

		Board Directors' Private Session			
Item	Timing	Topic	Paper No.	Lead	
1.0	9am	Welcome			
			Verbal	PJM	
2.0	9.05am	Review of notes/minutes from 28 January 2021			
2.1		Review of draft notes from the private session of the Board Meeting on 28 January 2021.	Paper 2.1	PJM	For approval
2.2		Matters Arising: <ul style="list-style-type: none"> PB to prepare a press release after the Board and circulate to Directors for approval. PB and SF to ensure a joint SWLEP and Wiltshire Council press release was published. COMPLETED 	Verbal	PJM	
2.3		Review of draft minutes from Part Two of the Board Meeting on 28 January 2021.	Paper 2.3	PJM	For approval
2.4		Matters Arising: <ul style="list-style-type: none"> CA to arrange a Business Cyber Centre specific discussion in February for Directors to demonstrate the development of the financial case and to bring new Directors up to speed. COMPLETED 	Verbal	PJM	
3.0	9.10am	Growing Places Infrastructure Fund (GPIF)	Paper 3.0	PC	For approval
	9.25am	End of Directors' private session			
	9.30am	Start of Public meeting			
1.0	9.30am	Welcome / Apologies / Conflicts of Interest	Verbal	PJM	
2.1	9.35am	Review of Draft Minutes of public Board Meeting of 28 January 2021.	Paper 2.1	PJM	For approval
2.2		Matters Arising: <ul style="list-style-type: none"> PB to send Comms PR to directors for approval and work with Wiltshire Council on a joint press statement to demonstrate working in partnership. COMPLETED 	Verbal	PJM	

Item	Timing	Topic	Paper No.	Lead	
		<ul style="list-style-type: none"> DH to note Directors comments about the Dashboard and action. COMPLETED Introductions to be made to PhD student as appropriate. COMPLETED 			
3.0	9.40am	Submitted questions	Paper 3.0	PJM	
4.0	9.50am	Local Skills Report presentation	Paper 4.0	AB / DH	For approval
5.0	10.05am	Chief Executive's Report	Paper 5.0	PB	For approval
6.0	10.20am	Swindon Cultural Quarter	Paper 6.0	SBC	For approval
7.0	10.40am	Programme Finance Report	Paper 7.0	CA	For approval
8.0	10.50am	Programme Status Report	Paper 8.0	CA	For information
9.0	10.55am	Budget Report	Paper 9.0	PB	For information
10.0	11am	Populating the Governance groups	Paper 10.0	DS	For information
11.0	11.15am	AOB	Verbal	PJM	
		Date of next Board meeting: Thursday, 27 May 2021 via video conference. 9am for Directors only 9.30 – 12.30pm for Public Board Meeting		PJM	
		Future Meeting dates Thursday, 22 July 2021 Thursday, 30 September 2021 Thursday, 25 November 2021 All via video / telephone conference until further notice.		PJM	
	11.20am	Close of Part ONE - Public Meeting			
	11.20am	Comfort break			
		The public are excluded from this part of the meeting under the terms of the Swindon & 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.			

	11.30am	Part TWO of meeting			
12.0	11.30am	Local Industrial Strategy			
12.0	11.30am	Business Case for the Business Cyber Centre	Paper 12.0	CA	For approval
	12.30pm	Close of Part TWO of meeting			



In attendance:	Board Directors: Paddy Bradley (PB) Amanda Burnside (AB) Mandy Clarke (MC) Doug Gale, MBE (DG) Andrew Gudgeon, OBE (AG) – joined the meeting at 11.20am Col Nev Holmes (NH) – left the meeting at 10.30am Paul Moorby, OBE (PJM) - Chair Carole Kitching (CK) Alison North (AN) David Renard (DR) Keeran Vetriko (KV) Pam Webb (PWe) – joined the meeting at 11.15am Prof Ian White (IW) Phillip Whitehead (PW) Suzanne Wigmore (SW) Peter Wragg (PW) – Deputy Chair	Board Advisers: Susie Kemp (SK) Observers: None, both Leaders in attendance
Apologies:	Cllr Pauline Church (PCh), and Terence Herbert (TH) Wiltshire Council Cllr Gary Sumner (GS), Swindon Borough Council	
In attendance:	Rory Bowen (RB) / Sam Fox (SF) and Leanne Sykes (LS), Wiltshire Council Claire Alexander (CA), and Debby Skellern (DS), SWLEP Phil Clement (PC), SWLEP for Business Cyber Centre Part 2 only Karen Leigh (KL), (absent from the meeting from 10am to 11am) and Emily Manser (EM), BEIS representatives Philippa Venables (PV), Swindon Borough Council	
Guest(s):	Dragana Houston (DH), SWLEP Parvis Khansari (PK), Raquel Leonardo (RL), Ariane Crampton and Victoria Burvill, Wiltshire Council Parsa Mohammadpour (joined meeting at 10.50am) and Dr Maik Schneider, University of Bath Cllr Vinay Manro and Amanda Newbery, SWLEP Joint Scrutiny Panel members Robin McGowan (RMcG), Salisbury BID Ben Paessler – Salisbury Journal (left meeting at 10.30am) Georgina Hosier Richard Johnson Ed Dodd, Adrian Griffiths, Andy Hogben, Craig Holmes and Sharon Omer- Kaye, members of SWLEP Limited Brig Sara Sharkey (SS), MoD Corsham and Kyle Barrie (KB), Stantec – for Business Cyber Centre Part 2 only	
Chair:	Paul Moorby (PJM)	
Minutes:	Deborah House (DKH)	
Location:	Via conference call	



Item	Narrative	Deadline
1.0	Welcome / Apologies / Conflicts of Interest / Board Appointment	
	<p>The meeting opened at 9.35am and the Chair welcomed attendees. Particular welcome was extended to members of the public who had joined the meeting, staff from the Wiltshire Council team working on People Friendly Salisbury, members of the SWLEP Joint Scrutiny Panel, members of SWLEP Ltd staying on after the AGM and Dr Maik Schneider and Parsa Mohammadpour from the University of Bath who would be presenting later in the agenda,</p> <p>Apologies were noted.</p> <p>PJM reminded attendees of the Conflict of Interests policy and of the standing items which were noted below:</p> <ul style="list-style-type: none"> • AB stated her Conflict of Interest with regard to LGF3 for projects at the Salisbury and Lackham campuses of Wiltshire College & University Centre. • PJM's Conflict as a Committee member of the Tadpole Garden Village Community Interest Company (TGVCIC) with reference to Swindon Borough Council's Rapid Transit project. • In reference to items regarding People Friendly Salisbury, PJM advised of his company's involvement with Wiltshire Council and implementing MiPermit solutions in the City of Salisbury. He would excuse himself from the meeting at Item 4.1. • PW was standing as a councillor for Wiltshire Council after he leaves the SWLEP Board in March 2021 so would also excuse himself from the meeting at Item 4.1. • Prof Ian White declared general interests of the University of Bath in SWLEP activity and specifically with the Carriageworks project in Swindon. 	
2.0	Review of minutes and matters arising	
2.1	<p>The minutes of the Board Meeting held on 25 November 2020 were reviewed and approved.</p> <p>PB added that with the addition of the three new Board Directors, there was now an increase in the gender balance to 37.5% on the Board. SWLEP was driving to achieve a 50-50 split by 2022.</p>	
2.2	<p>Matters Arising not on the agenda:</p> <ul style="list-style-type: none"> • Status of Board Directors whose initial three-year tenure has now expired. Mark Smith (MS) to revert with decision. MS had resigned from the Board. • SWLEP would revert with a draft version of the SWLEP Dashboard in January. ON AGENDA 	



Item	Narrative	Deadline
	Other Matters Arising had been completed.	
3.0	Submitted Questions	
	No submitted questions had been received for this agenda.	
4.0	Local Growth Deal	
4.1	<p>People Friendly Salisbury</p> <p>As per the Conflicts of Interest cited at Item 1.0, the Chair and Deputy Chair removed themselves from the meeting and the proceedings were handed over to Deputy Chair Elect, Alison North.</p> <p>PB spoke to the paper which was to support the Directors in making the necessary decision in outstanding issues on funding allocated for the People Friendly Salisbury scheme run by Wiltshire Council. The scheme was proposed to revitalise the City following the Novichok incident and had the backing of local partners. In September 2020, the scheme's Full Business Case received the approval of the Directors for the allocation of £1.3m towards the total cost of £3.1m. This was in addition to £1.1m given for business support in Salisbury at the start of the crisis.</p> <p>In November 2020, Wiltshire Council notified the Board of the withdrawal of support from local stakeholders and the scheme was suspended. Since then, there had been no activity and no spend on the project. The issue was that the £101m from the £169m Government funding from the Local Growth Deal, for which the Directors had direct control, had to be spent by the deadline of 31 March 2021. £1.3m for Salisbury could not be spent by this deadline. This situation had been compounded by the impact of Covid-19. SWLEP had supported this scheme and was still fully behind it, but the Government deadline was immovable.</p> <p>Wiltshire Council had committed to review the scheme and refresh it in light of the impact of the pandemic. The principles of the scheme were the same; to encourage people to move around the city on foot or bicycle and reduce the pollution by exhaust fumes. Salisbury City Council was keen for the project to come forward in a different way, but it would be later in 2021.</p> <p>The Board could agree to fund the development costs of £393,116 to ensure the scheme progressed. If so, it must have a similar or same value for money judgement as the Full Business Case or the development money would be repayable.</p> <p>SWLEP had ongoing support for Salisbury and its surrounding areas with £24.99m in capital projects allocated in the area and £1.1m business support:</p> <ul style="list-style-type: none"> • Wiltshire College & University Centre, Salisbury Campus; 	



Item	Narrative	Deadline
	<ul style="list-style-type: none"> the Riverpark scheme; the Getting Building Fund would provide £2m into Porton Science Park Phase 2; and the Growth Hub funding after Novichock with other partners. <p>SWLEP was uncertain whether it would have any capital funding in the future to offer the scheme. Potentially, there could be monies from the Levelling Up Fund and the UK Shared Prosperity Fund, however that was to be managed. Wiltshire Council was still totally committed to the scheme, but it was unrealistic to continue while the Covid situation was still unclear. It intended to develop a future scheme, hopefully with the help of SWLEP, but if this were not possible, then it would look to other organisations for funding.</p> <p>The Swindon & Wiltshire Local Enterprise Partnership Board: NOTED the decision of Wiltshire Council, the scheme promoter for People Friendly Salisbury, to suspend indefinitely the implementation of the project and not draw down the allocated funding of £1.3m; AGREED that funding diverted from the People Friendly Salisbury project was transferred to the Growing Places Infrastructure Fund with the intended use to support the Business Cyber Centre project; and AGREED to fund the £393,116 for development costs incurred by Wiltshire Council with the remaining £906,884 transferred to the Growing Places Infrastructure Fund and would comment on the People Friendly Salisbury scheme to ensure that it was in line with the original BCR and VFM outlined in the original Business Case.</p> <p>Action: PB to send Comms PR to directors for approval and work with Wiltshire Council on a joint press statement to demonstrate working in partnership.</p>	2 Feb 2021
4.2	<p>Project Highlight Reports</p> <p>The Chair and Deputy Chair returned to the meeting and PJM took back proceedings.</p> <p>CA spoke to the paper. (The presentation can be accessed via the link below and Slides 1-2 refer.)</p> <p>https://static.swlep.co.uk/swlep/docs/default-source/board-meetings/2021/swlep-january-2020-board-slides-ca.pdf?sfvrsn=55a4a389_4</p> <ul style="list-style-type: none"> The work by the Local Authority teams was acknowledged in getting the projects to this stage. The Getting Building Fund projects were now included in the Highlight Reports. 	



Item	Narrative	Deadline
	<ul style="list-style-type: none"> The webinar series, This Way UP, via the Growth Hub had exceeded its expected outcomes and SWLEP was now working with BEIS to see if the programme could be continued. <p>Congratulations were offered to the Local Authorities on the allocations of funding via Future High Streets. There would be a significant amount of money coming into the area. Swindon Borough Council had been allocated £25m to deliver improvements to the town's infrastructure which would lead to an increase in jobs etc. Thanks were offered to SWLEP for its help and support in this project.</p> <p>Wiltshire Council had been provisionally allocated £16.3m for Trowbridge and £9.3m for Salisbury. This was about communities coming back together. The learnings from both of those towns could then be replicated in other market towns throughout Wiltshire.</p> <p>Reports would continue on the Local Growth Fund projects for a further six months, and SWLEP would continue to monitor the outputs for years to come. A workshop was being held in February for Officers to discuss what was needed for reporting in the longer-term. A robust method was needed to track the outputs as most of the projects were back ended.</p> <p>The Swindon & Wiltshire Local Enterprise Partnership Board: NOTED the contents of the paper.</p>	
4.3	<p>LGF Finance Report</p> <p>CA spoke to the paper. (The presentation can be accessed via the link below and Slides 3-4 refers.)</p> <p>https://static.swlep.co.uk/swlep/docs/default-source/board-meetings/2021/swlep-january-2020-board-slides-ca.pdf?sfvrsn=55a4a389_4</p> <p>All the funding would now be contracted before the deadline of March 2021, with 0.89% currently outstanding. This was excellent work to get to this position and would reflect favourably in SWLEP's Annual Review with BEIS in February.</p> <p>The appearance of the paper would change over the next couple of Board meetings to reflect the inclusion of the Getting Building Fund and more Growth Hub activity.</p> <p>The Swindon & Wiltshire Local Enterprise Partnership Board: NOTED this paper as an accurate summary of the current LGF financial position.</p>	
5.0	SWLEP Operations	



Item	Narrative	Deadline
5.1	<p>Chief Executive's report</p> <p>PB spoke to the paper.</p> <p>The Remuneration Committee had met before Christmas to look at the potential pay increases for employees. SWLEP employees were funded from a mix of sources; some from the core budget, and some on time-limited contracts. There was no scope for pay increases for these contracted staff. The Committee considered a cost-of-living increase to core staff and some form of recognition to others. On reviewing the conditions across the country and particularly with SMEs in the region, the Committee had proposed to pay a £200 award to each employee who had been with SWLEP for at least the last six months. The Chief Executive had also been requested to bring a Pay & Reward scheme to the Committee, so employees were rewarded for their efforts.</p> <p>The Swindon & Wiltshire Local Enterprise Partnership Board: AGREED the one-off pay award of £200 per employee, for those employed for at least the last six months.</p> <p>Other items to note in the report:</p> <ul style="list-style-type: none"> • Business Cases for the Carriage Works and Porton Science Park Phase 2 had been put forward for the Getting Building Fund. Both projects were progressing well, and steps were being made to meet the conditions attached to the approval. • SWLEP was working on a bid to link economic development with the improvement of long-term health for those in work. The Health Foundation would be making four £500,000 awards. It was a complex selection process and the Expression of Interest had been issued to partners for comment. It would provide support for training and public health functions. The University of Bath would come up with the methodology to measure progress. We would find out by the Summer if we were successful. Wiltshire Council was to submit by Friday, 29 January. • BEIS Annual Performance Review was to take place on 4 February. This would look at SWLEP's Governance and transparency, Strategy and Delivery. • LEP Network Peer Review was due. Last year SWLEP worked with South East LEP. This year SWLEP had been partnered with the Thames Valley Berkshire LEP. • Skills for jobs White Paper had been published. The intention of the White Paper was to put employers at the heart of skills improvement. The paper had raised issues about how this would be achieved, and which organisations would lead work in an area. <p>The Swindon & Wiltshire Local Enterprise Partnership Board:</p>	



Item	Narrative	Deadline
	NOTED the information included in the four other items in the report.	
5.2	<p>SWLEP Dashboard</p> <p>DH spoke to the paper. The presentation can be accessed by following the link below.</p> <p>https://static.swlep.co.uk/swlep/docs/default-source/board-meetings/2021/swlep-dashboard---board-progress-update-jan-2021.pdf?sfvrsn=a072b772_4</p> <p>DH gave a live demonstration of the Dashboard at the Beta stage to the meeting and showed the interactive nature of the product. The aim was for other organisations to be able to make use of the data. Automation of the Dashboard was crucial and was Application Programming Interface (API) enabled. This means that the programming behind the dashboard enables automated access to the sources of data. Making a change to a source of data automatically updates the dashboard. The question was raised as to whether information from other organisations, for example, from the private sector, could be added to the Dashboard. In theory this was possible if SWLEP was comfortable with the reliability and authenticity of the information base.</p> <p>The Directors stated that this would be a valuable resource for SWLEP to chart its progress but also for external organisations to use. It felt that the Performance indicators need better explanation. Directors would be given a link to the Dashboard at the March meeting.</p> <p>Action: DH to note Directors comments and action.</p> <p>The Swindon & Wiltshire Local Enterprise Partnership Board: APPROVED the SWLEP Dashboard as demonstrated.</p>	29 Jan 2021
6.0	Local Industrial Strategy	
6.0	<p>Natural Capital – PhD Study</p> <p>DS spoke to the paper. Dr Maik Schneider introduced the background to the PhD study and Parsa Mohammadpour presented to the meeting on its scope and progress.</p> <p>The presentation can be accessed by using the following link.</p> <p>https://static.swlep.co.uk/swlep/docs/default-source/board-meetings/2021/natural-capital-presentation-28-jan-2021.pdf?sfvrsn=4fa7ec21_4</p> <p>There was still scope to add items to the Study and definitions still to be agreed. For example, what was the definition of NetZero? What was the basis for carbon capture? What would be the incentives to change practice? A link had been made to the National Innovation Centre for Rural Enterprise</p>	



