal evidence suggests this is an issue in Swindon and Wiltshire) or an actual lack of physical chargepoints. One solution for this could be to target the low-hanging fruits. Stakeholders suggested that the low-hanging fruits were to deploy EV chargepoints at work, at home, at distribution centres and at motorway service stations. The public sector could be immediate and first users of electric vehicles and therefore it would make sense to deploy EV chargepoints at workplaces. The government is already providing financial support to encourage installation of home charge points. For EV owners that do not have access to off-street charging, stakeholders suggested deploying solutions such as on-street chargepoints on lampposts and at the end of each street. On the hydrogen side, feedback suggested that the large number of distribution centres across the M4 between Bristol and London could be retrofitted with hydrogen refuelling infrastructure. In addition, the service stations across the M4 was another low-hanging fruit that could see EV and hydrogen infrastructure deployment. Stakeholder intelligence suggested that funding opportunities could come from the National Infrastructure Commission which are resourced by the Treasury department. This could enable faster deployment of the necessary infrastructure, particularly given that the M4 corridor could be considered as an energy ecosystem, much like the 'Western Gateway', that will enable critical mass for funding and policy asks.

Some stakeholders suggested to consider a push towards whole energy systems where there was integration of renewable energy, self-generation, EV charging infrastructure and demand management. One suggestion was for park and rides to have EV charging infrastructure with on-site solar canopies generating electricity. This focus on grid integration would facilitate charging from local renewable generation and help smooth peak demand foregoing the expensive cost of network reinforcement. In addition to moving towards a whole energy system approach, it was important that the system was fully digitalized so that key components were interoperable, particularly EV chargepoints. This would enable the system to communicate with individual components leading to optimal performance. The motivation for considering a whole system approach would be to signal to consumers that the transition to low carbon is happening and to incentivize them to be part of this energy transition. It would be changing existing consumer behaviour and getting them to think sustainably and prioritise energy efficiency. There could be a

[3] Hydrogen fuel cell electric vehicles: a quick guide to the UK market, technology and infrastructure – Society of Motor Manufacturers and Traders (SMMT)

role for the LEPs to encourage a community-based charging infrastructure that benefits everyone and is easily accessible.

Another major barrier picked up on at the workshop was that increasing EV charging infrastructure could increase peak demand and impact the local grid without relevant demand management solutions. Stakeholders informed that it could take up to 65 days just for the DNO to review an initial application. To speed up this process, the local authority could potentially 'nudge' the DNO to fast-track applications for grid reinforcement given that it's a priority area.

Stakeholders suggested there was an increasing appetite from local businesses to switch to lower-carbon generation and to reduce their carbon footprint. This was happening due to increasing pressure on supply chains to decarbonize and to achieve immediate wins through Corporate Social Responsibility (CSR) campaigns. The local authority could potentially influence procurement strategies by advocating that all businesses should be looking to reduce their carbon footprint. This increasing appetite from businesses to decarbonize could be supported by clear signalling by local authorities on their aspiration to be low-carbon and how this could look like. One clear opportunity for the LEPs could be to support the commercial trials of energy 'flexibility'. LEPs could develop a power optimization strategy demonstration project that businesses could bid into.

Many businesses were being required to switch to low-carbon generation and this was being led by pressure on the supply chain to decarbonize. There could be an angle for the local authority to influence industrial and commercial businesses to switch to lower-carbon generation in order to support

Providing the issue of cost can be addressed, bus operators would be willing to consider hydrogen fuelled vehicles, particularly where battery electric buses are unable to provide the required range (e.g. inter-city routes). Hydrogen buses have been widely adopted in other countries and there are small fleets operating in the UK.

The switch to low-carbon transport needs to be just and inclusive. There is a real concern that the move to electrification and hydrogen-use could exclude the poorest in society such as those in fuel poverty. Anecdotal evidence from the workshops found that the uptake of new electric vehicles was from more affluent individuals, whilethe uptake of second-hand EVs was mostly from retired people that have a lot of saved capital. Those in fuel poverty and basic incomes cannot afford EVs but can be part of the transition if public transport is electrified. Consideration should be given that the fares of public transport are not passed onto consumers in order to subsidise the additional cost of an electric bus or train.

Other feedback suggested to analyse commuter driving patterns which would include looking at daily car mileage and frequency of commute. This could help inform where and how many chargepoints could be required. However, some councils were extremely pragmatic on the role LEPs and local authorities could play. They suggested that many councils were cash-strapped and with consistent funding cuts, the aspirations for 2035 could simply not be met.

Basis for interventions

The economic prospects of the communities along the M4 corridor are, to a significant extent, founded on the effectiveness of the transport infrastructure in the region. The ability to access London, major roads and rail routes to other parts of the country and airports for convenient international travel are some of the key factors in businesses deciding to locate and remain in the M4 corridor. The transport infrastructure provides access to large markets in the UK and overseas and, for this reason, many distribution and logistics operations are based in the area. Other factors include real estate costs (residential and business) and the elements of quality of life that attract appropriately skilled workers. It is therefore critical to the future prosperity of the M4 corridor that its

infrastructure develops in a manner which further increases its attractiveness to businesses and residents.

The Government's recent commitment to achieving net zero carbon emissions by 2050 is putting significant pressure on businesses and the negative impact of transport emissions on health has also become a high-profile public issue. As a result, companies and residents are attracted by locations which are proactively addressing these issues and providing a situation in which the adoption of new, low carbon, low pollution technologies is facilitated.

1. The communities of the M4 corridor are by and large no further advanced at present in the adoption of zero emission vehicles (ZEVs) than other parts of the UK and this was attributed to a number of reasons, including: End-users consider ZEVs to be expensive to buy and operate compared to a conventional petrol or diesel vehicle
2. End-users are discouraged from adopting ZEVs because the recharging/fuelling infrastructure is inadequate
3. Providers of EV charging infrastructure are reluctant to invest in new charging locations because many of the existing installations are under-used
4. Many end-users are effectively prevented from owning a battery EV because they do not have off street parking where the vehicle can be recharged
5. End-users who are based in rural locations are concerned that their longer range driving requirements and the lack of widespread recharging infrastructure prevents them from adopting battery electric vehicles
6. Charging infrastructure providers are concerned that grid capacity is insufficient at many locations and that the cost of resolving this is very high
7. Hydrogen fuel cell electric vehicles are several years behind battery electric vehicles in terms of availability, infrastructure and cost and are not really an option for consumers
8. Operators of larger vehicles (e.g. buses) would consider the introduction of fuel cell vehicles if they provided an opportunity to decarbonize where battery vehicles cannot do the required duty, subject to availability, infrastructure and cost considerations

The following proposed interventions have been developed to address the above objections and provide options for the communities of the M4 corridor to become leaders in the adoption of ZEVs with the accompanying benefits for the environment and the economy. It is recognized that many of the barriers to introduction are financial and that budgets to address these are limited. As a result, any interventions which require additional funding need to represent value for money and have the potential to become self-funding within a reasonable time.

5. Proposed Interventions

Following the desk based research and the stakeholder workshops, four possible LEP interventions are proposed:

1. Education and Awareness programme
2. Community Charging Scheme
3. Hydrogen Demonstrator
4. Rural Charging

In this section, each of these interventions have been summarised alongside an outline strategic, economic, social, environmental, financial and commercial rationale. This summary will be used by the LEP to select one option which will then be developed, and a Strategic Outline Business Case will be developed where each of the elements will be quantified.

Summary

Intervention	Summary	Target	Application	Cost
Education and Awareness	Campaign aimed at encouraging local businesses to deploy charging infrastructure	Local businesses	Cars	Low
Community Charging	Development of scheme to support deployment of charging infrastructure in areas with high levels of homes with no off street parking	Consumers with no off-street parking	Cars	Medium
Hydrogen Demonstrator	Development of a costed project proposal to take to Government to request funding to set up a hydrogen demonstrator	Commercial organisations with logistics operations	Buses, trains, HGVs, vans, cars	Low
Rural Charging	Development of scheme to support deployment of charging infrastructure in rural areas	Consumers in rural locations	Cars	Medium

1. Education and Awareness programme

- Provides targeted information and support to encourage businesses to deploy charging infrastructure on their premises for customer use
- Aims to accelerate take up of vehicles by increasing infrastructure and easing consumer fears over use of EVs

Introduction to the scheme

The proposed scheme envisaged is an Education & Awareness programme that will provide expertise and information to businesses to support them in the deployment of charging

infrastructure and to consumers in raising awareness of the both the ease and the economic benefits of using EVs. This programme would target businesses, disseminating information and offering them support in deploying infrastructure. The programme would also support a wider campaign encouraging EV uptake. Information would include:

- EV trends and the strategic benefits of offering EV charging facilities on business premises
- Economic analysis showing that the total cost (upfront and running cost) of owning an EV outweighs that of a diesel car over a certain time period.
- Information that would ease consumer fears over the use of EVs.
- Highlighting how electric vehicles use could help meet climate change targets.
- Demonstrating how air quality could be improved in and around congested city centres by replacing diesel cars with EVs.

Strategic Case

One of the key messages from the workshops was that there was a great scope for businesses to lead in the deployment of charging infrastructure. In particular the retail and hospitality sector present an opportunity to target charging infrastructure where vehicles are often parked for a number of hours and where charging infrastructure would be particularly visible. There is a compelling strategic and economic case to be made to businesses to encourage deployment of infrastructure, particularly with the rise in adoption of EVs.

There is, however, a nervousness amongst businesses, caused by a lack of clear information and inherent inertia, to take the investment decision to deploy infrastructure. This could be overcome by an Education & Awareness programme that would seek to encourage and support businesses by providing clear information on how deploying charging infrastructure could benefit their business and supporting them through selecting the correct technology for their particular circumstances.

In parallel to this, there is also a lack of awareness amongst consumers as to the benefits of EVs. With a tendency to discount future savings, the economic case must be put clearly and simply to consumers to encourage them to move. There is also much misunderstanding as to the practical implications of switching to EVs, with many consumers assuming that they will have to substantially alter their driving patterns, that infrastructure doesn't exist, or that it's just "not practical" to switch to EVs. For most people this is not the case. In support of the business focussed programme will be a consumer focussed programme that will aim to educate consumers in the benefits of EVs and signposting to organisations that can help them to access one.

Economic Case

This programme offers a low risk, relatively low-cost approach to increasing uptake of EVs and EV charging infrastructure. It will tap into the psychology of businesses and consumers, lowering their inertia to switching to cleaner transport technologies. By educating and raising awareness, consumers and businesses may be more inclined to switch to cleaner transport technologies.

The investment in education and awareness raising by the LEP will result in potentially millions of pounds worth of additional investment by the private sector in charging infrastructure and EVs, providing excellent value for money for the LEP.

Social impact

The largest social impact from deploying EV and hydrogen infrastructure and the subsequent uptake in EVs is to improve air quality and lower carbon emissions. Electric vehicles and fuel cell electric vehicles do not produce tailpipe emissions; therefore, they do not emit harmful air pollutants (such as NOx and PM) or carbon emissions. The cost of emitting one tonne of PM from

a car is equivalent to £203,331 worth of damage to society. The damage cost to society from emitting a tonne of NOx is equal to £10,669.

Environmental Case

The likely impact on the environment is likely to be substantial. A large social cost is foregone when a diesel car is replaced by an electric vehicle. This is because the damage caused by a tonne of PM and NOx pollution is substantial. Air pollution is responsible for around 40,000 deaths in the UK each year. The effects of air pollution on human health is cataclysmic – from increased mortality from stroke, heart disease, chronic obstructive pulmonary disease, lung cancer and acute respiratory infections.

Financial Case

The Education & Awareness programme will need to be funded by the LEP. A full costed programme will be developed in the Strategic Outline Business Case

Commercial Case

There are no anticipated investment risks or procurement challenges associated with delivering the scheme.

Examples of other similar schemes

The Government has a central campaign 'Go Ultra Low' aimed at encouraging consumer uptake of vehicles. This campaign has included a website and advertising campaign. It is specifically targeted at consumers to take up vehicles rather than at businesses to encourage deployment of infrastructure.

2. Community Charging

- Incentivises the provision of publicly accessible on-street charging points
- Accelerates uptake by providing access to individuals without off-street parking
- Accesses existing grant funding

Introduction to the proposed scheme

Evidence indicates that most plug-in vehicle owners will wish to do the largest proportion of their charging at home but to do this, they must have dedicated off-street parking in the form of a garage or driveway. Approximately 48% of the housing stock in the UK is terraced or flats[4], a large proportion of which will not have access to off-street parking. This presents a significant barrier to the widespread adoption of battery electric vehicles in urban areas where their prevalence would be most valued as a means of reducing airborne pollution.

The proportion of homes without off-street parking in the M4 corridor is not known precisely, but it is reasonable to assume that it reflects the national average (40%?).

The objective of the scheme is to incentivise the installation of charging points on-street or in locations accessible and convenient to local residents without off-street parking at home. This will remove a critical barrier to the adoption of battery electric vehicles for a large proportion of the population with consequential benefits including:

- improved social equality
- accelerated reduction in CO2 emissions
- improved local air quality

[4] English Housing Survey 2017 to 2018, Office of National Statistics, January 2019
https://www.gov.uk/government/statistics/english-housing-survey-2017-to-2018-headline-report

- employment for local people engaged in the installation and servicing of the charging points

There are a number of potential approaches to this scheme which will need to be assessed in terms of their expected uptake, costs and benefits. Three examples are given below:

1. One approach could be where on-street parking is mostly aimed at overnight charging for residents and will therefore deliberately be non-rapid charging. The low power charging approach will avoid a requirement for grid reinforcement in many locations and will discourage non-residents looking to obtain a fast charge. The cost of on-street charging equipment is falling rapidly and in this mode, the project would maximise the use of the lowest cost, non-rapid charger types.
2. An alternative, potentially complementary approach is to emulate the City of York Council's Hyper Hubs project which will provide ultra-rapid charging at ring road locations.
3. A more ambitious approach could be to implement a project akin to Amsterdam's "Flexpower" project which provides a network of smart chargers which maximise the use of locally generated renewable electricity and enable efficient use of existing grid infrastructure.

In terms of implementation, there are several barriers to the installation of on-street chargers and the scheme aims to address these as follows:

1. Cost
    - The scheme will access the 75% grant towards the capital costs of installing chargers provided by the Government On-street Residential Chargepoint Scheme
    - The scheme will bring together the requirements of the local authorities in the M4 LEP area to achieve purchasing power with selected suppliers, installers and operators
    - The 25% not covered in the grant will be recovered from the profits realised by the operators of the charging points at a reasonable rate from the point at which each charging point delivers a profit until the 25% is repaid
    - The specific cost/benefits of different approaches will need to be reviewed and a mix of solutions may be appropriate depending on factures such as existing infrastructure, driving patterns and consumer preference.
2. Infrastructure and planning
    - The provision of on-street charging may require changes to planning and local highways policy and the scheme will provide a framework for this applicable to all LEPs in the M4 corridor
    - Additional street furniture is often cited as a reason for not installing on-street chargers and the scheme will aim to source suitable equipment to minimise this (such as charge points installed in lamp posts)
3. Public engagement and education
    - The scheme will include an outreach and education programme to publicise the scheme to the target audience
4. EV affordability
    - The scheme will aim to educate the target audience on the total cost of ownership as a concept and identify suitable finance package providers with products that can provide suitable options to address the barrier of high up-front capital cost.

Strategic Case

A substantial proportion of the population of the M4 corridor is effectively unable to participate in battery electric vehicle ownership/operation due to the infrastructure limitations described above. Enabling broader access to these vehicles has significant benefits in terms of social equality, CO2 emissions, air quality and economic activity.

The scheme is in line with The National Planning Policy Framework (2012), which states that local planning authorities should support development that facilitates the use of sustainable transport modes through the provision of infrastructure.

Economic Case

The scheme is intended to present a low-cost option to accelerate the adoption of electric vehicles in the region through access to 75% Government grant (which has to date had relatively poor uptake from local authorities). A financial model will be developed, involving public/private partnership which results in payback of the balance of the installation cost to the funding authority/3rd part body (plus interest?) once each charging point becomes profitable.

The increased roll-out of charging infrastructure will increase economic activity in terms of installation, servicing and sales and maintenance of additional electric vehicles. It will also improve the appeal of the region as a place to live and for employers to locate.