Item	Narrative	Deadline
	<p>(NICRE). Its aim was to focus on rural enterprise and the rural economy which was of intrinsic importance.</p> <p>The UK was hosting COP26 this year. This was an opportunity to raise the profile of natural capital. What could SWLEP do practically to assist this process?</p> <p>PWh added that Wiltshire Council was one of the first authorities to announce it would be carbon neutral by 2030. It had already reduced carbon emissions by 80% but admitted that the last 20% would be more difficult. The Council was keen to examine how we change future overall behaviour rather than compensate for that behaviour and was very keen to get involved in the study. Ariane Crampton, Wiltshire Council's Head of Carbon Reduction, was on the call.</p> <p>Action: introductions to be made</p> <p>DR stated that Swindon Borough Council had been on this journey for some time with good examples demonstrating engagement with the green agenda, such as solar farms, changing street and traffic lighting to LEDs and growing more trees etc. In June 2020, the Council had created a new cabinet post for climate change. The biggest issue was behaviour change across the whole borough. Transport and retrofitting housing. LEP could help. Very keen to engage with LEP on this agenda.</p> <p>PWh stated that Wiltshire Council was retrofitting all social/council housing to reach a high green standard, but this was not necessarily just for environmental reasons, but also for financial benefit to tenants. The Council had to protect those on the lowest income.</p> <p>The report would also look at the disenfranchised and the levelling up of society and show the correlation between health and well-being; demonstrate why it was a good thing for people to do. This would be the link to human capital.</p> <p>Updates to the study would be given at future Board Meetings and Directors were keen for this to be at a shorter timescale than the six-month deadline proposed.</p> <p>The Swindon & Wiltshire Local Enterprise Partnership Board: NOTED the future work programme to deliver the research.</p>	29 Jan 2021
7.0	AOB	
	<p>AG apologised for his late arrival to the meeting but advised that he had just received an Annual Zurich Legend award. Congratulations were offered from the Directors.</p> <p>CA advised the meeting that this Board would be the last one that PV would attend before she took up an economic regeneration role in her home</p>	



Item	Narrative	Deadline
	Authority of Walsall. PV was thanked for her great input and contribution to both Swindon Borough Council and the SWLEP.	
	Date of next meeting	
	Future Meetings Thursday, 25 March 2021 Directors to meet at 9am for the start of the public meeting at 9.30am.	
	Thursday, 27 May 2021 Thursday, 22 July 2021 Thursday, 30 September 2021 Thursday, 25 November 2021 Meetings will be held via video/teleconference until further notice.	
	Close of Part ONE of the meeting at 11.39am	
	The public are excluded from this part of the meeting under the terms of the Swindon & 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	
	Start of Part TWO of the meeting at 11.43am	
8.0	Local Industrial Strategy	
8.0	Business Case for Business Cyber Centre The item was discussed in closed session owing to the commercially confidential nature of the project.	
	Close of Part TWO of meeting at 12.45pm	



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



Security Level:	Confidential <input type="checkbox"/>	Restricted <input type="checkbox"/>	Unclassified <input checked="" type="checkbox"/>	Commercially Sensitive <input type="checkbox"/>
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Meeting & Date:	SWLEP Board Meeting – Thursday, 25 March 2021		
Subject:	Swindon and Wiltshire Local Skills Report		
Attachments:	Local Skills Report (33 pages)		
Author:	Dragana Houston	Total no of sheets:	2 (+33) = 35

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

- 1.1. To share the final draft of the SWLEP Local Skills Report, with DfE SAP Programme feedback incorporated and endorsed by the Skills & Talent Subgroup, for Board's approval.

2. Summary

- 2.1. With the outline approved by the Skill and Talent Subgroup in January, the first draft of Swindon & Wiltshire's Local Skills Report was shared with DfE's Skills Advisory Panel (SAP) Programme team for feedback on 1 February 2021.
- 2.2. The received feedback was generally positive and helpful. It was also in line with SWLEP's expectations, given that the submitted draft was still work in progress, with several data sets yet to be updated by DfE.
- 2.3. In the appended Local Skills Report, SAP's feedback has been fully incorporated and the updated datasets added.
- 2.4. The deadline for publishing the appended Local Skills Report is 31 March 2021.

3. Recommendations

- 3.1. Skills & Talent Subgroup recommends the attached Local Skills Report to the Swindon & Wiltshire Local Enterprise Partnership Board for approval.


4. Detail

- 4.1. Local Skills Reports are a part of the SAP Programme and all LEPs have been tasked with producing them by 31 March 2021.
- 4.2. The subjects of the content, format and structure of the report, as well as the majority of the data used in it, have been set by the SAP Programme team and need to be closely adhered to, in order to enable cross-LEP comparisons.

- 4.3. The report is primarily aimed at the local partners and, as such, it provides a clear view of the local skills needs across the area, based on a robust evidence base in Annexes A and B of the Local Skills Report. It also comments on the progress of our Skills Plan, published in 2020, detailing what has been achieved to date and outlining the next steps, with clear “asks” for our partners.
- 4.4. In addition, the report is a key source of local skills information for the central government and the national-level Skills and Productivity Board (SPB), an expert committee providing independent, evidence-based advice to ministers at the Department for Education on matters relating to skills and their contribution to productivity.
- 4.5. The Annexes that accompany the Local Skills Report are not included with this paper as we are completing editing on the text. However, the work of the main report is based on the more detailed evidence mentioned in the Annexes.

5. Appendices

5.1. Local Skills Report



SWINDON AND WILTSHIRE SKILLS ADVISORY PANEL LOCAL SKILLS REPORT



Swindon and Wiltshire Local Enterprise Partnership
JANUARY 2021

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Annex A – Core indicators.....	Error! Bookmark not defined.
Annex B – Additional Data & References.....	Error! Bookmark not defined.

Additional Resources:

[Swindon and Wiltshire Skills Plan](#)

Local Skills Report-Annexes (add



Chapter 1. Foreword

The Swindon and Wiltshire [Skills Plan](#) was published in July 2020, just as the full impact from COVID-19 pandemic was beginning to become apparent. To ensure its continued relevance, we have spent a considerable amount of time reviewing our strategic priorities, developed as part of the Local Industrial Strategy.

The review confirmed that our twin strategic priorities within the People Foundation, namely maintaining the balance between the skills supply and demand, and ensuring inclusive growth across all our communities, were as important as ever. However, it was recognised that the lockdown measures in response to the COVID-19 pandemic were going to affect all our KPIs (Figure 9 in [Skills Plan](#)) significantly and that we would need to work harder than ever, first to return to the pre-2020 levels and then to achieve the improvements that our Local Industrial Strategy outlined.

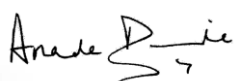
It is still too early to see the full impact of our activities, therefore in this report we outline our progress against our skills action plan. I am especially proud to report that, despite the challenging conditions, we have not only continued to deliver as well as before the COVID-19 pandemic but have managed to accelerate our progress in several areas.

Our monthly skills and labour market report, showing local and up-to-date shifts, is being used by our

partners and stakeholders to help with decision-making. SWLEP's Growth Hub mobilised a team of internal and external experts, in the midst of the pandemic, to help businesses cope, whilst setting up the SME Competitiveness Programme to help businesses to get started and to scale up. The team also added a Digital Specialist and a Skills and Enterprise Adviser and became a Gateway organisation for the Kickstart scheme. By early March 2021 we had nearly 300 places on our interest register and over 100 with funding approved. As well as distributing ERDF Recovery Grants and recruiting mentors for Peer Networks, it continued to grow its business community and help local organisations with the EU transition.

Our Careers Hub saw a rapid transition, providing more virtual support to raise aspirations of our school students. Our close collaboration became more intense with numerous organisations, including local businesses, Public Health Officers and Clinical Commissioning Groups, looking into ways to improve the health of our employees and further increase our productivity. Perhaps most importantly, we have been working with our employers to help them preserve jobs and ensure that the relevant skills are available.

As we look ahead, we see much uncertainty and many challenges, but we also feel optimistic. The strength and perseverance exhibited over the last year of unprecedented change give us the confidence in our abilities to mobilise quickly and to work together to tackle these challenges.



*Amanda Burnside, Chair of SWLEP's
Skills and Talent Subgroup*

Chapter 2. Skills Advisory Panels – Introduction

National context

Skills Advisory Panels (SAPs) bring together employers, skills providers and key local stakeholders to better understand and resolve skills mismatches at a local level. There are 36 SAPs across England as part of Mayoral Combined Authorities and Local Enterprise Partnerships.

The Department for Education (DfE) supports SAPs with grant funding primarily to produce high quality analysis of local labour markets and [Local Skills Reports](#). The Reports set out the local strengths and skills needs and how the SAP proposes its area addresses its key priorities. The Reports aim to influence local partners and feed intelligence to central government, including the national level [Skills and Productivity Board](#) (SPB).

In January 2021, DfE published its White Paper “[Skills for Jobs: Lifelong Learning for Opportunity and Growth](#),” which set out a number of reforms aimed at putting employers more firmly at the heart of the skills system. The White Paper outlined plans to test in 2021-22, in a small number of areas, “Local Skills Improvement Plans” created by business representative organisations.

The White Paper committed to build on the work of SAPs to date. SAPs and their Local Skills Reports will continue as the DfE trailblazes “Local Skill Improvement Plans” and until any potential changes are made to a SAP’s remit and responsibilities.

Focussed on delivering strategic priorities outlined in the People Foundation of the Local Industrial Strategy, Swindon and Wiltshire’s Skills and Talent Subgroup has assumed the role of the Skills Advisory Panel. The Subgroup meets bi-monthly and performs a range of functions on behalf of the SWLEP Board, including:

- developing and delivering the Swindon and Wiltshire Skills Strategy and Action Plan, alongside the annual Local Skills Report;
- maintaining oversight over SWLEP-funded skills and talent projects and the delivery of European and other skills projects to inform the SWLEP Board of emerging strengths and weaknesses;
- bringing together local employers and skills providers to pool knowledge on skills and labour market needs, and to work together to understand key local challenges; and
- the Chair, acting as the Board Champion for Equality on the SWLEP Board.

The Skills and Talent Subgroup has operated effectively during the year with active engagement from a wide range of partners and stakeholders. These include representatives from local employers, providers, including local colleges and independent training providers, our two unitary authorities, alongside national bodies such as the Federation of Small Businesses and government departments, including the Department for Work and Pensions (DWP), DfE and the Department for Business Energy and Industrial Strategy (BEIS). A full list of members can be found in Annex B¹.

Chapter 3. Skills strengths and needs

The Swindon and Wiltshire area has performed well in a range of labour market and economic indicators (Annex A), achieving levels above the national average. These are highlighted in the Skills Strengths section. However, there are several areas where we are behind the national average and where our performance can be improved. These are summarised in the Skills Needs section.



3.1 Skills Strengths

- High Gross Value Added (**GVA**) per hour worked
- High **employment** rate and high proportion of 250+ businesses
- Low **claimant count** rate
- Strong **business survival** rates, as demonstrated by the low business death rates
- Low proportion of neighbourhoods in the most deprived 10% nationally for **Income and Employment**
- Diverse **sectoral mix**, with several large and / or high growth industries

Strengths



Figure 1: Swindon and Wiltshire Skills Strengths

Swindon and Wiltshire's dynamic economy continued to grow, generating £21.4bn Gross Value Added (**GVA**) in 2019¹. GVA per hour worked continues to outperform the UK average, reaching £38.90 in Swindon and Wiltshire in 2018 compared to £35 for England.

Our **employment** rate continues to be consistently above the national average². In 2020, SWLEP's employment rate was at 79% compared to the national average of 77%. The level of self-employment varies across the area, with a higher proportion of the self-employed found in Wiltshire at 18% in 2020 compared to 9% in Swindon and 14% for England.

Although the **Claimant Count**, consisting of people claiming benefits principally for the reason of being unemployed, has been steadily increasing since the beginning of the lockdown in March 2020, the rise in Swindon and Wiltshire has been more gradual

than the England average³. In November 2020, the claimant count in Swindon and Wiltshire was 4.6% of residents aged 16-64, compared to 6.4% for England.

¹ ONS Subregional Productivity, 2004 - 2018 (published 2020)

² Annual Population Survey, 2020 SAP boundaries

³ ONS claimant count & DWP Stat Xplore, January 2013 – November 2020

The SWLEP area offers a good environment for **business to operate and survive**, which is demonstrated through our low business death rates. Between 2015 and 2018⁴, business death rates in Swindon and Wiltshire have been consistently better than England's.

There is a mixed picture in terms of the **incidence of deprivation**, with three measures considered in this report:

- income – of the 38 LEPs, 32 have a higher proportion of Lower-layer Super Output Areas (LSOAs) in 10% most deprived nationally than SWLEP;
- employment – of the 38 LEPs, 30 have a higher proportion of LSOAs in 10% most deprived nationally; and
- Education, Skills and Training – of the 38 LEPs, 24 have a higher proportion of LSOAs in 10% most deprived nationally.

For our two local authorities, there are more areas of deprivation in Swindon, although we know that deprivation can be easily masked in rural areas like Wiltshire.

The area's **diverse sectoral mix** remains stable. The five largest sectors for employment are: manufacturing; real estate activities; wholesale and retail trade; professional, scientific and technical activities; and financial and insurance activities. Together they generated 55% of GVA in 2018.

The analysis undertaken to develop our Local Industrial Strategy ([LIS](#)) identified a number of sectors which were strong or had the potential to grow locally. These were: advanced manufacturing, digital technology, electronics and connective systems; sustainability and circular economy; life sciences; and digital, defence and security, including cyber resilience. These are also expected to generate a greater proportion of highly skilled occupations, which we require in the local economy.

Whilst the lockdown and the **COVID-19 pandemic** negatively impacted several sectors, several of our **priority sectors improved**, with increased online vacancies. Based on the job postings data in life sciences, for instance, we have seen increased demand for employment in pharmaceutical R&D and manufacturing, as well as testing. Similarly, cyber security has become increasingly important as more people began to work remotely⁵. The circular economy has also been highlighted as an important component of achieving resilient recovery in a post-COVID-19 world⁶.

⁴ Note the exception of the data anomaly in 2017.

⁵ [Deloitte: Impact of COVID-19 on Cybersecurity](#), [McKinsey: COVID-19 crisis shifts cybersecurity priorities and budgets ...](#)

⁶ [The circular economy: a transformative COVID-19 recovery strategy](#)

3.2 Skills Needs

- Get more highly skilled, **Level 4+** people, through more **Higher Education** provision, helping also address the **ageing population**
- **Start more businesses** and **help businesses grow**
- Reduce claimant count by increasing **employability of young people**, giving them skills in demand
- Reduce the number of neighbourhoods in most deprived 10% nationally for **Education, Skills and Training**
- Better **intelligence** on labour market shifts, allowing rapid response to Covid-19 and Brexit

Needs



Figure 2: Swindon and Wiltshire Skills Strengths

Compared to England, the Swindon and Wiltshire area has a lower proportion of people qualified to **Level 4 and above**, but also lower proportion of unqualified and a higher proportion of trade apprenticeships. This is partly driven by the demands of the local labour market and as well as the lack of a local university.

Ageing population in Swindon and Wiltshire area is a concern highlighted through the higher proportion of people in the over 50 years of age groups. This is because of Wiltshire, where we have a higher percentage of 50-64 and 65+ groups (27% for both in Wiltshire vs. 24% and 22%, respectively, for England).

It is reassuring to see that headline claimant count rates, before COVID-19 and during the pandemic, have remained below the national average for both Swindon and Wiltshire. However, the

Swindon and Wiltshire area has a **higher proportion of younger claimants**, aged 16-24.

The incidence of deprivation in Swindon and Wiltshire is less acute than in many other areas, with lower proportion of neighbourhoods in the 10% **most deprived nationally**, although Education, Skills and Training lags slightly behind Income and Employment.

Despite the lower business death rates, low business birth rates suggest that there are barriers to **starting new businesses**. This is partly due to the historically buoyant jobs market, especially in Swindon. In addition, the Swindon and Wiltshire area has a **high proportion of micro businesses**, acting as a constraint for apprenticeship growth and making engagement more fragmented and thus harder.

During 2020 we have seen some rapid and unprecedented labour market shifts due to the **COVID-19 pandemic**. A cross-cutting objective for our [Skills Plan](#) is the development of regular, granular intelligence reports to monitor our labour market and employment opportunities to enable us to respond rapidly. Based on the Labour Insights online job postings data, between April and November 2020 year-on-year increases in job postings were recorded only in Caring, Leisure and Other Service Occupations in Swindon and Wiltshire. All other occupations saw fewer jobs advertised between April and November 2020 than during the same period in 2019. The highest decreases were recorded in job postings for Sales and Customer Service Occupations, which during April to November 2019 were the third largest occupation group in terms of job postings, dropping to the 8th largest during April to November 2020.

Chapter 4. Skills strategy

An overarching skills strategy for Swindon and Wiltshire was published in July 2020, charting a way forward towards the strategic goals outlined as part of the People Foundation within the Swindon and Wiltshire Local Industrial Strategy.

The strategic choices in the 2020 [Skills Plan](#) (Figure 3), were founded on a robust evidence base. We monitor the performance throughout the year and review the plan annually.

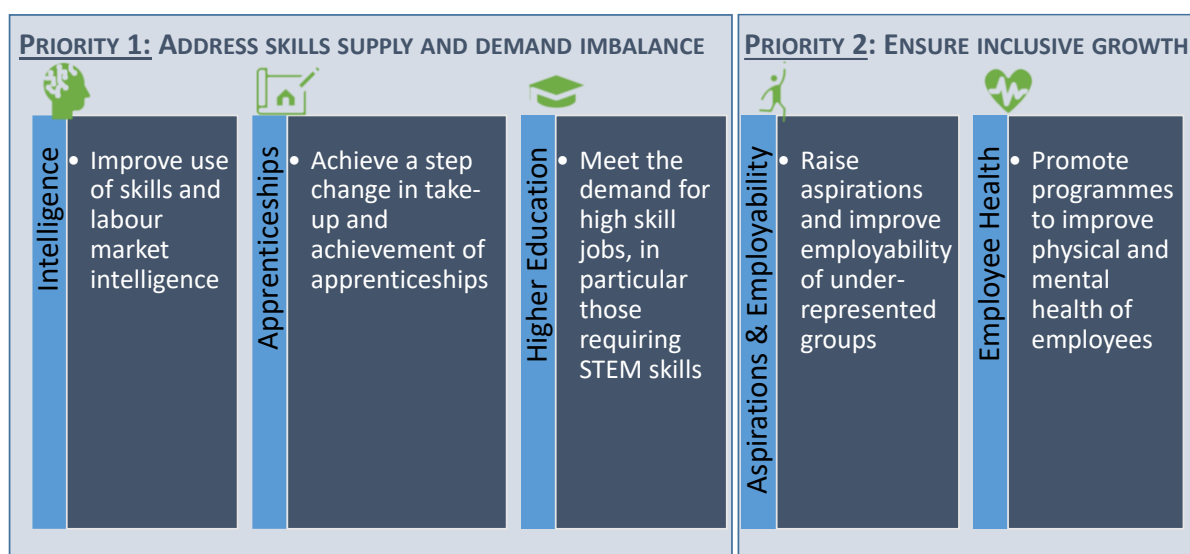


Figure 3: Swindon and Wiltshire Skills Plan Outline

4.1 Addressing the Skills Supply and Demand Imbalance



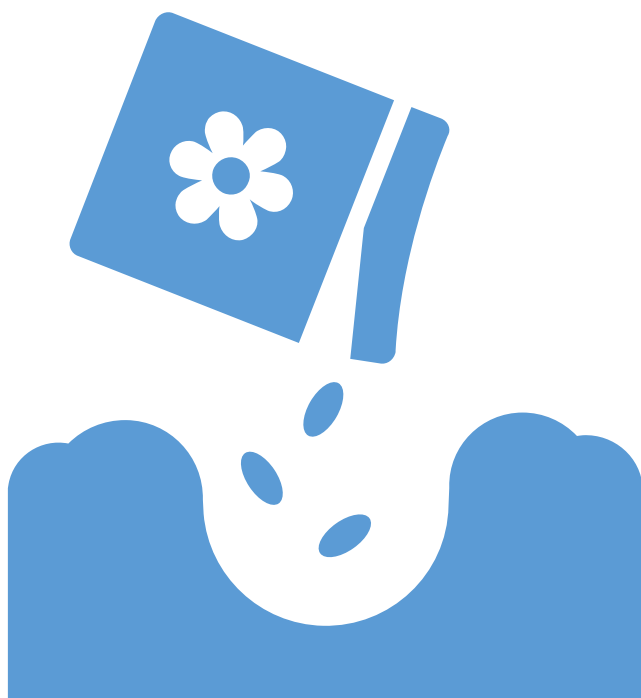
The priority is focused on addressing the imbalance between the skills supply and demand. To understand the local shifts in the labour market and tailor our response to these changes, robust skills and labour market **intelligence** and analysis, based on up-to-date data, with clear and actionable recommendations is paramount. As well as providing an understanding of what is currently in demand, we will provide insight into the future skills needs, such as the current examination of the type and number of “green” jobs likely to become available locally and the skills needed to perform them efficiently. Gathering intelligence from our employers is as

important as sharing our insights with our business community, especially in relation to sector-specific needs.

Apprenticeships are an important route for those who want a job whilst continuing to learn and acquire new skills. Although Wiltshire (at nearly 90%) and Swindon (at 71%) achieved more of their five-year targets than the country overall (at 68%), we are yet to return to the levels recorded before the introduction of the levy in 2017. Through engagement with our businesses, we continue to identify sector-specific issues. For instance, an engineering employer report a persistent shortage of young applicants and a low quality and quantity of apprenticeship candidates.

As the only LEP area without a university, we see an impact on the qualifications and educational aspirations and pathways for our residents. Bringing local **Higher Education** (HE) providers closer together to ensure that their offers are driven by the needs of local businesses is an important step towards addressing these challenges.

4.2 Ensuring Inclusive Growth



The second priority is focused on inclusive growth, providing ample opportunities for all to do well at school and have access to good employment. This includes ensuring opportunities exist for those from disadvantaged backgrounds and underrepresented groups, such as ethnic minorities, those with disabilities and gender imbalance in a range of occupations. To address this, we focus on raising aspirations.

To **raise aspirations**, especially for those from disadvantaged backgrounds, allowing them to get better jobs and increase their

earning power, our work involves numerous partners and is driven through the Swindon and Wiltshire Careers Hub. We work with cornerstone employers alongside both local Uni Connect programmes, Study Higher, Wessex Inspiration Network (WIN), Apprenticeship Support and Knowledge programme (ASK) and the DWP Schools Advisor.

To encourage influx of young people into key sectors, such as Construction and High-Value Engineering and Advanced Manufacturing, our Careers Hub will ensure that schools and colleges are better informed about the exciting possibilities that these careers offer. We will also continue to work with employers and individuals to ensure that apprenticeships are

perceived as an attractive and effective way into the world of work for our young people, as well as reskilling or upskilling. Many of our businesses also believe that we need to address systemic, national deficiencies, such as the generally poor image of the manufacturing and construction sectors, and vocational training overall.

Our [Local Industrial Strategy](#) evidence base identifies that lower employee absence rates and improved health lead to improved productivity. In response, we are working with the local Clinical Commissioning Groups (CCGs), our Local Authority Public Health services and HE providers to develop a better understanding of the link between employee health, skills and productivity. We will achieve this by working in collaboration with businesses to deliver a series of programmes to improve employee physical and mental health.

4.3 Aiding COVID-19 Recovery



We will employ our resources in several different ways to understand and address the challenges arising from COVID-19 and the resulting restrictions effectively.

To understand the challenges, we will use monthly **intelligence** reports to evaluate the impact of COVID-19 on the local area, with town, occupation, sector, employer and skills breakdowns. We will also investigate which groups are most adversely affected by COVID-19 to be able to provide additional support to ensure inclusive growth.

To act on this intelligence we will **work collaboratively**, pooling resources and where needed working **virtually or remotely**, using existing resources but also identifying and applying for additional funding made available for recovery. To make sure that the skills supply continues to reflect the skills demand, through the Skills and Talent Subgroup we will work with both businesses and providers. We will act both on the short-term changes and the more permanent, longer-term shifts. We will also collate and promote online training materials for the newly unemployed, combined with insights into local opportunities and occupations for which demand has been increasing, to ease their transition into new posts.

4.3 Skills Priorities Overview by Category

The table overleaf provides an overview of our skills priorities, based on the Skills Plan and the regular Labour Market Intelligence reports, monitored throughout the year:

Category	Priorities and supporting rationale
Cross-cutting skills priorities (far-reaching, cross-sector)	<ul style="list-style-type: none"> • Recognising the improvements made over the last several years, we still have a considerable demand for digital skills⁷ that affects all sectors • Core STEM subjects, such as Engineering and Technology and Computer Sciences, are still identified as the most popular subjects that local employers across sectors would like to see delivered • Overall, continuing to balance skills supply and demand, through regular intelligence reports, increase in apprenticeship uptake and better matching demand for high-skill jobs • Ensuring inclusive growth, through actions aimed at raising aspirations to improve education and employability of underrepresented groups and better workforce health, allowing more people to work longer
COVID-19 recovery and renewal skills priorities	<ul style="list-style-type: none"> • Providing up-to-date intelligence showing the impact of COVID-19 on local business and providers; working with both sides to ensure that skills supply is responding to skills demand • Collating and promoting online training materials for newly unemployed, to ensure low claimant count and unemployment • Accessing funding made available for recovery • Develop targeted action plan with partners to support recovery of most adversely affected by COVID-19 (for example, NEETs and Over 50s)
Sector priorities ⁸ (or occupational priorities)	<ul style="list-style-type: none"> • Help attract more young people into Engineering / High-Value Manufacturing and Construction, working through the Careers Hub and with local providers and employers • Understand specifically which “green” jobs will be needed and in which quantities, and therefore which skills need to be developed locally • Ensure that the momentum recently gained continues, with more people interested in Health and Social Care careers

⁷ Employer Skills Survey, 2019 (published 2020)

⁸ Note: These have been identified after our Skills Plan was published, though our labour market intelligence reports and engagement with local businesses

	<ul style="list-style-type: none"> • Help farmers utilise technology to increase productivity, protect the environment and make farming safer through Agritech focus and leveraging Wiltshire College & University Centre Lackham campus investments • Leveraging Business Cyber Centre (£3.7m Getting Building Fund) to help close the Cyber Security skills gap through an academy, employment hub and a cyber response team
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Figure 4: Overview of Swindon and Wiltshire Skills Priorities by Category

To achieve our strategic ambitions, we have developed an Action Plan and brought numerous and diverse resources together. Alongside the delivery of our Growth Hub and Careers Hub, we will agree action priorities with the two local authorities, government departments, local colleges, universities and businesses through the Skills Action Plan and Skills and Talent Subgroup.

Chapter 5. Skills action plan

We have developed a comprehensive programme of initiatives to deliver our [Skills Plan](#), with the action plan for the year 2020/21 summarised in the tables below. We are currently analysing labour market intelligence and the progress of the 2020/21 action plan to refresh our action plan for 2021/22.

5.1 Priority 1: Address skills supply and demand imbalance

- I. Improve the use of skills and labour market intelligence:

Actions	Lead	Partners	Start	Finish	Target Audience	Success Measures
1.1.1 Establish "real-time" source of labour market intelligence (LMI)	SWLEP CEO	Data providers	Mar-20	Apr-20	All stakeholders	Gained access to data sources, used to inform Covid skills response
1.1.2 Share skills plan and underlying evidence base and promote participation in use of LMI data	SWLEP Skills Lead	Employer /provider reps on Skills and Talent Subgroup	Apr-20	Jul-20	All stakeholders	Partners engaged and aware of skills supply and demand issues and what we are doing to address them
1.1.3 Develop a dashboard on the SWLEP website accessible to everyone	SWLEP Head of PII Implementation	SWLEP Growth Hub Manager	Aug-20	Dec-20	All stakeholders	Website analytics show that the tool is regularly used
1.1.4 Produce monthly LMI update reports	SWLEP Head of PII Implementation	SWLEP Director of Strategy and Policy, Swindon / Wiltshire Intelligence Cells	Apr-20	Mar-21	All stakeholders	Reports produced and presented to the Skills & Talent Subgroup
1.1.5 Produce an annual skills supply and demand and LMI report	SWLEP Head of PII Implementation	SWLEP Director of Strategy and Policy, Swindon / Wiltshire Intelligence Cells	Jan-21	Mar-21	All stakeholders	Annual report provided
1.1.6 Use the SWLEP platforms, including developing new virtual tools, to promote apprenticeship and career opportunities to young people and career changers	SWLEP Marketing Exec	Careers Hub Manager, LA Skills Teams, schools, FE colleges, DWP reps on Skills & Talent Subgroup	Jul-20	Jul-21	All stakeholders	Regular reports produced, SWLEP website hosts information which is linked to SM activity

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

	Actions	Lead Person	Partners	Start	Finish	Target Audience	Success Measures
1.2.1	Acquire LMI tool for Careers Hub to promote apprenticeships to school leavers	Career Hub Manager	ASK, SWAAN, FE, GWP Providers, SASH and WASH	Apr-20	Mar-21	School-leavers, other pupils and their parents	YoY increase in school leavers on intermediate and advanced apprenticeships
1.2.2	Use all available resources to promote apprenticeships to SMEs and encourage more SMEs to employ an apprentice	SWLEP Skills and Enterprise Advisor	Growth Hub, SWLEP Marketing Exec, GWP Providers	Apr-20	Mar-21	Local businesses	More SMEs employing an apprentice and the actions need to go to providers who have large teams of employer engagement staff for this purpose
1.2.3	Leverage the use of nationally available resources to promote the benefits of apprenticeships	SWLEP Skills Lead	Head of Skills and Employment, Wiltshire Council, SWLEP Skills Lead, Growth Hub	Jul-20	Jul-21	Local businesses, school leavers and those looking to re/upskill	Clear sign posting to nationally available resources in all of our comms
1.2.4	Work to secure investment to support apprenticeships to counteract the impact of Covid-19	SWLEP Skills Lead	LA Skills teams, GWP Providers	Jul-20	Dec-20		Increase in the number of apprenticeship opportunities and take-up
1.2.5	Run a marketing campaign, targeting parents and students, to increase awareness of apprenticeships as a key career choice; aligned with National Apprenticeship Week (Feb / Mar)	SWLEP Digital Marketing Apprentice	SWLEP Marketing Exec, LA Skills Teams, GWP Providers	Sep-20	Mar-21	School-leavers, other pupils and their parents	Marketing campaign implemented
1.2.6	Support FE colleges to achieve successful implementation of T-levels through high quality business engagement	SWLEP Growth Hub Manager	FE Colleges, SWLEP Growth Hub Business Navigators	Sep-21	Aug-22	FE colleges and local businesses	More work placements

3. Build on the success of the employer input to the Institute of Technology and develop a business-led federation of higher education providers to meet the demand for local jobs, especially those requiring STEM skills:

	Actions	Lead Person	Partners	Start	Finish	Target Audience	Success Measures
1.3.1	Establish a strategic partnership with a group of committed employers and education providers to develop a framework for a successful business-led, multi-campus federation	SWLEP Head of PII Implementation	LIS Manger, SWLEP	Oct-20	Oct-21	Local businesses and HE providers	At least 6 employers and 6 providers + independent business chair signed up to participate in HE Federation and a high-level framework developed
1.3.2	Promote the Institute of Technology in Swindon to achieve success in its first five year charter	SWLEP Marketing Exec	GWP Providers, Schools, Careers Hub, Adviza, DWP	Sep-21	Sep-26	School-leavers, others looking to re/upskill and local businesses	Year on year increase in learners as projected in the bid
1.3.3	Develop a targeted marketing campaign to increase uptake of higher and degree apprenticeships in STEM subjects, in particular females	SWLEP Marketing Exec	GWP Providers, LA Skills Teams, Business Reps on Skills and Talent	Jan-21	Jul-21	School-leavers, others looking to re/upskill, with special focus on women	Marketing campaign delivered - ROI realised
1.3.4	Develop high quality marketing materials about the supply of skills provision to support Inward Investment programmes	SWLEP Skills Lead	SWLEP Marketing Exec, SWLEP & LA Inward Investment Leads	Apr-20	Apr-21	Business within and outside the LEP area	More initiatives on SWLEP website and social media attracting talent to Swindon and Wiltshire
1.4.1	Develop agile digital skills training programmes, responsive to business need	SWLEP Digital Specialist	GWP Providers, Business Reps, ESIF programmes,	Jul-20	Jul-22	Local businesses and current/future employees	A local digital skills offer is developed and promoted

5.2 Priority 2: Ensure inclusive growth

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

	Actions	Lead Person	Partners	Start	Finish	Target Audience	Success Measures
2.1.1	Deliver support for a high quality careers programme in schools and colleges	Careers Hub Manager	Careers Hub Steering Group members	Aug-20	Jul-21	Schools and colleges	All CEC targets achieved
2.1.2	Coordinate ambassadors, role models and skills champions to inspire young people from vulnerable groups	Careers Hub Manager	Careers Hub Steering Group, GWP Providers, LA Skills Teams, schools, DWP	Aug-20	Jul-21	Young people from vulnerable groups	Uni Connect targets achieved

5. Promote programmes to improve physical and mental health of employees:

	Actions	Lead Person	Partners	Start	Finish	Target Audience	Success Measures
2.2.1	Develop understanding of the impact of physical and mental health on employability and productivity and produce a report on findings; explore options for a student project	SWLEP Head of PII Implementation	Universities, West of England and Wessex Academic Health Science Networks, NHS Federation	Aug-20	Mar-21	Local businesses and their staff	Report produced
2.2.2	Promote the report findings with businesses to implement examples of good practice	SWLEP Growth Hub Manager	Skills and Talent subgroup, SWLEP bid manager	Mar-21	Mar-22	Local businesses and their staff	No. of businesses that take up the promoted ideas via survey

Although the full impact of the COVID-19 pandemic is not fully known, the Swindon and Wiltshire strategic priorities, as well as the Skills Action Plan, were stress-tested to ensure their relevance in the recovery in the post-COVID-19 world.