Improvements in air quality are expected to accrue from this initiative with consequential savings for the NHS.

Social Impact

The current mode of roll-out of electric charging infrastructure will not enable a large portion of the population along the M4 corridor to access the benefits of electric vehicle ownership/operation. This scheme aims to address that.

Increased/accelerated deployment of electric vehicles will also improve air quality in the region, improving health and wellbeing.

Environmental Case

Encouraging the use of plug-in vehicles with lower or zero emissions and quieter powertrains will help improve local air quality, reduce CO2 emissions and lower noise pollution.

Financial Case

A financial/business model will need to be developed which incentivises local authorities and businesses to take part in the scheme.

Commercial Case

There are no anticipated investment risks or procurement challenges associated with delivering the scheme.

Examples of other similar schemes

- City of York Council is currently launching the Hyper Hubs project, creating a network of ultra-low carbon transport refuelling hubs across York. The Hyper Hubs project aims to deliver two Ultra rapid charging hubs located at convenient sites along the outer ring road, providing residents a convenient way of charging an EV without off street parking

- The City of Amsterdam's has "Flexpower" project provides a smart charging network which maximises the use of locally generated renewable electricity and enables efficient use of existing grid infrastructure.

3. Hydrogen Demonstrator

- Develops a costed plan for a hydrogen demonstrator along the M4 in collaboration with commercial organisations
- Accesses existing and upcoming central Government funding to implement
- Lobbies Government for additional funding to implement

Introduction to the proposed scheme

Whilst battery electric vehicles offer a viable solution for smaller vehicles, there are many larger vehicle types operating in the M4 corridor area for which battery technologies are unsuitable. These vehicles, including HGVs, trains and double decker buses and vehicles with high utilisation requirements, will need to be decarbonised over the next 30 years and hydrogen offers a viable solution to this. Indeed, the Committee on Climate Change has identified that hydrogen offers the lowest cost pathway to the decarbonisation of HGVs[5]. The economic constraints posed by high upfront cost of infrastructure means that, without public sector intervention, it won't be deployed to support these vehicles.

The proposed scheme will look to develop a proposal for a hydrogen demonstrator along the M4 corridor that can be used to trial new vehicles as they become available and to test hydrogen vehicle business models. By clustering infrastructure around back to base fleets, a hydrogen network can be built along the M4 that is both commercially viable and that can service all vehicle types in the future.

The demonstrator will bring together local councils, the LEPs and interested private sector organisations, potentially those with distribution operations and/or bus operators, to develop a detailed plan for a hydrogen demonstrator along the M4 corridor. This plan will include a cost benefit analysis and strong policy and political narrative. This will then form the basis of an advocacy campaign to obtain funding from central Government through the National Infrastructure Committee, BEIS, DfT and Innovate UK.

Strategic Case

The M4 corridor has been identified as a key favourable location for the deployment of hydrogen vehicles and has a history of being a first mover, opening the first public access hydrogen refuelling station in 2014. SWLEP in particular has demonstrated a desire to be a leader in hydrogen technology development and deployment and has shown leadership in this area in the past. The M4 corridor has a high density of distribution centres which present key opportunities for hydrogen vehicle deployment.

Economic Case

Developing the proposal for a hydrogen demonstrator along the M4 corridor will be a relatively low-cost activity consisting mainly of stakeholder engagement, consortium building, desk based

[5] https://www.theccc.org.uk/wp-content/uploads/2019/05/CCC-Zero-Emission-HGV-Infrastructure-Requirements-Ricardo-Energy-Environment.pdf

research and economic modelling. Securing funding from central government to develop the hydrogen demonstrator will allow the LEPs to leverage further private sector funding.

Social Impact

The hydrogen demonstrator would establish the M4 corridor as the 'go-to' location for demonstrating and testing new hydrogen vehicle technologies bringing economic activity to the area. In addition, the introduction of zero emission delivery vehicles and public transport will improve air quality in the region, improving health and wellbeing.

Environmental Case

The hydrogen demonstrator will have a large positive impact on the environment, displacing fossil fuel vehicles, reducing carbon emissions and reducing NOx and SOx emissions.

Financial Case

Developing the proposal for the hydrogen demonstrator will need to be funded by the LEP. A full costed programme will be developed in the Strategic Outline Business Case.

There are no anticipated investment risks or procurement challenges associated with delivering the scheme.

Examples of other similar schemes

In the North West, the Liverpool and Manchester Councils have developed the HyNet Project, alongside commercial and industrial partners. This project aims to deploy a large scale hydrogen hub in the north west. The project has been successful in shaping funding calls and securing funding for aspects of the project which is currently under development.

4. Rural charging

- Undertakes modelling and research to understand vehicle usage patterns and business models that could be implemented to overcome barriers to infrastructure deployment
- Incentivises deployment of infrastructure in rural areas with less infrastructure coverage and greater range anxiety thereby removing barriers for rural consumers whose driving patterns are more impacted by lack of infrastructure.

Introduction to the proposed scheme

As per Community Charging, it is expected that most plug-in vehicle owners in rural areas do the largest proportion of their charging at home and, in general, they may be more likely to have off-street parking (driveway or garage). However, a major barrier to BEV uptake in rural areas is range (unless the user purchases a high-end expensive EV). As with many other publicly available resources which are taken for granted in built-up areas (eg.ready access to schools, hospitals, public transport, shops), there is scarcity of public charging infrastructure in rural areas, as it is currently not cost effective for charging providers to install charging stations in areas of much lower population density.

Thus, potential BEV drivers are in the situation of having to decide whether it is worth their while to purchase a vehicle that they can only use within a limited distance of their home (eg., typically less than a 60 mile radius for the latest Leaf or e-Golf, under real-world driving conditions). Whilst this range would usually be adequate for daily driving in urban areas, in rural areas driving distances are typically much longer and vehicles used more intensively. This leads to the "chicken-and-egg" problem of drivers in these areas not purchasing EVs because of range anxiety/lack of charging infrastructure and providers not installing charging stations due to the lack of customers.

The objective of this scheme is to incentivise the installation of a network of charging resources in rural areas, in easily accessible locations on or near principal driving routes. This will remove a critical barrier to the adoption of BEVs for the rural population with consequential benefits including:

- improved social equality, to allow the rural population a similar access to resources as the urban population
- accelerated reduction in CO2 emissions
- improved local air quality, particularly in congested locations on main rural transport routes (eg., where a busy A or B-road route funnels traffic through villages and small towns)
- employment for local people engaged in the installation and servicing of the charging points

This proposal is not intended to be prescriptive about which business model(s) should be implemented to achieve the stated objectives. A key initial task would be to undertake desk-based research and economic modelling to develop a better understanding of the rural situation and to model a range of mechanisms to identify those that are the most cost effective for both the end users and the public purse.

Strategic Case

A substantial proportion of the population in rural areas (of which Wiltshire is a notable example) is effectively unable to participate in battery electric vehicle ownership/operation due to the infrastructure limitations described above. Enabling broader access to these vehicles has significant benefits in terms of social equality, CO2 emissions, air quality and economic activity.

The scheme is in line with The National Planning Policy Framework (2012), which states that local planning authorities should support development that facilitates the use of sustainable transport modes through the provision of infrastructure.

Economic Case

The scheme is intended to present a cost-effective option to accelerate the adoption of electric vehicles in the rural area through access to relevant Government grants (which, to date, have had relatively poor uptake from local authorities). Financial models will be developed, involving public/private partnership which results in payback of the balance of the installation cost to the funding authority/3rd part body once each charging point becomes profitable. It is also anticipated that this scheme will allow an opportunity to develop and assess novel hybrid business models wherein the charging resource could be incorporated into local renewable power networks (eg., a local village “mini-grid” that combines together power from residential solar panels, battery energy storage and a public BEV charging point).

The increased roll-out of charging infrastructure will increase economic activity in terms of installation, servicing and sales and maintenance of additional electric vehicles. It will also improve the appeal of the region as a place to live and for employers to locate. Furthermore, improvements in air quality are expected to accrue from this initiative with consequential savings for the NHS.

Social Impact

The current mode of roll-out of electric charging infrastructure will not enable a large portion of the rural population to access the benefits of electric vehicle ownership/operation, adding to the increasing list of public resources that are taken for granted in urban areas but which are lacking in rural areas. This scheme aims to address that.