6. COVID-19 recovery actions:

	Actions	Lead Person	Partners	Start	Finish	Target Audience	Success Measures
3.1.1	Develop intelligence reports detailing the impact of Covid-19 on local business and providers; work with both sides to ensure that skills supply is responding to skill demand	SWLEP Head of PII Implementation	Data discovery group (SWLEP and LAs), Skills and Talent subgroup	May-20	Aug-21	All stakeholders	Articles published monthly on SWLEP website
3.1.2	Collate and promote online training materials for newly unemployed	SWLEP Digital Marketing Apprentice	SWLEP Skills Lead, LA Skills Teams, ESIF Programmes, DWP, Adviza	Jul-20	Jul-22	All local residents and businesses	Webpage analytics showing a good levels of traffic; survey of businesses advertising for vacancies to see if employee upskilling is needed
3.1.3	Identify and apply for funding made available for recovery	SWLEP Skills Lead	SWLEP Head of PII Implementation	Jul-20	Jul-22	Funding organisations	Amount of funding received and success rate
3.2.2	Understand which groups are most adversely affected by Covid-19 (e.g. NEETs, Over 50s), and develop an action plan with partners to support recovery	SWLEP Skills Lead	Data discovery group (SWLEP and LAs), Skills and Talent subgroup, DWP	Jul-20	Jul-21	NEETs, Over 50s and other sub-groups if and when identified	Action plan delivered

To ensure that the intended outcomes are reached, Swindon and Wiltshire Local Enterprise Partnership Board has overseen the implementation of the [Skills Plan](#) through its governance structure (Figure 5). The Board's Skills and Talent Subgroup, which operates as the Swindon and Wiltshire Skills Advisory Panel, has been responsible for the effective implementation of the Plan by monitoring its progress and reporting back to the SWLEP Board on a regular basis, including in-depth, end-of-year reports. In addition, we report our progress to the Department for Education on an annual basis.

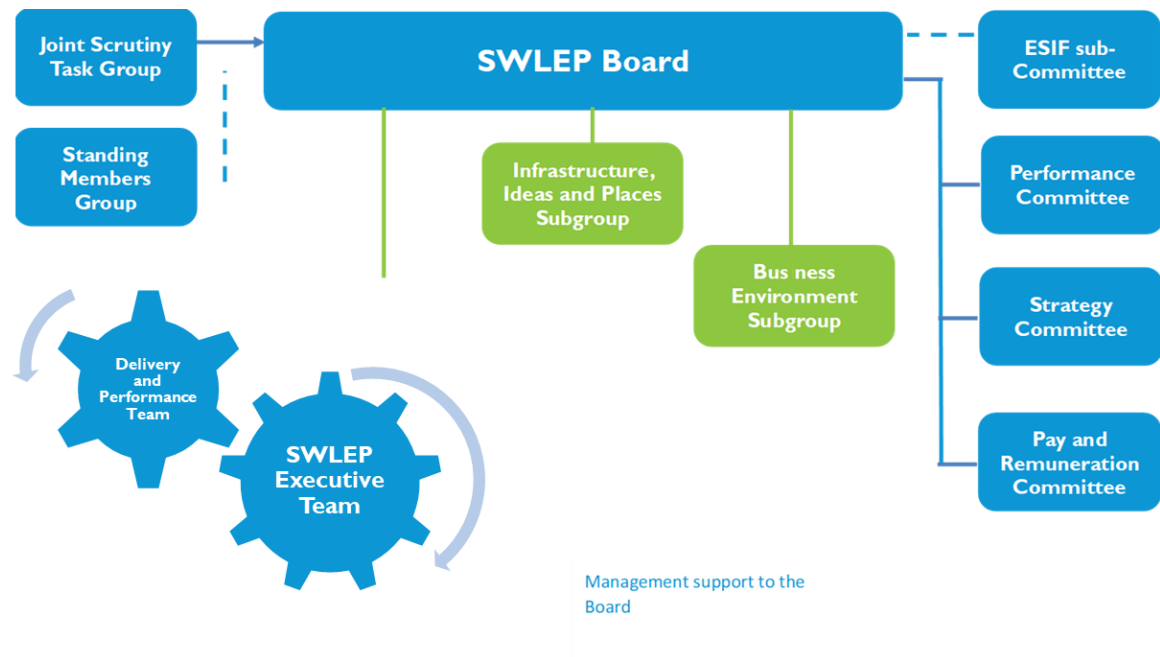


Figure 5: Governance structure for the Swindon and Wiltshire Local Enterprise Partnership

Chapter 6. Assessment of progress

By the end of December 2020, nearly 90% of the actions set out in the Swindon and Wiltshire Skills Action Plan were mobilised. More detail can be found below.

6.1 Progress to date for Priority 1: Addressing skills supply and demand imbalance

Figure 6 provides an overview of the activities undertaken during 2020-2021 to help address the skills supply and demand imbalance. Further detail is presented in the sections 6.1.1 to 6.1.4.





Intelligence 	Apprenticeships 	HE 	Digital skills 
<ul style="list-style-type: none"> 20 LMI reports to date and continuing to produce a minimum of one per month Developed an automated dashboard for the SWLEP website Acquired access to “real-time” labour market intelligence through EMSI and Labour Insights Shared skills plan and underlying evidence base with partners and published on our website 	<ul style="list-style-type: none"> Local campaign to raise awareness delivered during National Apprenticeship Week Reviewed 2020 Apprenticeship Strategy, what worked and did not work Strategy to 2024/25 being developed 	<ul style="list-style-type: none"> 9 ongoing university projects University of Bath VC joined SWLEP board in 2020 Part of IOT steering group Working with Institute of Coding through UoB; UWE, via academic health science network; Bath Spa, via GradTalent Agency 	<ul style="list-style-type: none"> 12 webinars with over 440 attendees Over 60 businesses / individuals had 1:1 sessions with SWLEP’s Digital Expert

Figure 6: SWLEP Skills Plan Priority 1 Progress Update (Q1 2021)

6.1.1 Improving the use of skills and labour market intelligence

Progress has been made across several of the planned activities to use skills and labour market intelligences better, including:

- establishing a “real-time” source of Labour Market Intelligence (LMI), through licences to use the EMSI Analyst and Burning Glass Labour Insight data;
- sharing the [Skills Plan](#) and underlying evidence base, to promote participation in the use of LMI data, with the Skills and Talent Subgroup, SWLEP Board, Business Intelligence and Networking Group and various other partners, as well as publishing them on the SWLEP website;
- developed a data dashboard, which is published on the SWLEP website and accessible to everyone, building on best practice developed by other SAPs. This draws on internal

and external datasets and employing Application Programming Interfaces (APIs) wherever available (four of the five datasets) to ensure full automation;

- producing monthly LMI update reports, which have enabled us and our partners and stakeholders to understand the latest trends in the local labour market. A series of tailored and more detailed reports have been produced as well, to support decision-making of local organisations. These are also published on the [SWLEP website](#).
- Producing an annual skills supply and demand report to inform the development of 2021/22 Skills Action Plan.

In addition to the analysis of hard data, we also collate intelligence from our local businesses and providers. For instance, this enabled us to uncover a **sector-specific need** in manufacturing relating to difficulties in attracting and/or retaining young people. To address this issue, we have developed a three-pronged approach:

- raising interest: working with local and national bodies to elevate the image of the sector, to increase the number of people considering and choosing engineering as their career choice;
- better matching: through the Careers Hub, ensuring that schools have the relevant and up-to-date information to help them to better match suitable candidates to engineering apprenticeships. We plan to tackle this in two ways: by increasing the number of Enterprise Advisers with engineering background and by engaging engineering experts to produce appealing video content as a teaching resource for schools.
- closer engagement: enabling smaller local businesses to effectively engage with schools (for example, through virtual / physical work placements) and colleges (for example, IOT employer forums).

6.1.2 Realising a step change in take-up and achievement of apprenticeships

In November 2020, the Skill and Talent Subgroup reviewed the Apprenticeship Strategy 2017-2020, to understand its effectiveness. Using these learnings and taking into consideration the current picture of apprenticeships, work is beginning in spring 2021 to develop the Apprenticeship Strategy to 2024/25.

Even though all the government's apprenticeship campaigns were supported and supplemented by additional local activities, our five-year apprenticeship starts targets were not achieved in Wiltshire (reached nearly 90% of the target) or in Swindon (at 71%). Our performance, however, was higher than the national average (at 68%).

Building on successes to date, whilst also remaining mindful of the current COVID-19 context, the Swindon and Wiltshire Skills and Talent Subgroup agreed several principles that will guide its forthcoming Apprenticeship Strategy:

- strategically, apprenticeships have a dual purpose:
 - to bridge the skills gaps, we need to identify where the current and future demand is and to ensure that the supply pipeline is in place; and

- to enable inclusive growth, especially getting the young people on a career ladder, helping them develop the needed skills formally.
- up-to-date intelligence is needed to understand the skills demand and to set our targets, helping:
 - potential apprentices to choose areas with strong employment opportunities; and
 - education providers to become more agile, with processes enabling them to review and update their apprenticeship portfolios.
- the role of Skills and Talent Subgroup is multifaceted, including:
 - raising the profile of apprenticeships with local employers and providers;
 - coordinating the development of the apprenticeship strategy and action plan; and
 - monitoring progress and reporting to the SWLEP Board and to the Department for Education.

6.1.3 Developing a business-led federation of Higher Education providers

The establishment of the Institute of Technology (IOT) in Swindon is the starting point for this objective. Strong business involvement in IOT is the test case for the wider federation, building on this highly collaborative model.

In April 2019, the government approved the bid to establish a state-of-the-art facility that will offer courses to help address skills shortage in science, technology, engineering and maths (STEM). The IOT is led by New College Swindon and includes the University of Gloucestershire, Oxford Brooks University and 11 local anchor businesses. The first cohort of students starts in September 2021.

During the year, SWLEP has strengthened its relationships with neighbouring universities, exploring opportunities for joint work in digital and cyber skills with the Institute of Coding, as well as sustainable technologies and health economics. In addition, in December 2020 the Vice-Chancellor of the University of Bath joined the SWLEP Board as a Director.

We continue to engage with the University of the West of England (UWE) via the Academic Health Science Network and we have strong links with Bath Spa University through the GradTalent Development Agency, which offers a personalised employment service to assist graduates from the South West to secure local graduate opportunities. In addition, we are exploring joint research into the benefits for businesses arising from greater staff diversity.

6.1.4 Developing digital skills

In August 2020, as part of the BEIS COVID-19 Recovery Programme, Swindon and Wiltshire Growth Hub added a Digital Specialist to its ranks. By March 2021, over 60 individuals and businesses had received one-to-one bespoke advice and a detailed action plan to help them improve their digital skills. In addition, by the end of March addition, we will have delivered 16 webinars, with over 500 attendees on a range of subjects, including:

- digital marketing strategies;

- utilising technology to aid recovery;
- practicalities of moving from paper to digital records;
- implementing key software (CRMs, finance, marketing tools etc); and
- utilising systems successfully and busting the myths around digital analytics.

6.2 Progress to date for Priority 2: Ensuring inclusive growth

Figure 7 below provides a summary of the key activities completed to date included in the Swindon and Wiltshire [Skills Plan](#). More detail on these activities can be found in sections 6.2.1 and 6.2.2.



 Raising aspirations	 Workforce health
<ul style="list-style-type: none"> • 4 virtual conferences delivered (for employers, for looked after and vulnerable children and for career leaders) • Achieved above-average Gatsby Benchmarks • Developed Career Leader SharePoint site Created local SEND Community of Practice • Added Careers Explorer to SWLEP website 	<ul style="list-style-type: none"> • 3 webinars delivered on how to improve mental and physical wellbeing in Dec'20 / Jan'21 • Developed a set of wellbeing tools, developed by local Public Health, shared via redundancy events • Ongoing project with the two CCG Chairs, Swindon and Wiltshire Public Health officers and neighbouring university, to better understand local issues and develop solutions

Figure 7: SWLEP Skills Plan Priority 1 Progress Update (Q1 2021)

6.2.1 Raising aspirations and improve employability of young people

Through the SWLEP Careers Hub we have delivered a high-quality careers programme across a network of 63 schools and colleges. The network has achieved an average of 4.04 Gatsby Benchmarks, above the national average of 3.86.

The key achievements of the Swindon and Wiltshire Careers Hub include:

- recruitment of over sixty Enterprise Adviser (EA) volunteers, ensuring that 91% of mainstream schools/colleges were matched with an EA, compared to a national average of 81%;
- a Programme of virtual events during the lockdown including:
 - Employer Conference, attended by 70+ employers and employees;
 - two careers events, via the Learn Live platform, for looked after and vulnerable children groups, which were attended by over 1,000 young people; and
 - a Career Leader conference for over 80 delegates that included a keynote address from Ofsted.
- inspired by the Career Enterprise Company's (CEC) national SEND Community of Practice (CoP) group, we developed a local SEND CoP network to encourage Career

Leaders to meet regularly, share good practice and support each other to solve problems preventing stable careers programmes;

- coordinated ambassadors, role models and skills champions to inspire young people from vulnerable groups, utilising a wide stakeholder network, including ASK, DWP Schools Advisor, HEI Outreach teams, Education Business Partnerships, Adviza, Virtual Schools teams and SEND teams;
- developed a Career Leader SharePoint site to facilitate ongoing exchange of good practice;
- beginning work to address a gap of 14,000 work experience placements for this academic year by:
 - forming partnerships with Speaker for School, Great Western Hospital NHS Trust, Class of your Own and Education Business Partnership (EBPWB) to develop virtual work experience placements, to overcome challenges imposed by the COVID-19 lockdown and social distancing concerns;
 - developing a menu of options for schools/colleges to access virtual work experience; and
 - collaborating with the three local FE colleges, led by Wiltshire College, to develop a virtual work experience platform which will support local employers to develop and offer a range of experiences from virtual to face-to-face placements.

6.2.2 Promoting programmes to improve physical and mental health of employees

There are currently four different workstreams outlined below:

- we have run a series of webinars, hosted by Rosie Runciman, the co-founder of The Sound Doctor and TeamDoctor, with over 20 years of experience as a radio presenter. The webinars went beyond the wellbeing aids and focussed on understanding the root causes of stress and anxiety, as well as learning useful and practical ways of removing them. The webinars focussed on both individuals and best management practices and processes, with references to realistic targets, workloads, giving sufficient autonomy, and managing remote workers successfully. More than 70 people attended the sessions, with the recordings continuing to be viewed by more people;
- we are working with the Clinical Commissioning Group (CCG) chairs and Public Health representatives for Swindon and Wiltshire to:
 - better understand the availability of local data, to analyse the current state and monitor our progress; and
 - understand the complex landscape of the initiatives currently available that can help improve employee health, both physical and mental; as an output, we have compiled a list of initiatives, which has been shared as part of the redundancy events held in October and November 2020.
- an expression of interest has been submitted to the Economies for Healthier Lives programme, promoted by The Health Foundation. If approved, the local pilot will build on DWP's Restart scheme, by deploying expert training providers, health improvement professionals and community organisations to bring focus on lifestyle changes, leading to health improvements alongside the scheme's enhanced employment outcomes. The partners include Public Health and Economic Development Services at Wiltshire Council

and Swindon Borough Council, Citizens Advice Bureau Wiltshire, Voluntary Action Swindon, Wiltshire College and University Centre, New Swindon College, DWP, the University of Bath and the Swindon and Wiltshire Local Enterprise Partnership; and

- we are exploring a potential research / student project with a neighbouring university to review programmes currently available and identify best practice. The project would also select the programmes best suited to addressing challenges faced by the local employers.

6.3 Skills and Talent Subgroup's Role

The role of Swindon and Wiltshire's Skills and Talent Subgroup is multi-faceted:



Leadership role

- Unifying force and a forum bringing together local employers and skills providers to pool knowledge and resources to resolve local issues

Since its creation, the Subgroup has been pivotal in **taking a leadership** role through the development and delivery of the Swindon and Wiltshire [Skills Plan](#) and Annual Skills Report. It acts as a unifying force, bringing together local employers and skills providers to pool knowledge on skills and labour market needs, and to work together to understand and address key local challenges.

The Subgroup maintains oversight over SWLEP funded skills and talent projects and the delivery of European and skills projects funded through other sources to inform the SWLEP Board of emerging strengths and weaknesses. It also leads on equality-related issues, with the Chair of the Skills and Talent Subgroup acting as the Champion for Equality on the SWLEP Board.



Enhancing local knowledge

- Providing access to up-to-date insights, including those derived from online job postings data, to create clear understanding of current and future skills needs

Its focus on **enhancing local knowledge** is a core part of the Subgroup's ethos. Since the beginning of the COVID-19 pandemic, a clear understanding of the current skills supply and demand needs has been developed and work is underway to understand the future needs. In the short term, the focus is on the current investments, such as government's support for green jobs, and in the medium term we will look to examine the permanent changes in skills demand because of the COVID-19 pandemic.

We have invested in EMSI and Labour Insights data subscriptions, which give us access to up-to-date, local online job postings. These act as early indicators of changes in the labour market. Monthly labour market reports are published on our website and are discussed by the Skills and Talent Subgroup, the SWLEP Board and our Business Intelligence and Network Group.

We also periodically publish articles⁹ on our website, highlighting important changes and support available to manage these changes.

As well as distributing information, we regularly receive requests from businesses for intelligence support. For example, we have developed bespoke labour market reports for Honda, to help the company better understand which training to offer its staff.

We have developed an automated dashboard to monitor the impact of our actions and progress towards our strategic goals. This is also a tool that offers robust information for the local businesses, helping them and investors make informed decisions regarding local developments. The dashboard is openly available to the public via the SWLEP website.



Impacting local skills provision

- working with colleges and independent providers to shape course portfolios

Through our efforts, we have seen considerable **impact on local skills provision**. Recent examples of close collaboration include working with Wiltshire College to understand the effectiveness of the area's current apprenticeship strategy and to inform future strategy. Through this work we also identified the need to build capability to understand the demand-supply imbalance and be able to respond through new or adjusted provision.

We have been providing updates on which sectors are growing and where there are skills shortages for the Gloucestershire and Wiltshire Partnership (GWP), a membership network of training providers which has Education and Skills Funding Agency, DWP or Local Authority contracts or sub-contracts to deliver 16-19 and adult learning programmes. The intelligence is delivered as part of its delivery of ASK Apprenticeship Awareness in Wiltshire schools for pupils from Year 10 through to Year 13.

We have been working closely with DWP representatives, as part of several groups and projects, helping to understand how the local demand is changing and highlighting skills gaps to ensure education provision is in place that can address these.



Supporting Covid-19 recovery and renewal plans

- Through regular intelligence reports, acceleration of development plans and membership of Covid-19 partnership board for the recovery plan for both LAs

In our Skills Plan we stated that we intend to aid COVID-19 recovery through better intelligence and by bringing partners together to make the recovery smoother and swifter. When it comes to intelligence, our progress to date includes:

⁹ Example of an article published in August 2020: [Early signs of job market recovery in Swindon and Wiltshire](#)

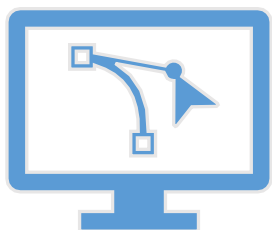
- highlighting that Wiltshire had a **higher proportion of young claimants**, aged 16-24, than both Swindon and England overall. This led to SWLEP becoming a Kickstart Gateway organisation and a range of other activities to reduce these numbers. As a result, January 2021 claimant count data showed five consecutive months of falling numbers of young people claiming work-related benefits, bringing Wiltshire closer to the national average;
- working with **colleges and independent providers**, as well as **schools and pupils** through Careers Hub, to ensure they have up-to-date local information about declining and increasing occupations and skills, including the impact of COVID-19, but also longer terms trends and likely future demand shortages and surpluses, ensuring that supply can follow demand.

Working collaboratively, we have made several changes, including:

- shifting much of our **support to virtual delivery**. For example, our four Careers Hub events and our highly popular series of Growth Hub webinars, currently averaging at 10 webinars per month, which are attracting hundreds of people and proving to be an excellent way to provide information, advice and guidance to business leaders, to boost business survival, help employee well-being and offer redundancy support;
- acting as a **Kickstart Gateway** organisation, able to develop cohorts of 30 or more placements from a range of small businesses, SWLEP encouraged more Small and Medium Enterprises (SMEs) to participate in the programme, paving way for more local employment opportunities for young people. The scheme provides funding to employers to create new six-month job placements for young people aged 16 to 24 that are currently on Universal Credit and at risk of long-term unemployment. There has been a good take up across Swindon and Wiltshire, with roles varying from administration, marketing and retail and sales to childcare and engineering. Many of the employers hope to offer jobs to the young people at the end of their placements, helping them enter and contribute to the local economy. By March 2021, we had received interest for nearly 300 places from our businesses, with funding approved for more than a third of these and with our first Kickstarters beginning their placements. We continue to create and submit new applications for 30+ places and will maintain our support for Kickstarters through opportunities for training and engaging them in networks for the remainder of the Kickstart programme, which is due to finish in December 2021.

Chapter 7. Case studies and positive impact stories

7.1 Honda



THIS CASE STUDY DEMONSTRATES HOW THE SKILLS AND TALENT SUBGROUP:

- enhanced local knowledge, allowing Honda to focus on developing reskilling / upskilling programmes for their redundant staff, aligned to skills with high local demand,
- brought partners and funding together to provide tailored support for Honda staff wishing to start businesses,
- leveraged learnings from Honda's large-scale redundancy programme to aid led COVID-19 recovery.

7.1.1 Background

Honda UK will close its Swindon manufacturing plant by July 2021, releasing approximately 3,500 members of staff. The closure is also expected to affect several thousand people in Honda's supply chain nationally. We anticipate that this will provide the needed influx of skills to grow the existing high value manufacturing businesses, attract new investment into the area and encourage Honda's supply chain to diversify to support the emerging engineering sectors.

To aid the transition, in October 2020, SWLEP made £250,000 available for two studies:

- an initial highways study to help unlock the 152-hectare site and remove barriers to finding new tenants; and
- a study into the potential energy requirement for the site, looking at options for supply from renewable sources and from the possibility of on-site generation of energy.

It is hoped that with intensified development, the site could support up to 8,000 jobs, which is twice as many jobs as employed by Honda at its peak.

7.1.2 Impact

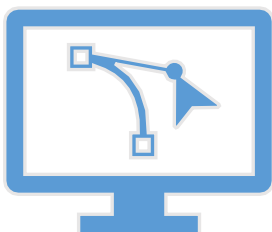
Through the Honda Task Force, established in the wake of the closure announcement and chaired by the Secretary of State, with the leader of Swindon Borough Council and the Chair of the SWLEP acting as co-chairs, the Skills and Talent Subgroup has been supplying **analysis and insight** into the current and future skills needs to help Honda understand which sectors, occupations and jobs its employees are best qualified to move into, where the key skills gaps might be and which training might be required.

It is anticipated that around a quarter of the released staff will consider starting up companies. As part of the three-year, ERDF-funded SME Competitiveness programme of work (as outlined above in Chapter 3), the SWLEP Growth Hub is offering support for individuals being made redundant from Honda that wish to **start a business**. This will build on the half-day

enterprise workshops, commissioned by Honda and available to all its employees, that will outline the key skills, knowledge and understanding, including cultural shifts, required for business success.

Whilst offering support to Honda's employees, we have enhanced our experience of using large-scale redundancies to deliver positive change. This capability enabled us to mobilise quickly and effectively to support businesses and individuals being made redundant due to **COVID-19**. We have done this directly through themed redundancy events, which included sharing insights into compatible occupations in demand and the skills required for them, as well as indirectly, such as helping identify sector-based work academy programmes.

7.2 Swindon and Wiltshire Institute of Technology

	<p>THIS CASE STUDY EXAMINES SKILLS AND TALENT SUBGROUP'S:</p> <ul style="list-style-type: none"> • impact on local skills provision, ensuring that it is demand-led • ability to enhance skills and labour market intelligence, with methodical analysis of the wants and needs of local businesses • leadership role in tackling several skills needs, including lower L4+ qualifications and ageing population
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7.2.1 Background

The Government-backed Institute of Technology (IoT) was approved in 2018 and is due to open to students in 2021. It is operated by the merged Swindon College / New College, alongside the University of Gloucester and Oxford Brookes University. Several business anchor-partners have been supporting the project since the beginning and the IoT will remain business-led to ensure alignment between the courses on offer and the local skills needed. As such, the Institute will concentrate on developing high-level technical training and progression opportunities, offering a focussed approach to providing a skilled workforce for employers in the area.

7.2.2 Impact

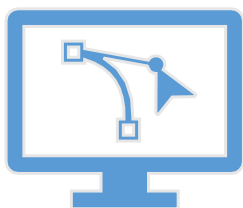
Through the Principal of the New College Swindon, who is responsible for the IoT and is a member of the Swindon and Wiltshire Skills and Talent Subgroup and is a SWLEP Board Director, and the other SWLEP members, we have been helping shape the future of the IoT, from the idea stage, over bidding through to the inception and selection of the initial course offering.

Supplementing and building on the input from local business, we have been helping the IoT Steering Group **understand the local skills supply and demand**, how they have changed

over time and the likely future shifts. These insights have been used to develop the course offering to bridge the gaps in supply and ensure that the local skills demands are met, with the initial portfolio including:

- Engineering, Manufacturing and Associated Professions, supporting the growth of the Swindon and Wiltshire Advanced Manufacturing priority sector;
- Science and Health Related Professions, helping meet the increasing demand for Health and Care sector, as well as the Swindon and Wiltshire Life Sciences priority sector;
- Creative and Media Professions, building on the rise in regional demand;
- Digital and Computer Science Professions, assisting the expansion of the Swindon and Wiltshire Cyber Security priority sector and the wider Cyber Valley, covering GFirst, Swindon and Wiltshire, Worcestershire, and The Marches LEP areas; and
- Business and Management Courses, supporting the regional needs.

7.3 Higher Futures



THIS CASE STUDY SHOWS SKILLS AND TALENT SUBGROUP'S ABILITY TO:

- engage and address diverse needs of the local micro and small businesses through innovative services
- bring smaller businesses and providers closer together to better tailor local skills provision

7.3.1 Background

With an above-average proportion of smaller businesses and their diverse skills needs, our Higher Futures programme was initially developed on the back of a £1.4m City Deal grant received in 2014. Harnessing the LEP's and Growth Hub's existing infrastructure and expertise, whilst adding value through more skills engagement and brokerage, the programme offered a "one-stop-shop" for all skills-related issues, with tailored support for businesses of any size, from a recent micro start-up through to a multi-national business. The free and impartial skills service provided advice and support as well as training and learning analysis for employers.

Recognising that "one-fits-all" approach was not going to address our skills need, the service was tailored to meet the needs of the business, regardless of size or complexity of challenge. The team typically started by working with a business to understand its existing and future workforce challenges. Once the business need was understood, we advised on the most relevant local options in terms of free or funded training, work placements, apprenticeships,

training programmes, resourcing support, through to developing an organisational development plan.

7.3.2 Impact

To date, we have worked with over 700 different businesses, helping them understand and respond to their skills needs. Below we highlight several examples:

- Porton Biopharma is a bio-pharmaceutical development and manufacturing company, focused on life-saving products, specifically biologics, vaccines and enzymes. Higher Futures' work with Porton started with an in-depth management training needs analysis. This involved a skills scan of current supervisory skills and qualifications in order that the training offered to each person was relevant and at the appropriate level. With the needs clearly mapped, Higher Futures reached out to three most suited training providers to bid to deliver a bespoke training package for Porton. After a successful tendering process, the University of South Wales was awarded the work to deliver a bespoke supervisory / team leader training course. Currently on its fourth cohort of trainees, the programme continues to run effectively and add value to the organisation, helping it deliver its ambitious business plan.
- Alabaré Christian Care and Support is a cross-sector charity providing support to people including young people, veterans and the homeless; equipping and empowering them to live independently. It provides support to around 400 service users across the South West and Wales and employs around 300 people. As our first step, we helped Alabaré sit back and look at its staff training and its objectives, which identified gaps in its training provision. We then put the company in touch with a wide network of providers to develop the solutions they needed.
- Appsbroker is a Swindon-based software company and the largest Google Cloud Agile Systems Integrator in EMEA and the Google Cloud Application Development Specialisation Partner of the Year. Higher Futures enabled Appsbroker to better understand the Degree Apprenticeship landscape and helped it to develop a relationship with the Open University to deliver Digital Technology Degree Apprenticeships, which kick started Appsbroker's apprenticeship programme.
- Wavin, a business based out of Chippenham, is a leading supplier of plastic pipe systems and solutions. Higher Futures worked with Wavin to create links to the Careers Enterprise Company and broker engineering apprenticeship provision with Swindon College. This included support during the transition to make the whole process seamless.
- Haine & Smith Opticians is an independent family firm, providing a personal eyecare service in Wiltshire, Gloucestershire and Oxfordshire. Higher Futures helped with posting vacancy advertisements, as well as shortlisting, to ensure it attracted the right talent quickly and efficiently.

- Swindon Borough Council, with Higher Futures brokering the relationship with the University West of England, developed a Level 5 Certificate or Diploma in Leadership and Management for aspiring leaders, a skills gap that the council identified.

During 2020, our Growth Hub expanded to include a Skills and Enterprise Adviser to build on the Higher Futures achievements by utilising our broader business support activities. As part of our service, we now offer a range of support, from tailored, free, one-to-one HR advice clinics to our network of consultants, training providers and recruiters, as well as short courses and masterclasses. The programme has proven to be so successful, with increasing number of businesses accessing our service, that we are currently considering augmenting our support team to ensure that more of our provision is demand-led and that our businesses have access to skills that enable them to survive and thrive through the COVID-19 pandemic and beyond.

Chapter 8. Looking forward

Despite the challenging circumstances and the unprecedented changes in our local and national labour markets since the spread of COVID-19 and the implementation of the initial lockdown in March 2020, our activities not only met expectations, but exceeded them in several areas.

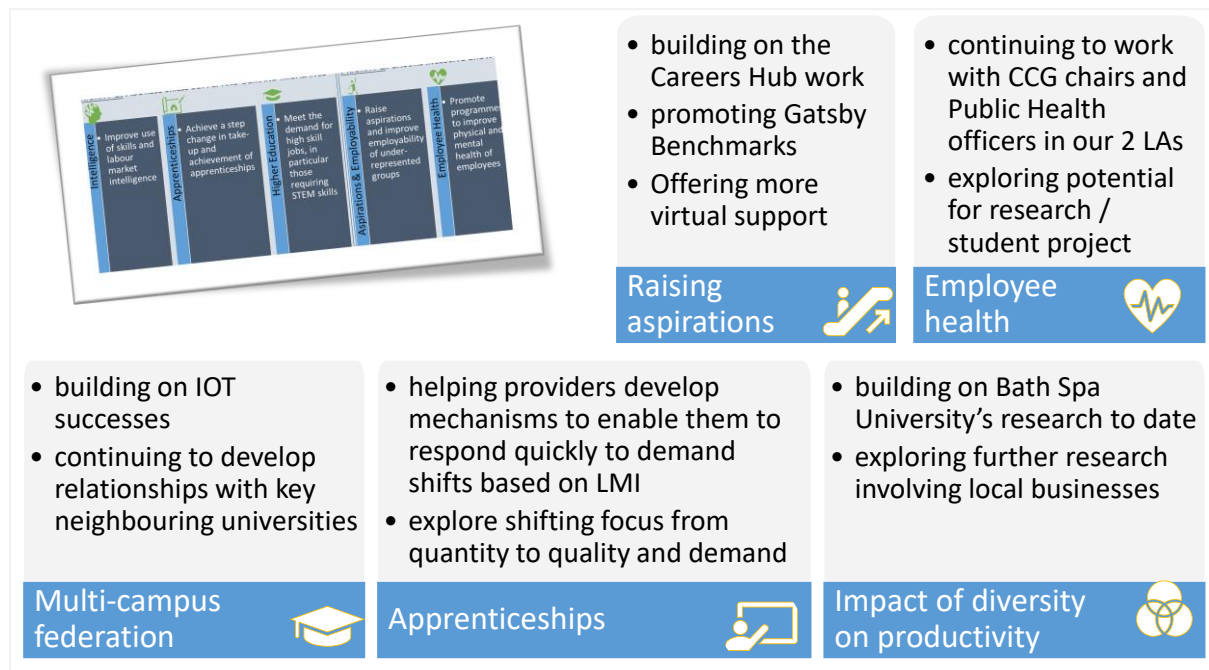


Figure 8: Swindon and Wiltshire Skills Plan Next Steps

As outlined in Figure 7, looking forward, our two strategic priorities and the five underpinning objectives will continue to guide our actions, with a strong focus on aiding COVID-19 recovery through:

- **Higher Education:** building on IOT successes and continuing to develop relationships with the key neighbouring universities, laying foundations for the multi-campus federation, bringing us closer to having a local university. This innovative approach will allow us to develop an HE offer in line with local skills demand. To succeed, we will need strong support from our local colleges and neighbouring universities, as well as continued input from the anchor businesses to help shape both course portfolios and curriculum;
- **Apprenticeships:** taking into considerations the wider labour market changes, in particular the longer duration of apprenticeships, greater proportion of off-the-job training, government's greater focus on quality over quantity and the more recent shifts due to COVID-19, we will reflect on our strategic objective to increase the number of apprentices and achieve a step change in take-up. We will have clear

objectives that are demand-led, in terms of numbers, levels and subjects, which will be regularly reviewed. We will work with our providers, Careers Hub and our business community, continuing to promote apprenticeships as an important route to skills. We will learn from our experience in delivering the 2020 Apprenticeship Plan to develop a robust set of actions and ensure effective delivery, including:

- although the profile of apprenticeships has been raised over the last few years, we need to continue to raise awareness of this pathway to new skills, upskilling and reskilling;
 - to ensure inclusive growth, it is important to have a range of options, from entry level through to higher apprenticeships across the area, providing pathways for all residents to progress to/in their chosen, in-demand careers;
 - there are signs of improved engagement from our SME and levy payers; we need to enable all businesses, and in particular SMEs, to access the expertise and resources to navigate the apprenticeship landscape;
 - SWLEP-sponsored Supply Train marketing campaign has taught us a lot, which we can use in future local campaigns to increase awareness of the benefits of apprenticeships to both employers and the wider community; and
 - we have a number of resources available across the Local Authorities, SWLEP, providers and businesses which we can bring to work closer together to ensure that the local range and quality of provision meets employer demand.
- Raising aspirations: among the young people, especially those from disadvantaged backgrounds, building on the Careers Hub work to date. This will include providing each school/college with a virtual encounter with an employer, developing a range of virtual work experience activities in partnership with stakeholders and working on providing an area-wide, virtual 'meet the training provider' events to promote positive transitions and improve destinations and a range of virtual careers events.
 - Employee health: continuing to work with CCG chairs and Public Health officers within our two local authorities to compile and promote available initiatives that can deliver needed improvements. We will investigate potential for a research / student project into best practice for improving workforce health, finding elements that can be employed locally. We will also explore a research project with Bath Spa University, examining the impact of staff diversity on productivity.
 - COVID-19 recovery: Continuing to support government's Plan for Jobs, including Kickstart as a Gateway organisation as well as the new £2.9bn Restart scheme that will give Universal Credit claimants who have been out of work for at least 12 months enhanced support to find jobs in their local area. We will help bring the providers and employers together with local government and other partners to deliver tailored support for individuals. We will also continue to support local initiatives, such as webinars offering practical advice to businesses, redundancy events and virtual careers and employer events.
 - Digital Bootcamps: Responding to above-average proportion of people with technical / practical skills gaps in 2019 ESS for Computer literacy / basic IT skills and Advanced or specialist IT skills, we will continue to explore opportunities with the Institute of

Coding. This will include seeking funding for digital training, as part of DfE's Skills Bootcamps for adults, which aim to provide wider access to opportunities to retrain, update or formalise skills or acquire specialist skills. The proposed Digital Bootcamp would focus not only on Swindon and Wiltshire, but South West region and would include short skills programmes of 16 weeks, with a guaranteed job interview on completion of the course. The bootcamps would be expected to deliver advanced introductions to: programming and software engineering; web development / creative digital media; games development and animation; cyber security and digital forensics; artificial intelligence; data science and data analytics; and agritech. With funding approved, we expect the Bootcamps to have substantial impact on the local skills needs, as demonstrated by the Institute of Coding successful tech-focussed pilots, such as the award winning TechUP for Women (Institute of Coding led by Bath, with UWE and Exeter as partners).

In order to continue to report progress in line with our [Skills Plan](#), we will maintain our close working relationships with our two local authorities and government departments, to coordinate efforts and ensure positive outcomes. We will also continue to work with our local colleges, independent providers and universities to ensure that they are aware of the current and likely future changes in the local skills and labour markets and that they have the agility to respond to these changes. Our engagement with businesses, directly or through the Skills and Talent Subgroup or Business Intelligence and Network Group (BING) will also continue, to supplement our intelligence and ensure that our actions are having the intended impact.



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Meeting & Date:	SWLEP Board Meeting – Thursday, 25 March 2021		
Subject:	Chief Executive's Report		
Attachments:			
Author:	Paddy Bradley	Total no of sheets:	10

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

- 1.1. The report enables Board Directors to view a range of issues in one paper, raising items for approval, discussion or noting.

2. Summary

- 2.1. The report seeks approval for one recommendation related to an in-principle allocation of funding to support skills development in the area.
- 2.2. In addition, it provides information for the Board on four other items:
- 2.2.1. summarising the loans made through the Growing Places Infrastructure Fund and indicators of impact;
 - 2.2.2. details of a deep dive into the work of the Growth Hub by the SWLEP's Joint Scrutiny Panel and a further external evaluation;
 - 2.2.3. an update on the implementation of the SWLEP's dashboard; and
 - 2.2.4. the SWLEP has achieved Cyber Essentials status.

3. Recommendations

- 3.1. The Swindon & Wiltshire Local Enterprise Partnership Board is asked to:
- 3.1.1. agree an in-principle allocation of £601,518 to the Swindon and Wiltshire Institute of Technology and £400,000 to Wiltshire College and University Centre to support development of skills provision;
 - 3.1.2. delegate to the CEO the authority to negotiate an acceptable financial arrangement with the two Skills institutions with final sign-off by the SWLEP Chair; and
 - 3.1.3. note the information included in the four other items in the report.

4. Detail

Skills Development

- 4.1. The details set out below are in support of funding requests from the Swindon and Wiltshire Institute of Technology and Wiltshire College & University Centre.

Swindon and Wiltshire Institute of Technology Grant Funding Request

- 4.2. The Swindon and Wiltshire Institute of Technology is a flagship development based at New College North Star Campus, and is one of only 12 nationally. The vision for IoTs is to leverage collaboration between colleges, universities and employers to provide outstanding training in the form of Apprenticeships and full-time courses to meet regional skills needs, up to and including degree level.
- 4.3. The focus will be on STEM skills in high priority sectors regionally and nationally, including Digital, Cyber, Engineering and Lab Science from L3 to L6. 70% of the provision will be at L4 and L5; a key priority for enhancing productivity in these sectors in our region.

Alignment with SWLEP Priorities

- 4.4. Due to open in September 2021, the IoT has benefitted from the full backing of the SWLEP since its inception in 2017, and representatives have been actively involved as part of the original bidding process and subsequent steering groups that have shaped the curriculum. The IoT plays a fundamental role in the SWLEP's 2020 Skills Strategy, contributing directly to KPIs for Skills Demand and Supply Balance. The original bid was successful largely due to this close support and alignment, and because it meets an urgent need to increase participation in higher level technical skills. The SWLEP Skills Strategy highlights the fact that the region is a cold spot for Higher Education. Swindon and Wiltshire each has HE progression rates of only 34% and 44% respectively, compared with the England average of 49%.
- 4.5. There are widely understood local challenges, including poor attainment at lower levels and, most importantly, a lack of aspiration to progress to higher level skills. A key reason identified by SWLEP is the lack of a local flagship HE institution. This is exacerbated by limited availability of appropriate technical progression routes through Level 4 and 5. The IoT will act as this beacon for HE and steppingstones towards it, providing local places for up to 1,000 learners and apprentices per year once it reaches full capacity.
- 4.6. Learner cohorts will largely be aged 18 years old and upwards, consisting of a significant number of young people progressing from Level 3 into Apprenticeships, HNCs/Ds, Foundation Degrees and full Degrees. Routes into IoT provision will include T-levels, which the College will begin to deliver in September 2021. In addition, the course offer will support the upskilling of existing employees of all ages and will provide added value courses in the form of additional skills such as project management.

Meeting Employer Needs and Expectations

- 4.7. The IoT places employer collaboration at its heart to ensure it remains responsive to current and future skills needs, and that it incorporates industry-standard equipment, software and methodologies. This is backed-up by a Research Steering Group led by University partners (The University of Gloucestershire and Oxford Brookes) to ensure it remains sighted on emerging and future skills needs. In addition to the curriculum offer, the IoT will provide shared collaboration facilities as a hub for employers to work together with IoT staff, learners and HE partners.
- 4.8. The College has developed all aspects of the proposal with eight key employer anchor partners:

- 4.8.1. Nationwide
- 4.8.2. BMW
- 4.8.3. Recycling Technologies
- 4.8.4. Catalent
- 4.8.5. UKRI
- 4.8.6. Excalibur Communications
- 4.8.7. Create Studios
- 4.8.8. Appsbroker
- 4.9. As it moves towards opening, increasing numbers of employers are engaging with the IoT. Input into course development and specialist equipment requirements has been essential. In return, the IoT will support employers' skills needs directly and locally, and therefore expectations for meeting industry standards are high and should not be compromised.
- 4.10. In summary, the IoT is clearly of significant strategic importance to the region, and ensuring it opens at full capacity in year one is crucial to ensuring longer-term financial sustainability.

Funding Shortfall

- 4.11. The IoT has been financed by a £17,238,567 capital grant and associated license from the DfE. The value of this grant was assessed in February 2018 at the point of the original bid, and covers building fabric, fixtures and equipment. Any subsequent cost increases and ongoing operating costs are expected to be funded by the College directly.
- 4.12. Although the Capital Project is underway and progressing according to plan, significant challenges have emerged with the funding envelope. Despite extensive value engineering work, there is a **shortfall of £601,518** to fund equipment, predominantly due to inflation over the three years since the original bid, exacerbated by higher-than-inflation cost increases for specialist equipment. The length of this lag between the original assessment and the commencement on site could not have been anticipated, as it was due to the project being put on hold for over 12 months as a result of Swindon College's OFSTED inspection in 2018.
- 4.13. We have been liaising closely with the DfE over sourcing additional grant funding to cover this shortfall, but they are clear there is no additional funding available. The College is not in a financial position post-merger to fund this shortfall and the impact without alternatives will inevitably be to compromise on some of the specialist equipment around the STEM offer. Equally, as part of the merger between the Colleges, New College has already refinanced an existing Swindon College loan and is not in a position to take any form of new loan.

Impact and Value of Shortfall

- 4.14. Engineering and Cyber require significant volumes of industry-standard equipment, and without further capital there will be a need to reduce the volume of equipment. This will lead to a direct impact on learner and apprentice starts.
- 4.15. A summary of equipment that is likely to be cancelled is given below, along with the impact of doing so:



Items to be removed/downgraded*	Cost	Impact if not purchased
Engineering <i>Various engineering equipment including:</i> 4 x TIG & MIG welding stations 10 x Lathes and mills 4.16. Mills 16 x Workbenches reduced specification (lower than industry standard) 16 x Oscilloscopes 16 x Soldering Stations	£546,518	Reducing the number of items of each piece of engineering equipment will limit our ability to reach the target learner numbers of 100 level 3 Maintenance Technician apprenticeships. In addition, specialist electronic equipment is required to commence the Electrical / Electronic Tech Support Engineer. Potential Reduction in learner starts: 110-120 total
Cyber/Digital 2 x PC/Cyber Labs not equipped	£55,000	Removal of two Cyber/IT suites. Unable to meet the numbers identified in the original bid for all digital pathways. Potential Reduction in learner starts: 100
Total	£601,518	Overall reduction in learner starts: 210-220

4.17. *A full schedule of equipment can be provided if required

4.18. In summary, a shortfall of just over £600,000 funding puts up to 220 learner and apprentice places at risk over the duration of the initial five-year period.

Proposal

4.19. The College is seeking a total of £601,518 in grant funding from SWLEP to enable the full capacity and scope of the IoT to be realised, as outlined above.

4.20. With work already underway on the building and completion due in October we are obviously more than shovel ready and in a position to commit any funding that might be available almost immediately.

Phase 3 works at Salisbury Campus of Wiltshire College and University Centre

4.21. The Phase 1 cladding works undertaken to the A36 elevations of the Salisbury campus buildings have delivered on some of the promise to provide stunning visual improvements to the 'gateway' into Salisbury city centre from both the Southampton and Bournemouth approaches. This improvement will be further enhanced with the imminent opening of the Phase 2 new build and subsequent demolition of the old 1960s Bourne building. These improvements have only been possible with SWLEP support and will support future student recruitment and the overall attractiveness of the campus environment for current learners.

- 4.22. At the start of the Salisbury campus redevelopment, cladding was envisioned to be completed on both the front and back of the building, which did not prove possible due to cost constraints. The cladding work could not, therefore, be extended to the rear elevations of the building.
- 4.23. The previous cladding remains highly visible to traffic exiting Salisbury to the South and, when viewed in the context of the modern exterior, risks undermining the transformational impact originally envisaged. The differential impact is shown quite clearly in the photographs below.



Roadside elevations, clad during Phase 1.



Phase 2 new build.



Rear elevations, visible from Churchill Way South



- 4.24. Completing the back of the campus would reduce the risk of the finished project not having the impact on student numbers or employer perception anticipated in the business case. For example, if the College were to lose 30 learners per annum due to reduced impact, the reduction in income over ten years would be £1.4m.
- 4.25. Aside from the visual disparity, the unclad rear elevations comprise of single glazed crittall windows with very poor heat retention and blue spandrel panels containing asbestos. In addition to the sub-optimal environmental impact, feedback suggests that students with classrooms on these elevations now, understandably, feel their experience is poorer compared to those being taught on the 'new' side of the building.

- 4.26. As well as the aesthetic case for replacing the cladding to the rear elevations there is a robust environmental and financial rationale. Through the elevations that have already been re-clad, the College is already benefitting from diminished heat loss in the winter and reduction in solar gain in the summer. As the heating system throughout the building is heavily linked, however, and only one side of the building is clad, it has been hard to balance the heating system to realise the full benefits of the new cladding, without adversely affecting other parts of the building.
- 4.27. We have worked with the cladding specialist who undertook the Phase 1 works, to understand how completing the cladding envelope would increase our energy efficiency and reduce our CO2 emissions at Salisbury. Preliminary energy saving calculations, based upon the m2 gross external area of the rear elevations suggest:
- 4.27.1. an estimated payback period from energy/maintenance savings of 15 years;
 - 4.27.2. an estimated saving of energy and maintenance costs of £3m over 60 years; and
 - 4.27.3. an estimated saving of between 2,000 and 3,000 tonnes of CO2, equivalent to between £1m and £1.4m in values at £500/tonne.
- 4.28. We have had informal discussions with planners, who are indicatively supportive of the scheme and encourage the completion of the cladding on the remaining elevations.
- 4.29. Coupled with the planned Phase 3 internal improvements to the heating and BMS systems, completing the cladding to the building will therefore also significantly save on energy costs as well as reducing the College's carbon footprint.
- 4.30. Through the Department for Education's recently announced Further Education Capital Transformation Fund, an opportunity has arisen to 'finish the job' through refurbishing the older accommodation remaining on site. Wiltshire College & University Centre is bidding for funding to undertake Phase 3 works at Salisbury, comprising:
- 4.30.1. replacement of old, corroded hot and cold water and heating pipework, replacing heating and upgrading the Building Management System;
 - 4.30.2. a full electrical rewire and fire safety improvements; and
 - 4.30.3. full cladding replacement to the remaining rear elevations (including removal of old asbestos panelling and single glazing).
- 4.31. Completing the remaining refurbishment works detailed above would significantly improve the building fabric condition and, by completing the cladding to the rear, will create an overall more attractive and professional learning environment for both current and future students.
- 4.32. The overall projected cost for Phase 3 is circa £6m, including a cladding element estimated at around £1m. A funding contribution of £400,000 from the SWLEP towards completing the development works at the Campus would act as match funding for the bid to the DfE and would demonstrate local support for the project. The application process is in two stages, with a final decision due by 1 October 2021.
- 4.33. The funding guidance sets out a clear expectation that match funding should be committed wherever possible, but the College's current financial resources will not allow it to do so. There has been virtually no capital funding direct to colleges in the last decade, so the College believes it important to make the most of the opportunity currently available. It

is our view that the commitment of match funding from the SWLEP would increase the chances of the application succeeding, and thus provide an opportunity for the vision for the original SWLEP-funded project to be completed.

- 4.34. Finally, there has been significant pride and interest in the College redevelopment as part of the investment in and economic regeneration of Salisbury. Completing the work at the campus and thus delivering on the full potential of the original project should help secure the full reputational benefit of this wider civic interest and the transformational intent of the original SWLEP investment in the project.
- 4.35. In summary, both projects are a good strategic fit with the Skills Plan and the People aspect of the Local Industrial Strategy. Upgrading buildings and equipment in the skills sector is a good way to attract more students into qualifications required by businesses and to ensure they are trained using industry-appropriate equipment.
- 4.36. The cases are well-made for investment and the SWLEP does have funds transferred into the GPIF loan account from the Yarnbrook / West Ashton project of more than £4m. The funds exist to allocate to such projects, but there is a degree of uncertainty at the moment about the future role of LEPs and so it is proposed that the Board approve an in-principle agreement to fund the projects subsequent to further negotiations by the CEO and the Board delegating authority for final sign off to the Chair.