Increased/accelerated deployment of electric vehicles will also improve air quality in the region, improving health and wellbeing.

Environmental Case

Encouraging the use of BEVs with zero emissions and quieter powertrains will help improve local air quality (particularly on rural driving routes which “bottle-neck” in villages and small towns), reduce CO2 emissions and lower noise pollution.

Commercial/Financial Case

The development of this proposal will need to be funded by the LEP. A fully costed programme will be developed in the Strategic Outline Business Case.

There are no anticipated investment risks or procurement challenges associated with delivering this scheme.

Appendix 1 - Characteristics of the M4 corridor

The M4 'corridor' is a belt of commuter towns connected by the motorway. The corridor runs from Bristol, close to where the M4 and M5 motorways intersect, all the way to Heathrow Airport just past Slough. These commuter towns include Swindon, Reading, Bracknell and Oxford[6].

Figure 5 – Map of the M4 corridor

The corridor, particularly around Reading, is home to the country's largest "cluster" of digital businesses outside London, contributing about £10bn in annual turnover to a British tech economy valued at £161bn[7]. The M4 corridor, a major high-tech hub, is arguably Europe's premier business location featuring large offices for US tech multinationals such as Oracle, Cisco and Microsoft.

> "If you go back historically, when a lot of these American companies came to the UK, they set up in Reading and Bracknell. It's a nice place to live and close to Heathrow airport". Louize Clarke, Connect Thames Valley Tech

The effect of these multinationals setting up has been for supply chains to spin out from these large tech companies.

Existing strengths and strategic location

The M4 corridor benefits significantly from its geographic location and several unique place-based characteristics, including:

- **Easy access** to whole the country via the national motorway network (M40, M25, M4, M3 and M5) increases accessibility and helps attract the best talent and businesses The M4

[6] For this project Gloucester has been included as part of the 'corridor'.
[7] Silicon Valley springs up in the M4 corridor – Financial Times

corrdor, via the A34 (major road in England), also supports major trunk routes from Southampton (host to the UK's second largest container port), via Oxford, to Birmingham and Manchester.

- Situated **close to world-leading universities and research organisations** such as Oxford University, Cambridge University and the Harwell Campus – a leading science, innovation, technology and business campus.
- Office and **industrial premises are relatively cheaper to buy or rent compared** to London.
- **High quality of life** and an attractive countryside which helps recruit and retain the best talent who are increasingly looking for a better work/life balance.
- Proximity to Heathrow which is a **gateway to Europe** and the rest of the world.

Another strength of the M4 corridor are the many distribution centres along the M4 between Bristol and Slough.

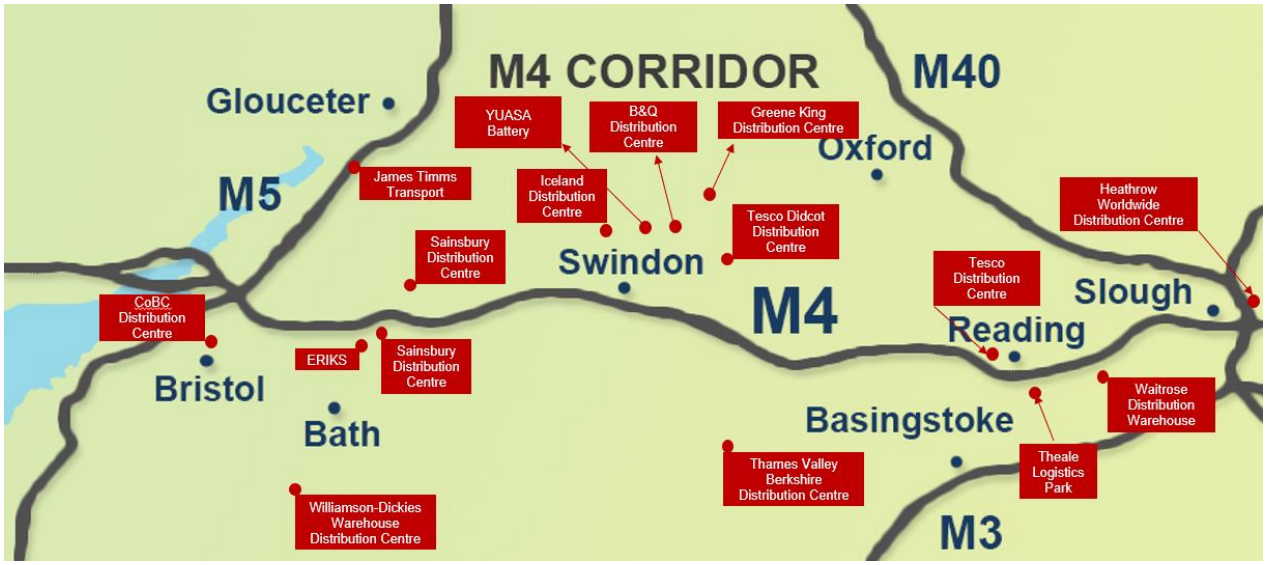


Figure 6 – Selection of distribution centres across the M4 corridor

Economic strength

The M4 corridor is home to several Local Enterprise Partnerships (LEPs) such as Swindon & Wiltshire, Oxfordshire, West of England, Thames Valley Berkshire and G-First. The industries and businesses across these LEPs:

- Generate around £130 billion in Gross Value Add (GVA) - equivalent to 7% of total UK GDP
- Amount in total to 190,000 business, employing two million people

Around half of total GVA across the M4 corridor is concentrated in three major economic sectors – wholesale & retail trade[8] (18%), public services (17%) and professional services (14%). This highlights the economic importance of distribution and logistics across the M4 corridor (see figure 6

[8] The wholesale & retail trade sector grouping consists of wholesale and retail of vehicles and non-vehicles, transportation and storage (i.e. passenger and freight transportation) and accommodation services (such as hospitality and food & beverage services)

above). Any strategy on clean energy infrastructure should consider this important characteristic.

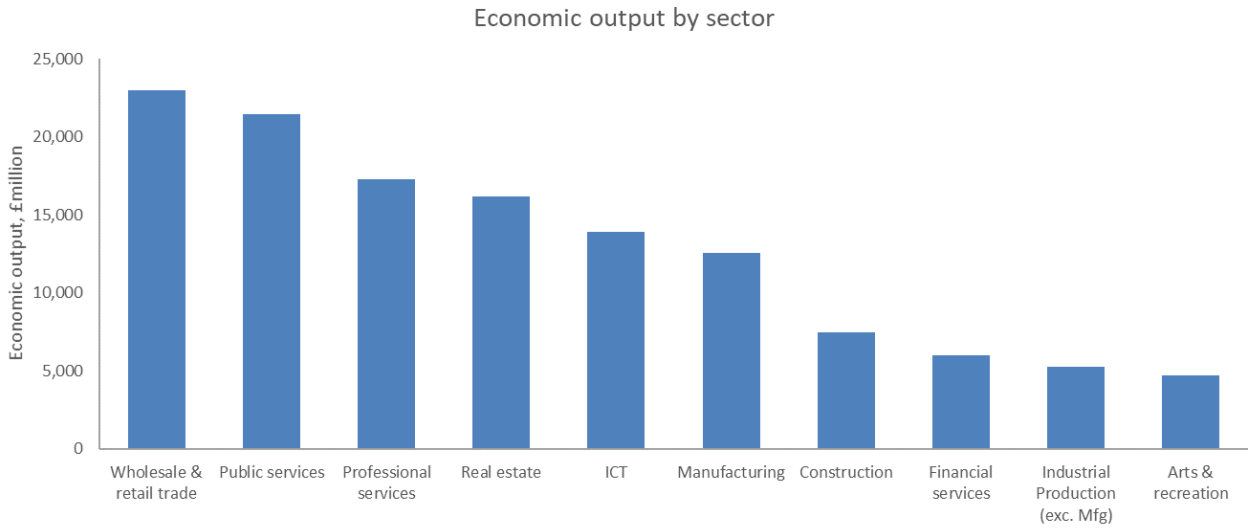
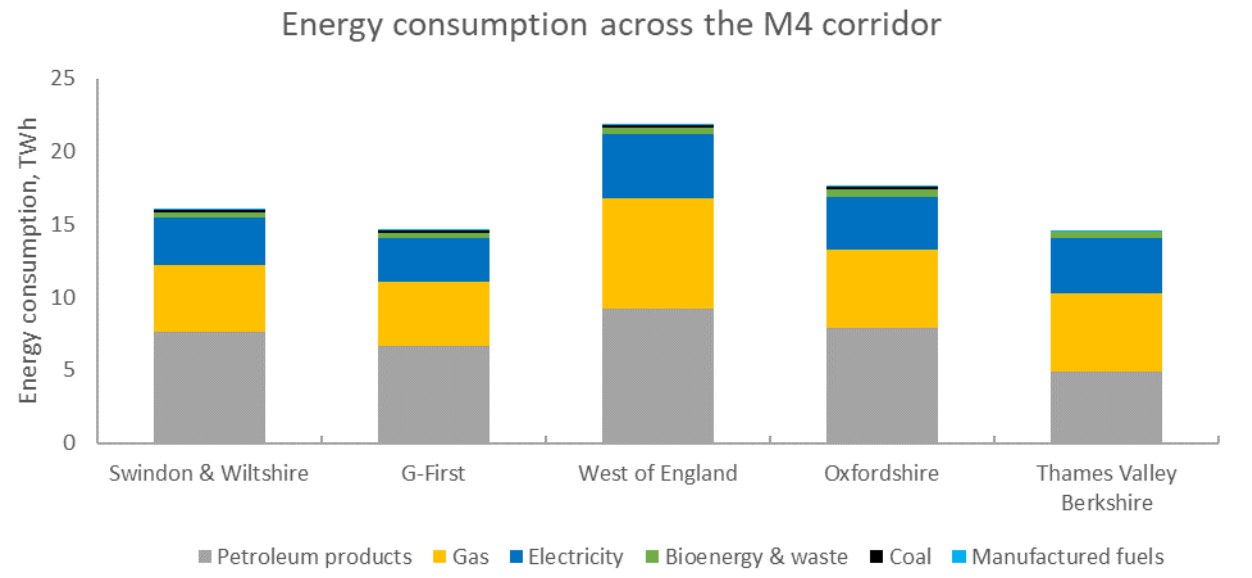