Impact of GPIF Loan Funds

- 4.37. The Growing Places Infrastructure Fund (GPIF) is a £8.67m loan fund, secured from the Government's 'Growing Places' initiative, to provide loans to growing companies in need of financial support.
- 4.38. Loan funds can only be used for capital purposes, for example the refurbishment of a building or the purchase of plant and machinery. Projects that require specialist external research and development support have also been supported.
- 4.39. A Loan Working Group, consisting of SWLEP Board Directors and two advisers (a senior Director from Barclays and a Director from a venture capital firm), assess each application and make a recommendation to the main Board.
- 4.40. The SWLEP has so far loaned £6.93m across ten projects (excluding one project discussed in today's private session where an applicant is seeking £150,000). One company has paid back its loan, with funds being reinvested in other projects.
- 4.41. All the loan beneficiaries have been SMEs, with the majority employing less than 25 staff. The fund has been used to support companies that would not have been able to raise the funds through traditional High Street lending, for example because of a lack of collateral or a short trading history.
- 4.42. The loans have supported the expansion of manufacturing lines across a range of industries, utilising the funds to purchase and install capital equipment, as well as help the development of digital based businesses to expand their service offering.
- 4.43. To date, the GPIF programme has led to the creation of circa 160,000 sq ft of new productive floorspace and approximately 100 new jobs. The job numbers will rise further as companies complete their projects, with a forecast of an additional 565 new jobs in the next three years.
- 4.44. The pandemic has provided challenges to the recipients as well as new business opportunities. Some projects have had minor delays as a result of supply chain

- interruptions, especially the sourcing of key components from overseas. Some firms have now on-shored with new UK suppliers to safeguard against future delays.
- 4.45. In terms of supporting companies to capitalise on new opportunities, a good example is enabling firms to increase their capacity and service in growing demand for home delivery of products.
- 4.46. The details of the loans to individual companies are shown in Appendix I.

Evaluations of the Growth Hub

- 4.47. Currently, the Growth Hub is part of two evaluations of its performance. The SWLEP's Joint Scrutiny Panel is nearing completion of a deep dive into the sources of funding, staffing, management, activity and performance of the Growth Hub. This work has involved interviews with the Director of Programmes and the Growth Hub Manager following analysis of their reports and also interviews with three businesses. Later this year, the Joint Scrutiny Panel will include their findings in a report to the SWLEP Board.
- 4.48. Expressing an interim view, the Panel members have commented very favourably on the Growth Hub's operations and impact.
- 4.49. The Growth Hub has also taken part in an evaluation of Growth Hubs organised by BEIS. The report on the SWLEP Growth Hub is due in the next month and the comments are based on performance, interviews with staff and survey data from around 2,000 businesses.

SWLEP Dashboard

- 4.50. The live version of the SWLEP Dashboard can now be accessed via this link [Microsoft Power BI](#)
- 4.51. We will keep development underway and we have subscribed to a maintenance contract for the first year of operation so that we can build up the necessary skills in the team to take over at a suitable time in the future.

Cyber Essentials

- 4.52. We put the SWLEP team through an externally supported assessment of our basic cyber security awareness in a Home Office-supported programme called Cyber Essentials. We were successful and are proud owners of a Cyber Essentials certificate.
- 4.53. As we move back eventually to occupying some office space, we will then look at the next step which is Cyber Essentials Plus. We need to be back in an office environment to assess our network security.

5. Appendices

- 5.1. Appendix I - GPIF Loan Summary



Appendix I – GPIF Loan Summary

Woods Group, which helps charities and not-for-profit companies develop fundraising campaigns, is now operating from a new HQ office in Chippenham following receipt of a loan of £1,279,235 in 2018, which it has repaid. This led to the creation of 50,000 sq of new office and warehousing space and the amalgamation of 85 staff from four existing sites.

Recycling Technologies utilised loan funds of approximately £1m in spring 2019 to start the fit out of a 25,000 sq ft production facility and research and development suite in Swindon. The company manufactures machines to recycle plastic, which they will export globally. It has increased its headcount from 50 to around 100 since the time of its application, including apprentices from Honda, and is looking to create an additional 200 as production capacity increases.

Our Wilton Community Interest Company is developing a business incubation centre and training facility in Wilton, with a loan of £1.25m, to support veterans leaving the armed forces as well as local start-up and scale-up SMEs. Within the next three years it is planning to have supported the creation of 250 new jobs.

PRP Optoelectronics is soon to start the production of a new product range that uses fibre optic technology to purify water, which it will be export globally. The company utilised a loan of £1,040,000 to refurbish an adjacent 10,000 sq ft manufacturing unit in Swindon and purchase key items of equipment.

Autoguide Equipment in Calne received funding of £150,000 to expand its piling equipment manufacturing line, the products for which are used in a variety of infrastructure and building projects in the UK and overseas.

Four Legs Are Better Than Two (trading as Poppy's Picnic) is expanding its output of dog food products from a converted farm building near Melksham, utilising new capital equipment purchased with a loan of £150,000. New product lines have been added, with a strong increase in demand for home deliveries. This has also resulted in increased staff headcount.

Advanced Biofuel Solutions are nearing the completion of an energy plant in Swindon that will supply gas to the national grid by early summer this year. This follows a loan of £1.25m from the SWLEP as well as a loan of £5m from the Department for Transport. An additional 18 highly skilled engineers have been recruited, with a further two expected.

Clinical Partners Ltd in South Wiltshire, a specialist provider of mental health services nationally, is nearing completion of work to upgrade its IT platform through a loan of £250,000. This is enabling more targeted patient interventions and a higher throughput of referrals at a time when the need for mental health services is rising rapidly. Additional NHS contracts have been won, together with a further 22 staff hired, including skilled healthcare professionals.

Potts Partnership, a small family-run food manufacturer in Marlborough, has recently received a loan of £276,500 to expand its manufacturing capacity. Funds were used to make alterations to its building and purchase specialist equipment. The business continues to expand, including new product ranges for home delivery as well as to independent stores and supermarkets. This has led to an additional seven staff, with three more expected.

Connected ID, based in Corsham, is the most recent recipient of a loan. It was awarded £150,000 last year to help in the development of a 'click & collect' app to enable restaurant owners to continue trading and serve people with home deliveries. It has just completed a soft launch before scaling to cover locations across England.



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Meeting & Date:	SWLEP Board Meeting – Thursday, 25 March 2021		
Subject:	Swindon Cultural Quarter – Update on Investment Prospectus		
Attachments:	PDF – Swindon Cultural Quarter Investment Prospectus March 2021 (64 pages)		
Author:	Claire Alexander	Total no of sheets:	3 (+ 64) = 69 pages

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

- 1.1. To provide an update on the Investment Prospectus for the Swindon Cultural Quarter. A copy of the Investment Prospectus (IP) is attached.
- 1.2. A presentation will be given at the Board meeting by Sam Rackham, Town Centre Development Project Manager at Swindon Borough Council, and David Clarke, Managing Director at DCA Consultants.

2. Summary

- 2.1 In October 2020 Swindon Borough Council (SBC) approved prospective plans for a new £80m Cultural Quarter on the derelict Kimmerfields site, which lies between the railway station and opposite Fleming Way, which is the town retail area.
- 2.2 Kimmerfields will also be the home to the new flagship Zurich office which will be the first major office development in the town centre for 20 years.
- 2.3 The Cultural Quarter scheme is aiming to complete by 2030, creating 1,300 FTE jobs and adding more than £35m a year to the town's economy. It is estimated more than 850,000 people will visit the Cultural Quarter and its venues a year into use and around 75,000 training, learning and engagement sessions will be held at the quarter annually.
- 2.4 This activity will contribute to the viability of the town centre by generating significant business for nearby retail and hospitality. For individuals, the training and work opportunities in the sector will enable local people from all backgrounds to gain the skills needed in the creative, design, digital and media sectors, which will be key to future growth.
- 2.5 Sustainability will play a crucial role and there are plans to make it the UK's first net zero carbon development of its type and an exemplar for the positive contribution culture can make to the environment and to a town centre.

- 2.6 The scheme will include a £47m theatre to replace the ageing Wyvern Theatre, an art gallery and museum to house Swindon's nationally recognised art collection, a dance studio, and digital media studios.
- 2.7 The new 1,200-seat theatre, twice the size of the current Wyvern Theatre, will be able to receive the very best touring theatrical and musical productions and its auditorium will be flexible enough to welcome music concerts in all genres, including for standing audiences. A new 200-seat studio for local groups will sit alongside the main house.
- 2.8 The journey from the railway station through to the town centre will be achieved by considerable improvement to public realm and will consolidate the business district and the Brunel Centre and The Parade, into a modern and vibrant area for both business and leisure, residents, and visitors.
- 2.9 The LGF grant funding from SWLEP has enabled an established development process resulting in the production of the Investment Prospectus, with input from sector professionals and through public consultation, input from both residents and local businesses.
- 3.0 Using the Investment Prospectus, Swindon Borough Council will now proactively seek to secure capital funding for this exciting cultural development scheme.

3. Background

- 3.1 Following a rejected bid to the Heritage Lottery Fund in May 2018 the SWLEP Board approved an LGF grant of £250,000 at the November 2018 meeting to support the development and feasibility of a Cultural Quarter within Swindon.
- 3.2 As part of the initial intention to seek funding for a Museum and Art Gallery within the town, Swindon Borough Council identified a long list of proposed sites and solutions were considered. An Options Appraisal was produced. All sites were investigated, scored, and a shortlist of preferred options produced to inform the Council's consideration.
- 3.3 Alongside the Options Appraisal, public consultation has taken place, to build and maintain public support for the project, as well as provide input to the process. Members of the public, as well as targeted heritage, private sector and community groups were asked to participate.
- 3.4 Regeneration of the existing Wyvern Theatre was considered. It was built in the 1960s and engineering reports indicated that over £20m was needed to refurbish the existing building that would always have limitations.
- 3.5 The attractiveness and commercial aspects of the Cultural Quarter scheme are strengthened by the recent and significant grants from Central Government to regenerate Swindon Town Centre, and this includes £25m from the Future High Street Fund,

https://www.swindon.gov.uk/news/article/591/government_backs_bus_boulevard_scheme_to_transform_fleming_way awarded December 2020,



and £19.5m from the Towns Fund, awarded March 2021.
https://www.swindon.gov.uk/info/20017/business_and_investment/1122/swindon_town_deal

4. Appendices

4.1 Swindon Cultural Quarter Investment Prospectus March 2021

Investment Prospectus

Swindon Cultural Quarter



“

The Cultural Quarter represents an important opportunity to recognise the strength, depth and diversity of Swindon’s cultural ecosystem. The development of a suite of complementary cultural, arts and music venues, as set out in the Cultural Quarter scheme, will unquestionably unlock the extraordinary social and economic potential within Swindon, Wiltshire and beyond. If delivered, the ambition, innovation and creativity of the development will produce a cultural infrastructure of national significance.

Julian Russell, Chief Executive at HQ Theatres & Hospitality

”



Welcome

I am proud to share with you Swindon's vision for the cultural heart of our life as a town and the regeneration of our town centre.

The idea of a Cultural Quarter that celebrates Swindon's fascinating heritage and shares the creativity of our communities has been a long-held ambition, but this prospectus, supported by our colleagues at Swindon and Wiltshire LEP, sets out a vision that is both exciting and compelling and ready to be realised.

It is a tribute to our creative community in Swindon that, through all the challenges and restrictions of 2020, they have worked with imagination and tenacity to shape this future for our town. Alongside our professional team led by DCA and Levitt Bernstein Architects, our cultural organisations and our Council colleagues have developed a series of major projects that, by the end of the decade, will have transformed the town centre and the prospects of so many of our young people.

In the following pages there are stunning images of projects of international quality that we will deliver in the years ahead. As the comparators that we are learning from show, we aim to deliver a step change in the arts that stands alongside the most inspirational projects in the world.

Throughout, we have done this as a broad partnership with our communities and our cultural organisations. Now we need to bring investors and delivery partners to work with us to see the vision realised. We invite you to read this prospectus, to share our vision and to come and talk to us about how you can help us to deliver it.

Cllr David Renard

Leader, Swindon Borough Council

The idea of a Cultural Quarter for Swindon arose out of the enthusiasm of local people and communities for the town's heritage and its rich and diverse artistic life – from the hundreds of thousands who attend and participate in arts activities in theatre, music, dance, visual arts and film every year to the town's thriving community of creative businesses and practicing artists.

The idea of a new Cultural Quarter is a celebration of a town of creativity, energy and generosity; but it is also a response to the need and aspiration for change and growth.

The Quarter has the potential to be truly transformational – a dramatic and highly visible signal of the confidence of the town for the decades to come, an economic motor with substantial impacts locally and regionally, driving supply chain and talent development in key new economic sectors, transforming the sense of place of the renewed town centre and delivering profound personal and community wellbeing benefits to its residents.

By the end of the decade, the vision for the town sees it renewed and transformed, and through this project, culture will be the visible, celebrated, focus for that transformation.

By 2029, the town centre will be an internationally recognised exemplar of sustainable, liveable development, and at its heart will be world class facilities for the arts and heritage – a new, zero carbon, 'number 1' touring theatre showing the best in music, musicals and theatre made

nationally, internationally and in Swindon; new facilities for younger people in particular to participate in and learn the business of dance, theatre, film and digital production; and new spaces for the appreciation of Swindon's fine heritage collections.

These vibrant new venues will stand in an animated and exciting public realm, suffused with cultural activity, entertainment and enjoyment – enriching the lives of residents and attracting hundreds of thousands to the town to transform its economy as a regional capital.

The Cultural Quarter will contribute to all the key objectives of the partnership that is driving Swindon forward: to transform and renew the town centre; to attract the best talent and businesses to come to Swindon to work; to drive the growth and resilience of the economy through consumption and the creative industries – and to engage all citizens to support their mental and physical wellbeing, their quality of life and their prosperity. More than 850,000 people will visit the Quarter and its venues a year in use – generating more than £35m of retained local economic activity and more than 1,300 jobs - a new cultural ecology, sustainable, resilient and recognised as a world leader.

With this vision and these objectives at all times in view, this document plots a path to one of the most ambitious cultural projects in the UK of recent years – its character and opportunities – and the roadmap to its realisation.



Photograph © Mark Papperall





The Vision for Swindon

and a new cultural quarter

The Vision for Swindon and a new cultural quarter

Swindon Council's vision states that by 2030 Swindon will have all of the positive characteristics of a British city with one of the UK's most successful economies; a low carbon environment with compelling cultural, retail and leisure opportunities and an excellent infrastructure. Swindon will be physically transformed with existing heritage and landmarks complemented by new ones that people who live, work and visit here will recognise and admire.

Swindon has both a rich heritage and an established arts and cultural offer, but its cultural infrastructure needs radical transformation. Current facilities are spread around the town and suffer from a range of weaknesses including poor repair, inaccessibility, lack of visibility, and unsuitability. Now is the time to consider a co-ordinated strategy to deliver an infrastructure that meets the aspirations of its communities and maximises the potential of its heritage, arts and culture.