Figure 7 – GVA of the main LEPs across the M4 corridor split by sector

Energy consumption and CO_2 emissions

Energy consumption of the regions within the major LEPs across the M4 corridor totalled 85 Terawatt hour (TWh) (5% of UK energy consumption)[9]. Around three-quarters of this was from the consumption of oil-based products and natural gas.

Across the LEPs the West of England consumed the most energy (22 TWh), followed by Oxfordshire (18 TWh) and the remaining LEPs which had annual consumption in the region of 15-16 TWh. Across the LEPs, electricity consumption accounts for a sizeable share (21%) of final energy consumption. Deploying EV charging infrastructure would increase electricity consumption further and could put strain on the local grid. Discussion with the local DNO is essential to understand how constrained the local grid is and whether additional load (from EV charging) could cause a power outage.



[9] Total final energy consumption at regional and local authority level – Gov.UK

Figure 8 – Energy consumption of the major LEPs by fuel type Carbon emissions (CO_2) across the M4 corridor totalled an estimated 22 million tonnes of CO_2[10]. The level of emissions from each LEP area follows a similar level to energy consumption: West of England accounting for the highest share of emissions, followed by Oxfordshire and the remaining LEPs having a similar share of emissions.

All LEPs across the M4 corridor have reduced emissions on 2005 levels, with the West of England going the furthest (32% reduction). This is followed by Swindon & Wiltshire which have reduced emissions by 30%. The remaining LEPs have reduced emissions by around 25% on 2005 levels. The LEPs could decarbonise further but the transport sector was acting as a major barrier to this. Across all LEPs the sector with the lowest decarbonisation rate was transport, due to having a high share of petrol and diesel cars. Switching to electric and hydrogen alternatives could see faster decarbonisation rates.

Existing EV and hydrogen infrastructure

The LEPs are at differing points in terms of deployment of electric vehicle (EV) charging infrastructure, zero-emission vehicle registration and hydrogen infrastructure. Despite this, EV registrations and chargepoint infrastructure are increasing and the LEPs now have plans and interim targets (c.2025 onwards) on the level of EV uptake, number of chargepoints and how they see hydrogen playing a role.

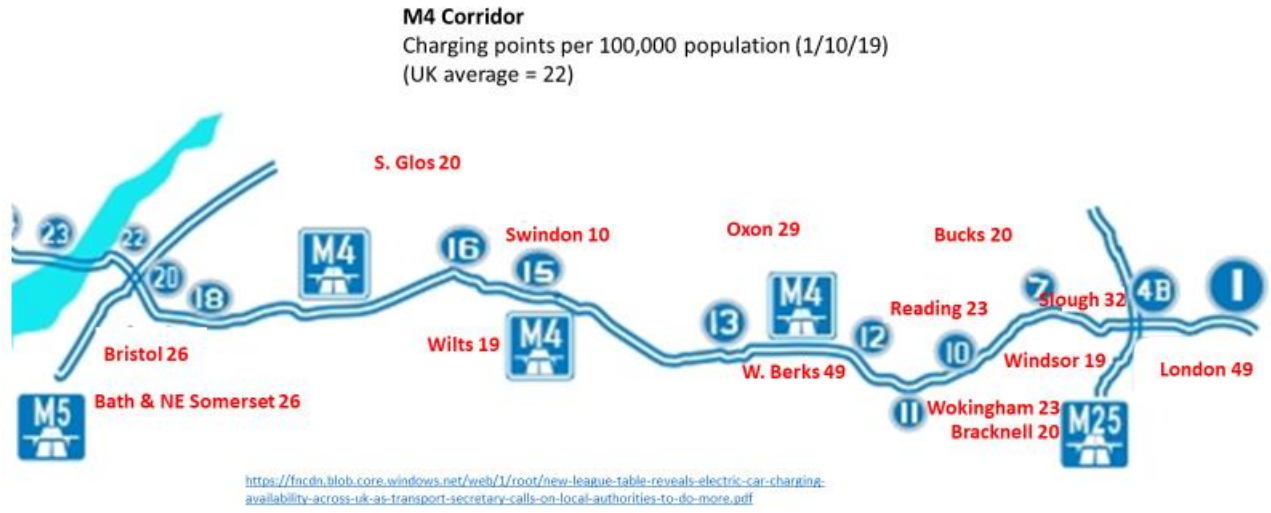


Figure 9 – Charging infrastructure density along the M4

Statistics correct as at the 1st October 2019[11], provide a picture of the extent of EV charging infrastructure deployment along the M4 corridor. The average for charging points per 100,000 population across all locations in the UK is 22. Numbers for locations along the M4 corridor vary from 10 per 100,000 for Swindon to 49 for West Berkshire.

[10] Emissions of carbon dioxide for Local Authority areas – BEIS
[11] Electric vehicle charging devices by local authority – Department for Transport

Table 1 – EV registrations along the M4

	Swindon & Wiltshire	Thames Valley Berkshire	G-First	West of England	Oxfordshire
ULEV registrations (end of Q2 2019)	6,650	10,327	5,112	4,818	3,107
# of EV public charging devices (Oct 2019)	163	176	136	311	196
Share of public rapid charging devices (Oct 2019)	22%	30%	31%	15%	18%
Hydrogen vehicle registrations	< 5	None	None	None	None
# of hydrogen refuelling stations	2	None	None	None	None

Table 1 – EV registrations along the M4

Swindon & Wiltshire

Swindon & Wiltshire have the second-highest ultra-low EV (ULEV) registrations of the main LEPs across the M4 corridor (see figure 5)[12]. This is most likely due to a major car lease company (Arval) being located in Swindon. On the infrastructure side, there are around 64 chargepoints which together have 163 connectors[13]. The majority of these chargers are fully publicly available (74%) and are located at convenient places to charge like service stations and at town centre car parks.

Looking to the short and medium term, SWLEP aim to grow and maintain the public EV chargepoint. They see the public sector as a low-hanging fruit for electrification and quick decarbonisation of the transport sector. This would then extend to deploying electric buses and taxis which are increasingly becoming a cost effective option.

Although at the lower end of EV charging points per 100,000 population, Swindon is a leader in hydrogen refuelling stations with 2 public access stations in the town. It's distinctive hydrogen economy and existing infrastructure makes it a unique place for trials and deployments. SWLEP aim to better understand whether the public sector has a role in deploying EV charging and hydrogen refuelling infrastructure to support uptake.

[12] Ultra-low emission vehicles (VEH0132) – Department for Transport
[13] SWLEP Local Energy Strategy - Ricardo

Oxfordshire

Transport accounts for 40% of energy consumption, so decarbonising transport is vital. While the level of EV registrations (~3,100) is the lowest across the M4 corridor, the LEP anticipate an increase in uptake from 2025 onwards. By 2030 Oxfordshire LEP estimate that 1 in 4 new vehicles registered will be EVs. This translates to around 9,000 – 10,000 EV registrations a year by 2030. The number of chargepoints (mix of fast and slow chargers) are estimated to increase by 150% in 2030 on today's stock of chargers[14] (~200 public charging devices).

Thames Valley Berkshire

Over 10,300 ULEVs were registered across the TVB area at the end of Q2 2019. Across Thames Valley Berkshire there are an estimated 176 public charging devices, of which 42 are rapid charging devices. TVB LEP recognise that to achieve net-zero emissions will require extensive electrification and decarbonisation of the transport sector. Their energy strategy see development of a hydrogen economy for energy dense applications, and heating and electricity demand during peak periods. However, uptake of EV vehicles on existing infrastructure needs to be assessed. This is because the locations of most petrol stations in the TVB region are defined by traffic flow and have no relationship with electrical capacity or bulk power supply. This disparity will need to be addressed in order to ensure the existing infrastructure can support EV uptake.

G-First

Analysis by the G-First LEP shows that by switching to electric vehicles and improving the energy performance of buildings could reduce the county's energy bill by £250m and create an energy productivity gain for its businesses of some 20%. Currently, there are an estimated 5,100 EVs registered with take up doubling every 18 months, similar to the national uptake rate. Supporting these EVs are 136 public charging devices, of which 42 are rapid charging devices. Gloucestershire's Sustainable Energy Strategy estimate that by 2028, half of all new vehicles in Gloucester are EVs. This will be supported with smart charging to minimise network costs and maximise the value of renewable electricity generation.

West of England

An estimated 300 public charging devices (46 rapid) support a little over 4,800 EVs across the West of England. Uptake of EVs is growing fast, doubling every 15 months. This deployment is being supported by capabilities to deliver such as the Local Go Ultra Low West project, leading DNO (Western Power Distribution) working on EVs and significant EV-relevant research and development at local universities (e.g. IAAPS, FLOURISH) with some local business activity (e.g. Zap Map).

While the West of England has seen the fastest rate of decarbonisation since 2005, this has been driven mainly by industrial and commercial sectors switching from coal and oil to lower-carbon natural gas. Emissions from transport have not reduced since 2005. The ambition to decarbonise transport is similar to G-First; half of all new vehicles are EVs by 2028.

The LEPs are at different stages in terms of deployment of EV and hydrogen infrastructure. Their strategic plans are also varied, which could be attributed to cost and structural factors. However, a co-ordinated approach to deploying these technologies across the M4 corridor could be cost-effective and resource-efficient.

[14] Electric vehicle charging devices by local authority – Department for Transport

Appendix 2 – Technology Options and Applications

Background

There are a limited number of options to fully or partially decarbonize surface transport applications: battery electric vehicles, fuel cell electric vehicles, internal combustion engine-BEV hybrids and use of biofuels in ICE powered large vehicles (buses, HGVs). Outlined below, for background information, are descriptions of the important characteristics of the technology options currently being used (or being developed) for the range of surface transport applications: passenger cars, buses, trains and HGVs/Vans/MHEs (materials handling equipment). The figure below summarises the calculated areas of practical usability of the main technology options for each transport application as a function of the principal factors of vehicle weight and daily range.

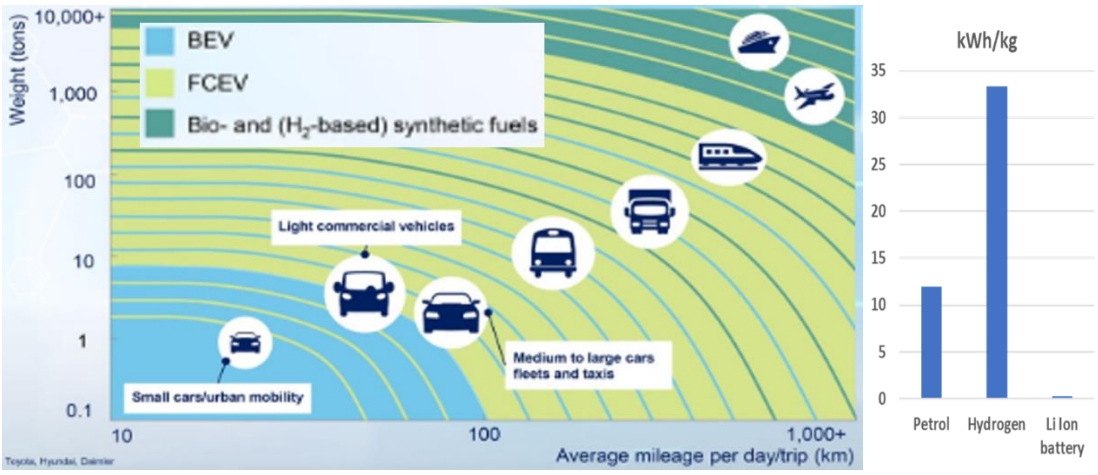


Figure 6 – Summary of NEV application suitability

The righthand figure above shows the energy density (kWh/kg) of the main energy sources used in passenger cars (petrol/diesel, hydrogen and Li ion battery). This clearly shows why the requirements of vehicles that need a large amount of stored energy for their prime motive power (ie., large/heavy vehicles and vehicles with longer daily travelling distances) are best met by a "chemical" energy source (ie., hydrogen fuel) coupled with the appropriate energy conversion technology to convert the fuel into electrical power for traction (ie., the fuel cell engine).

Passenger cars

Currently, there are three main practical technology options being implemented to move away from fossil fuelled ICE cars: full battery electric, fuel cell electric and various ICE-BEV hybrids. The table below summarises the key characteristics (including infrastructure implications) of each of these technology options as they apply to passenger cars.

	BEVs	FCEVs	Hybrids
CO_2 emissions	Depends on CO_2 intensity of electricity grid. Zero when renewables are used.	Depends on CO_2 intensity of electricity/gas grid. Zero when renewables are used.	Lower than full ICE, BUT not zero
Airborne criteria pollutants	Zero at point of use	Zero at point of use	Lower than full ICE, BUT not zero

Range	Good for short-medium distance trips	Good for all trip lengths (as per existing ICE cars)	Good for all trip lengths
Vehicle size	Small-medium cars/light commercial for commuting & local deliveries	Medium-large cars	Medium-large cars
Terrain	Good for flat roads/moderate incline	Good any gradients	Good for any gradients
Climate	Good for moderate temperatures	Good for all climates, hot & cold	Good for all climates, hot & cold
Utility infrastructure	Good where there is plentiful electricity grid capacity and access	Good in most locations – generally not affected by grid limitations	Less affected by grid limitations (can run on ICE engine)
Grid systemic effects	Significant BEV penetration cause local grid issues (home charging)	No grid effects	As per BEVs
Refuelling time	Slow, compared to FCEV/ICE	Fast (< 5 mins)	As per BEVs
Infrastructure growth	Public recharging infrastructure growing, but needs standardisation	Significant expansion of refuelling infrastructure required	Public recharging infrastructure growing, but needs standardisation
Vehicle production status	Significant global volumes with production ramping up	Significant production scale-up needed for cheaper FCEVs	Significant global volumes with production ramping up

It is worth highlighting that whilst various types of ICE-BEV hybrid technologies offer a useful intermediate option to decarbonization of passenger cars (ie., eliminates the issue of range anxiety), it seems unlikely that these will be represented in the long term range of technology options as they are not zero carbon or zero emitters of regulated pollutants (NOx, methane, PM2.5). Furthermore, as these hybrid designs effectively require two power systems (electric drivetrain + ICE), they are unlikely to be cost effective options in the long term.

Buses

Currently, there are three main practical technology options being implemented to move away from fossil fuelled ICE buses: full battery electric, fuel cell electric and biofueled ICE. The table below summarises the key characteristics (including infrastructure implications) of each of these technology options as they apply to buses:

	BEBs	FCEBs	Biofuel
CO_2 emissions	Depends on CO_2 intensity of electricity grid. Zero when renewables are used.	Depends on CO_2 intensity of electricity/gas grid. Zero when renewables are used.	Complex, depending on the type of fuel, impact of deforestation etc.
Airborne pollutants	Zero at point of use	Zero at point of use	Equivalent to fossil fuels
Range	Good for short routes/moderate schedules	Good for long routes/frequent service	Good for long routes/frequent service

Depot/fleet size	Good for small number of buses/ample parking space	Good for many buses/constrained space	Good for many buses/constrained space
Terrain	Good for flat roads	Good for hills/steep gradients	Good for hills/steep gradients
Climate	Good for moderate temperatures	Good for all climates, hot & cold	Good for all climates, hot & cold
Utility infrastructure	Good for plentiful electricity grid capacity and access	Good for limited grid capacity or limited grid access	Good for limited grid capacity or limited grid access
Refuelling	Good when recharging schedules are flexible	Good for single daily refuelling	Good for single daily refuelling
Fleet size	Good for small fleets	Good for large fleets	Good for large fleets

It should be highlighted that whilst various biofuel-fossil fuel blends offer a useful intermediate option to decarbonization of buses, it is not clear whether even 100% biofuel would be zero carbon (as it depends on the type of fuel, impact of deforestation, land use issues related to food production). Moreover, biofueled ICE buses will still emit regulated criteria pollutants (NOx, methane, PM2.5), thus continuing to contribute to well-known human respiratory health problems. Thus, it seems unlikely that biofueled buses would be heavily represented in the long term.

Implementation of zero emission electric buses (BEV & FCEV) is progressing in many geographical areas and a recent study (Economic Case for Hydrogen Buses in Europe - Element Energy, May 2017) has projected that the cost of these buses could come within 10% of the cost of diesel buses within the next half decade, on a TCO basis (total cost of ownership, includes annual cost of operation as well as initial capital cost), as shown in the figure below.

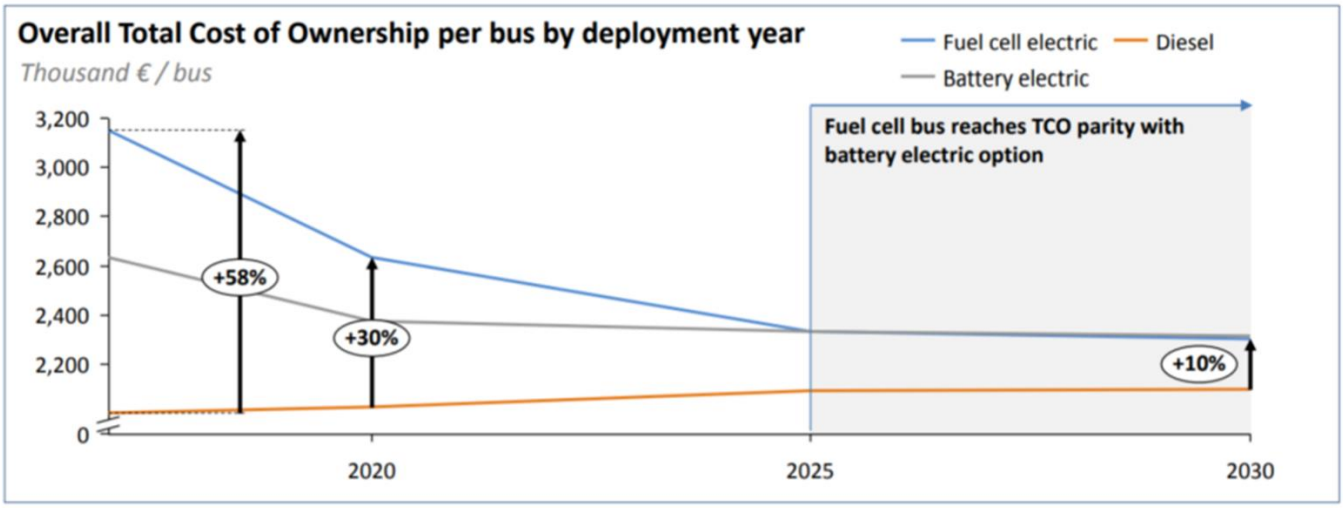


Figure 7 – Total cost of ownership of buses

Trains

Hydrogen fuel cell trains could play a key role in the decarbonisation of rail transport by providing a cost-effective, viable alternative to diesel trains on regional routes where it is not cost effective to install overhead electrification. Demonstrations commenced in Germany in 2018 and initial routine operations are now underway with the Coradia train manufactured by Alstom. The other main European train manufacturer Siemens is also developing hydrogen fuel cell powered regional

trains. In the UK the first full size prototype hydrogen fuel cell train, a repurposed Class 319 electric multiple unit (made by a partnership between rolling stock company Porterbrook and BCRRE the Birmingham Centre for Railway Research and Education) was showcased at Rail Live at the Quinton Rail Technology Centre (QRTC) on 19 June 2019. A roadmap for the commercial implementation of hydrogen fuel cell trains in Europe is shown in the graphic below.

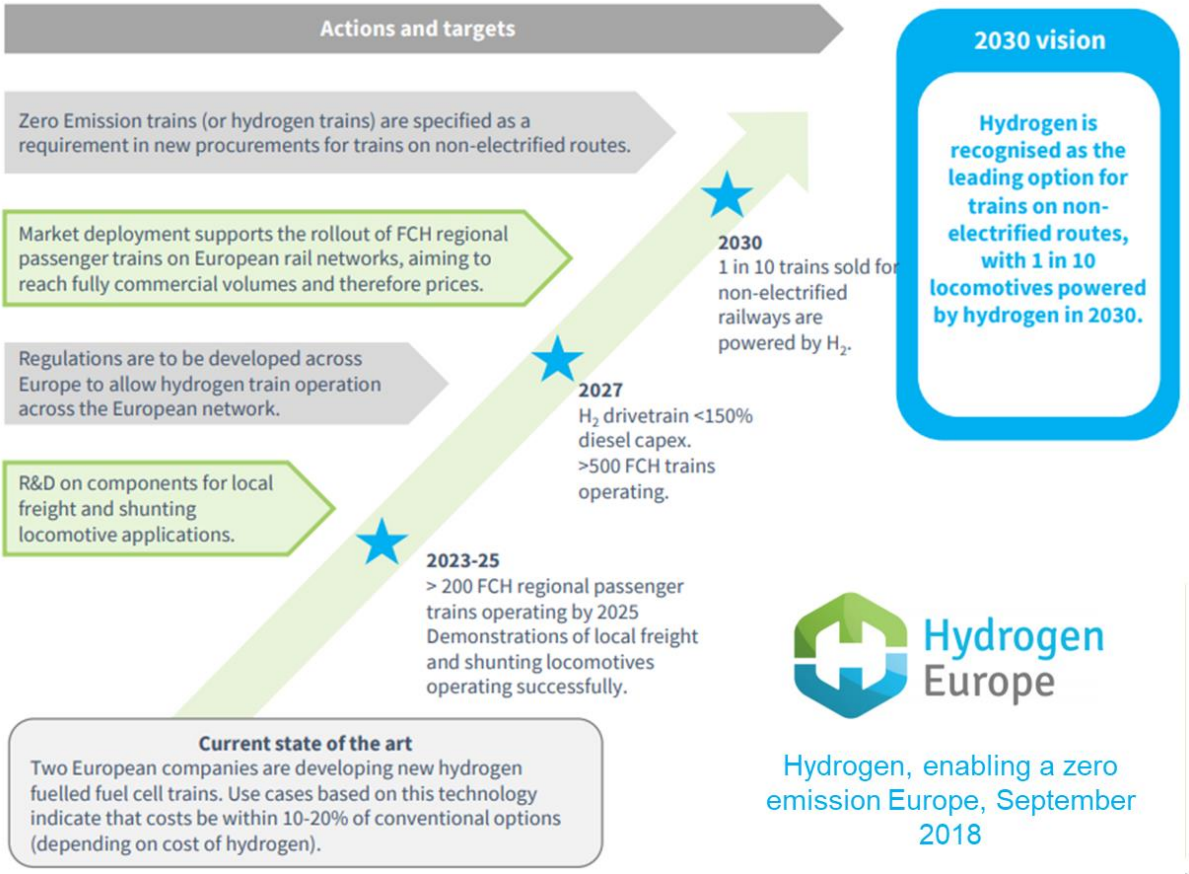


Figure 8 – Hydrogen train technology pathway

HGVs/Vans/MHEs (materials handling equipment)

As shown in a previous figure, for large, heavy vehicles transporting goods over long routes daily the most practical technology option is hydrogen fuel cell powered traction. HGVs predominantly travel between distribution centres/warehouses, which makes these ideal locations for hydrogen hubs (see graphic below) as they are sited at key locations along the road network. Hydrogen fuel cell HGVs are already available as pre-commercial prototypes in some geographies, manufactured by Toyota, Hyundai and Nikola.

In addition to HGVs using distribution centres, there are also other vehicular applications which are a good fit with hydrogen fuel cell power: vans for “last mile” delivery and materials handling equipment. Distribution centres use large numbers of MHEs and FCEV MHEs are already widely used commercially in the US (> 100,000 fuel cell forktrucks) due to their lower cost of ownership compared to traditional battery powered trucks. At present only small numbers of electric vans (BEVs and FCEVs) have been manufactured, but there is increasing interest and demand for these vehicles.

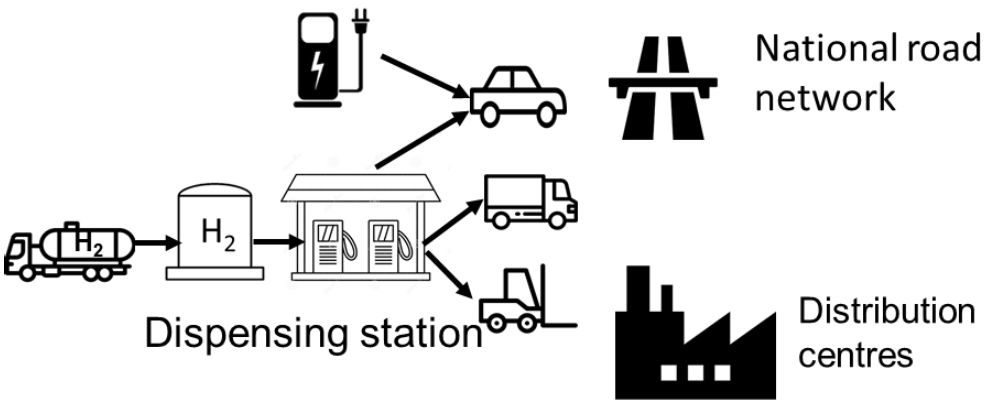


Figure 9 – Possible Hydrogen Hub structure

This page left intentionally blank

Swindon & Wiltshire LOCAL ENTERPRISE PARTNERSHIP	**Board Meeting 22 January 2020 Paper Number 7.1**

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

Meeting & Date:	SWLEP Board Meeting – Wednesday, 22 January 2020		
Subject:	Chair's update		
Attachments:	None		
Author:	John Mortimer	**Total no of sheets:**	1

Papers are provided for:	Approval ☐	Discussion ☐	Information ☒

Meetings attended by John Mortimer, SWLEP Chairman, between 21 November 2019 and 14 January 2020

27 November 2019	Chaired SWLEP Board Meeting, Swindon
3 December 2019	LEP Network's Chairs' & CEOs' workshop, London
4 December 2019	Chaired Rural Economy Sector Group, Corsham
13 January 2020	Dialled into the Local Industrial Strategy Working Group

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

Swindon & Wiltshire LOCAL ENTERPRISE PARTNERSHIP	**Board Meeting 22 January 2020 Paper Number 7.2**

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

Meeting & Date:	SWLEP Board Meeting – Wednesday, 22 January 2020		
Subject:	Director's Report		
Attachments:			
Author:	Paddy Bradley	**Total no of sheets:**	3

Papers are provided for:	Approval ☐	Discussion ☐	Information ☒

1. **Purpose**

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

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

2. **Summary**

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

2.2. The report lists business visits, a staffing update and the regular operational activity involved in the role of Director of the SWLEP.

3. **Recommendation**

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

3.1. note the update on current activity.

4. **Detail**

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

Programme and Governance meetings

- Commissioning Group (9 January)
- Monthly meetings with SWLEP BEIS Local Relationship Manager
- HM Treasury visit regarding Growth Hub (2 December)
- LEP Peer Review preparation meetings and conference calls (9, 17 and 18 December)
- Meeting regarding South Wiltshire Economy Pillar discussions (16 December)
- Attended Honda Task Group catch-up meeting (17 January)
- Regular Honda Task Group Leads' teleconferences and meetings

- New Energy Vehicle Infrastructure Project weekly update calls
- Meeting regarding the business-led Cyber Hub (6 January)
- LIS Working Group Meeting (11 December) and on-going follow-up meetings
- Monthly meetings with Finance, particularly with regard to Budget
- Range of discussions with individual Board Directors
- Meetings and 'phone calls with prospective Board Directors
- Regular keep-in-touch calls and meetings with the Chair and Deputy Chair
- Various meetings involving a range of Swindon Borough Council and Wiltshire Council officers to agree incorporation issues with regard to HR and TUPE arrangements and finance and asset transfer
- Regular incorporation update meetings with staff
- Telephone call for the Joint Scrutiny Task Group regarding Chippenham Station Hub (2 December)
- Together with the Chair met with business Board Directors (15 January)

Priority theme Subgroups

- Skills and Talent
    - Chaired the Careers Hub Steering Group meeting (10 December) and teleconference regarding Finance status (19 December)
    - First Skills & Talent Working Group meeting regarding the Skills Plan (13 December)
    - Skills & Talent Subgroup Meeting followed by second Working Group meeting (13 January)
- Place Shaping
    - Meeting on Salisbury Brand positioning (29 November)
    - Salisbury Strategic Partner meeting (29 November)
    - Meeting regarding Calne Regeneration (11 December)
    - Discussions regarding Corsham (13 January)
- Business Development Subgroup
    - Chaired Inward Investment Working Group Meeting (10 December)
    - Meeting with prospective GPIF applicant (6 January)
    - Presented at the Rural Economy Sector Group (RESG) (4 December)

External events

- Participated in Western Gateway port connectivity telephone interview (13 December)
- Attended England's Economic Heartland (EEH) Leaders' Meeting in Buckingham (10 January)
- Attended Western Gateway Leaders' Meeting in Cardiff (14 January)
- Attended Switch on to Swindon Place Board (19 December and 16 January)
- Spoke at Swindon's Business & Economy meeting (18 December)

- Attended South West LEPs' Chairs' and Chief Executives' meeting in London prior to the LEP Network meeting (3 December)
- Attended the Board of the West of England Academic Health & Science Network (6 December)
- Presented at the meeting of Chippenham Neighbourhood Plan (7 January)

4.2. **Business visits and meetings**

- Meeting at Wiltshire Council regarding Business & Industry Global Warming and Climate Emergency (5 December)
- Catch-up meeting with University of Bath (12 December)
- Met with Wiltshire Council's interim Finance Director in her role as Section 151 Officer (6 January)
- Met with CEO of Wincanton (9 January)

4.3. **Marketing and Communications**

4.3.1 General marketing discussion with team on way forward (11 December)

4.3.2 Attended Growth Summit 2020 content session with Chair of Working Group (7 January)

4.4 **Staffing**

4.4.1 Programme Manager role – aiming for a six-month temporary contract to cover oversight of the Local Growth Deal projects and the line management of the Growth Hub Manager.

4.4.2 Growth Hub Manager – second attempt to recruit underway with interviews planned for early February. Thanks to Alison North and Paul Moorby for their valued assistance.

4.4.3 Marketing and Communications Manager – communications being managed in-house across the team, overseen by Tim Burghes. Contract for the production of the 2020 Annual Report agreed. Tender ready to issue for the 2020 Annual Conference. Thanks to Peter Wragg for his on-going support.