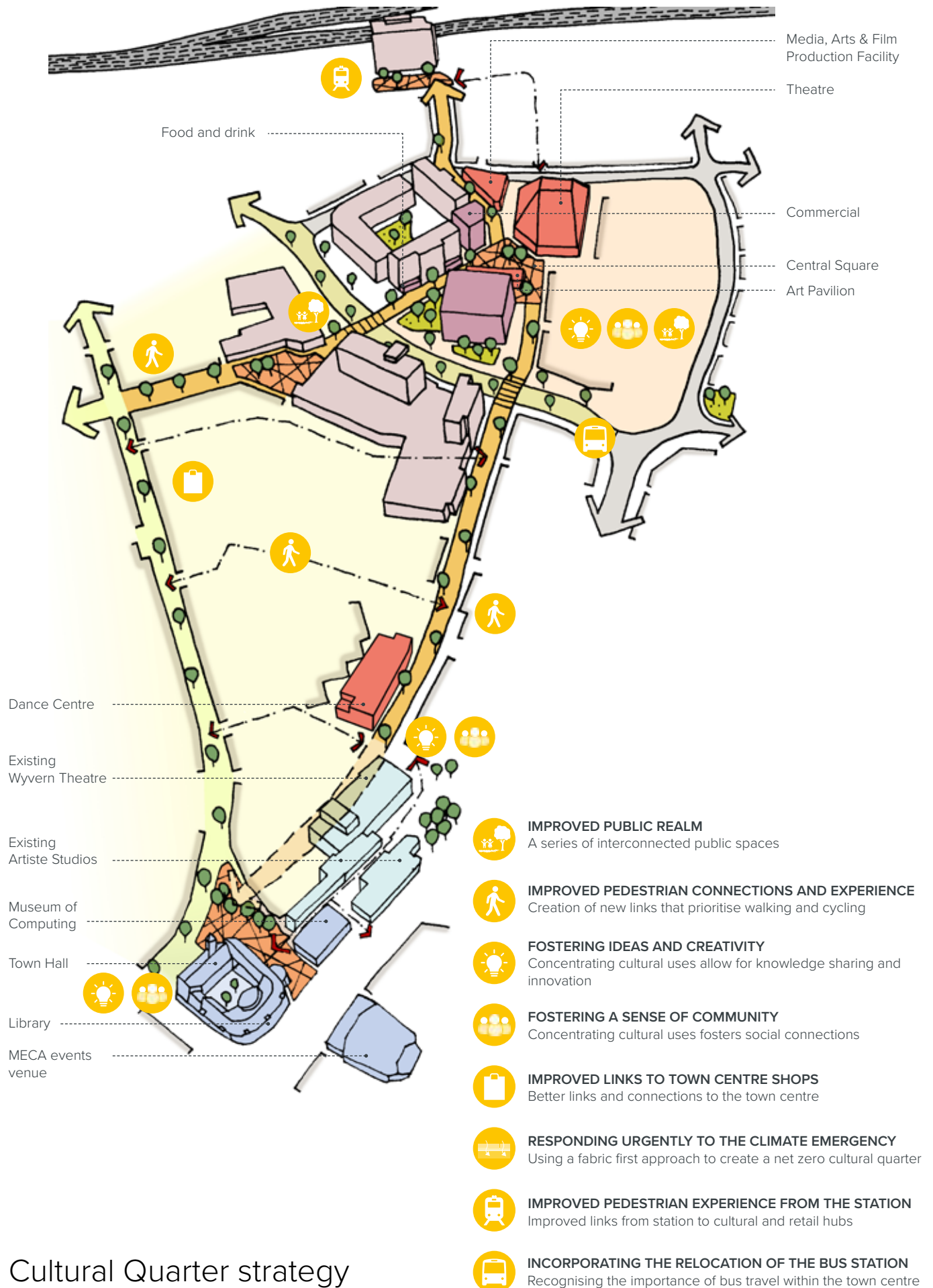
The 2013 Town Centre Masterplan articulated a vision for a new cultural quarter focused on the Princes Street site of the current Wyvern Theatre. Through 2020, extensive consultation, economic and environmental planning and the developing vision for a renewed town centre has developed a distinctive and visionary solution involving the creation of four new building blocks focused in the Kimmerfields development zone at the heart of the renewed centre, and extending organically along a cultural spine to Regents Circus and the town's fine Victorian Town Hall:

- A new Wyvern Theatre, at a scale and quality befitting the town's role at the heart of a thriving region; a 1200 seat auditorium, 200 seat studio theatre and supporting hospitality facilities.

- A new home for media, digital and performance production emphasising the creativity of Swindon's young population, reflecting the innovation that characterises Swindon, and bringing new activities such as independent cinema.
- A new dance centre of national reach and renown, training and engaging the region's dancers of the future.
- An art pavilion to showcase the town's superb and nationally significant collection of 20th century fine and applied art and, separately, a new home for the town's museum collections.

Kimmerfields offers the opportunity to create a gateway into the town centre; an animated, green and safe route leading from the railway station into the cultural and retail core of the town. The site's proximity to the railway station, new bus boulevard and proposed new cycle route places it at the centre of a sustainable transport network, accessible to all – residents of the town, region and visitors from afar.

The new construction of these four core cultural buildings will transform sustainability – meeting the needs and aspirations of successive generations of the people of the town as it grows and prospers, enabling a resilient and economically successful creative sector and meeting the challenges of environmental change – so that Swindon's Cultural Quarter will be the first new net zero carbon cultural quarter in the UK.



Cultural Quarter strategy

Change, need & opportunity

The Swindon Local Authority area has a population of 222,193 (2019). Over the last 25 years, the population has grown by 25% – twice the UK average – and is forecast to grow by a further 22% by 2036. So, in fifteen years' time, just as the major cultural infrastructure being planned now will be operating at its peak, the population is forecast to be more than 265,000, and on some policy-based estimates, more than 275,000.

Swindon's growth is driven by its significant location and economic advantages. The town's position on the M4 corridor and its proximity to London and Heathrow make it a location of choice for corporate headquarters and innovation-focused businesses. Key growth sectors like automotive and aerospace, digital, pharmaceuticals, low carbon and financial and professional services are driving a rapid transformation of the character of the town's economy. Another strength is that it has one of the most attractive house price to earnings ratios of the region and space and plans for housing growth.

Growth and diversification create demand and opportunity, new and growing markets for culture experiences and for the talent and creativity that future businesses will rely on.

Although Swindon is relatively prosperous, there are pockets of deprivation. Eight Swindon LSOAs across three wards are in the most deprived 10% nationally. Swindon's relative deprivation is most severe in the education, skills and training domain, driven by indicators for children and young people. The town's cultural offer is, and will be, key to its quality of life and to meeting the challenges of inclusivity, so that all Swindon's citizens, existing and new, benefit from the opportunities that change and growth bring.

The regional connectivity of the town that underpins its economic performance also makes it a natural centre for culture for a population that extends well beyond the Local Authority boundaries. The 60 minute drivetime catchment of the proposed Quarter, with a population of 3m, demonstrates the scale of this market potential.

Cultural attendance levels in this 60 minute catchment are significantly higher than the GB average in all cultural sub sectors. There are strong propensities in both theatre and plays. Broadly contemporary sub-sectors (cinema, contemporary dance, popular/rock music) perform very strongly, but so do more often 'classical' forms such as ballet and classical concerts and heritage activities.

Analysis of the competitive context for new developments shows that Swindon is in a strong position to grow its cultural economy. Towns and cities with significant cultural offers lie within this catchment – Bath, Bristol, Oxford, Reading and Cheltenham being the most significant, but only three of these have theatres with a capacity on the scale of that planned for Swindon: Theatre Royal, Bath (900); Hexagon, Reading (1200); and New Theatre, Oxford (1785) but all have different roles and economies from the proposed new Wyvern theatre in Swindon.

This enviable market position is matched by the excitement and energy so evident in Swindon's creative sector – and in the enthusiasm and talent of its young people for participation and training in the creative economy. There is a clear and evident need and demand for facilities in Swindon accessible to, and driven forward by, this new generation of creatives and their development.

Image key:

1. Swindon Museum and Art Gallery
2. Wyvern Theatre
3. Prime / Create studio
4. Swindon Dance
5. Wyvern Theatre auditorium





Consultation & engagement

The Cultural Quarter project has been driven by structured stakeholder consultation and a wide and flexible community engagement process to connect with the creative and educational sectors, alongside the Council's Young People's Services and representatives of local ethnic minority groups.

Consultation began with a large-scale Cultural Quarter stakeholder workshop in January 2020, with more than 60 guests from the cultural and business sectors. A series of one-to-one meetings with key stakeholders followed, and working groups were formed around the emerging conceptual 'building blocks' of the Cultural Quarter. A second stakeholder workshop, held online in September 2020, brought the wider stakeholder group up to speed with developments, and allowed them to share observations, ideas and concerns. An Advisory Group has guided the project team throughout, generously offering their time and expertise. Other opportunities have included discussion at the meetings of specific groups such as the Friends of Swindon Museum and Art Gallery.

The creative community of Swindon has been incredibly receptive to, and supportive of, the project, offering helpful, balanced perceptions and suggestions as ideas have developed. The key priorities from this engagement have been to:

- establish connections between local young people and the project;
- reach and engage local ethnic minority groups;
- encourage an integrated approach, breaking down silos (within the arts, business and community sectors and across public sector organisations);
- establish ways of communicating with stakeholders and the general public, keeping everyone up to date as the project progresses.

Quotations from one-to-one consultation illustrate some key ambitions, concerns and perceptions:

"There is a vibrancy here that people don't often speak about." - Luke Marquez, Shoebox Theatre

"The trick is to raise the arts ecology of Swindon and retain people." - Laura Jasper, Prime Theatre

"How does Swindon's cultural offer help us to raise self-esteem, people's sense of achievement and overall improve people's lives through enriched positive activities – culture in its widest sense?" - Sally Burnett, Commissioner, Routes to Employment at Swindon Borough Council

"Flexibility is very important in Swindon [...] there are limited opportunities for young creative practitioners to do what they need to do to reach the next level." - Anna Coombes, Tangle Theatre

"If you want people to invest long-term in culture in Swindon, this requires people to invest significant amounts of time and effort in a sustained way. Youth, culture and community are diverse. You are asking them to take a punt, when a lot of things have folded – this is a task. Literally – a culture change." - Nick Capstick, CEO White Horse Federation

Despite the challenges of lockdown and restrictions during the development of the project, there has been a hugely impressive enthusiasm and desire to engage among many hundreds of people – shaping the Cultural Quarter proposition and making clear that it is needed and wanted by the widest cross-section of people and groups across the town and its surrounding communities.

This has been most noticeable among young people and the mood boards participants in Create and Prime Theatre developed on their own initiative signal an opportunity for the next stages of development of the Quarter to embrace, and be driven by, those who will be the creatives and audiences who bring the Quarter to life in the years to come.

The Cultural Quarter vision and the practical propositions for the building block projects have been developed out of a partnership process with key Swindon cultural organisations and their users and participants.

During the development stage of each project, working groups were convened to identify key needs and demand for facilities and programmes and to develop the specification for space and technical capability for each building.

The input of the partners to the building blocks included:

For the proposed new Dance Centre the working group brought together the professional team with Swindon Dance and drew on both their work now and potential for growth in the future. Since 1979, Swindon Dance have developed a national reputation as an organisation that specialises in talent development, artist support, show-casing and personal engagement, instilling loyalty among users and artists and many former participants who have gone on to careers in dance and the arts generally.

The proposed new Theatre was developed with advisory input from HQ Theatres and Hospitality – the operator of the current Wyvern Theatre. As well as their impressive portfolio of theatres in the UK, including at the scale identified as appropriate for Swindon, HQ's advice and support meant that from the outset, the practicalities of touring work into this new major venue were clearly understood.

Create Studios and Prime Theatre were partners to the working group that has developed the vision and specification for the Media and Arts Production Centre alongside the professional team and expert cinema and venue developers.

Create are a Community Interest Company of digital creators who make content that matters through film, animation, photography and print and who train and mentor young people to learn skills and to express themselves and their voice through these media.

Prime Theatre are a professional theatre company for children and young people aged 5 to 25+ - engaging participants and audiences through youth theatre and the making and touring of professional shows for schools and other community venues.

Thinking about the future of the town's art and museum collections involved a wide range of discussions, with the Council's own team but also with groups such as the Friends of Swindon Museum and Art Gallery and a wider constituency of artists groups working throughout the town.

Swindon Dance, Create and Prime are all National Portfolio Organisations and partners of Arts Council England and the Council was grateful for the Arts Council's engagement with the process and support for the vision of a cultural future for the town throughout the development period. In turn, the principles of Arts Council's 'Let's Create' Strategy underpinned thinking and acted as a focus for the vision for the Cultural Quarter project.

Advisory Group members

Role	Name
Swindon and Wiltshire Local Enterprise Partnership, CEO	Paddy Bradley
Prime Theatre, Artistic Director	Mark Powell
HQ Theatres & Hospitality, CEO	Julian Russell
Create Studios, CEO and Artistic Director	Shahina Johnson MBE
Swindon Dance, Artistic Director	Viv Slayford
Artsite, Creative Director	Sally Taylor
New College Swindon, College Principal	Steve Wain
New College Swindon, Deputy Principal	Adam Fahey
Friends of Swindon Museum and Art Gallery, Chair	Linda Kasmaty
Pebbley Beach Group, Managing Director	Dominic Threlfall
Arts Council, Relationship Manager	Kirsty Brodest
FI-REM, Asset Manager	Rob Melling







The Realisation of the Vision

First principles

Inclusivity

A new generation of cultural spaces and facilities will reach out to, and welcome, all Swindon's communities and people, and artists and visitors from across the world – exemplary inclusivity, accessibility, and a democratic commitment to the equal value of all who attend and participate will underpin the making of the Quarter and everything that goes on in it.

This inclusivity will be secured through a commitment to partnership and collaboration, with many organisations and partners subscribing to a shared vision and shared ownership of the project. As the development of the individual projects proceeds, each will be driven by its own special partnership, in the wider context of collaboration between organisations and groups and across communities and generations.

At the heart of the Cultural Quarter idea will be a celebration of the creativity of all people who live in and around the town – exploring, participating, engaging, performing and making; individually and through leading award winning cultural organisations.

Likewise, the benefits and outcomes of the Quarter should make a tangible difference to the lives of people across our communities. The Quarter will be a major, measurable, contributor to the prosperity of the town and its region, with resilient cultural organisations, delivering significant numbers of quality jobs, boosting the wider economy, contributing to the recovery of the town centre over the years to come and opening up new options for young people to learn, train and work in the creative and digital industries.



Photographs © Joseph Dart

Sustainability

Swindon's vision for its Cultural Quarter has a big sustainability ambition: to be the UK's first new net zero carbon Cultural Quarter – so that in use, and situated at the heart of a new urban public transport hub, it will be an exemplar for the positive contribution culture can make to the environment and to a town centre fit for the 21st century and beyond.

The UK has declared a climate emergency and Swindon Council is preparing to become carbon neutral by 2030. The vision is to put Swindon's new Cultural Quarter firmly on the path towards net zero through a commitment to the best and most innovative approaches internationally.

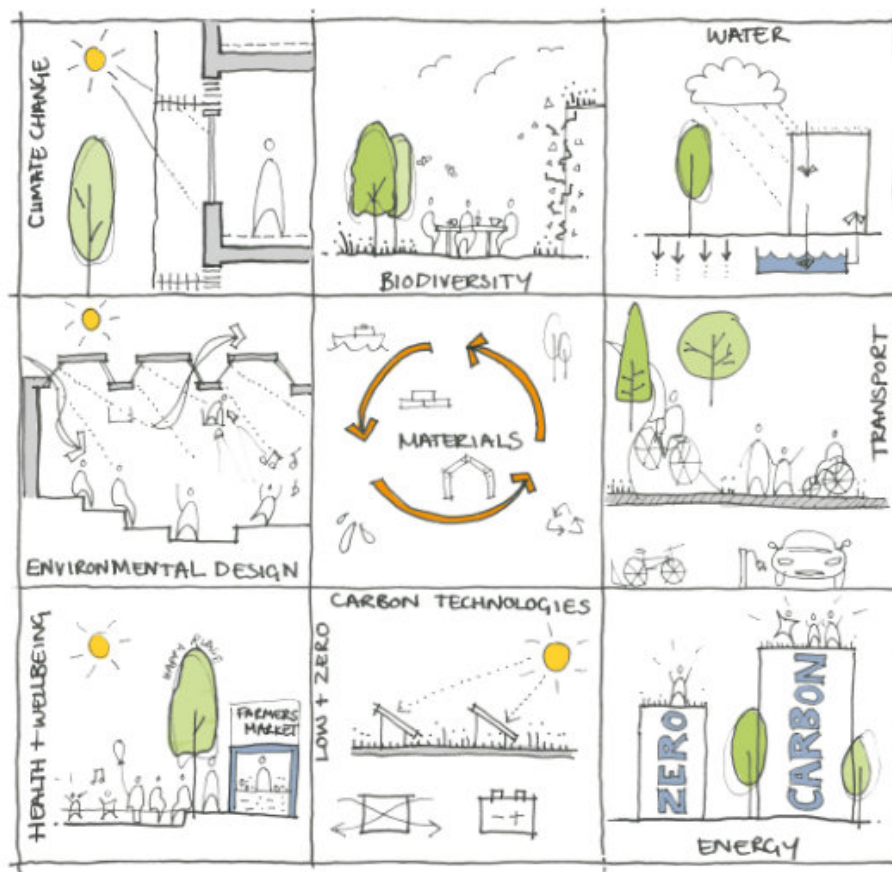
High performing building fabric will improve energy efficiency and keep running costs low. Energy demand of the cultural buildings will be further reduced by utilising passive design, such as natural lighting and shading,

and supplementing these with low carbon technologies, maximising roof spaces for renewables to balance out the energy used by the buildings. This approach will avoid the need for costly retrofits in the future.

A holistic approach to sustainability will be achieved through best practice place-making principles. This includes bringing ecology into the public realm, improving biodiversity, and utilising sustainable water-use, encouraging active and low carbon lifestyle aims to improve the health and well-being of those who use the public spaces.

As with all aspects of the Quarter project, we will build relationships with others who share our vision, such as Julie's Bicycle, a charity working hard to transform the cultural community's approach to climate change and translate advocacy into action.





Targeting net zero principles by:

1. Using a fabric first approach

Maximising the building fabric performance to improve energy efficiency

2. Integrating passive design strategies

Using passive design to reduce running costs e.g. natural lighting and shading

3. Using low carbon technologies

Targeting low carbon technologies for heating and cooling e.g. heat pumps

4. Maximising renewables on roof space

Designing roof spaces to maximise electricity generation from PVs

5. Future proofing the design for the Climate Emergency

Considering net zero design up front to avoid costly retrofits in future



Art Pavilion sustainability strategy

1. TREES AND PLANTING

providing shelter and enjoyable spaces for public realm

2. RAIN GARDENS

planted edges will collect rainwater run-off for use as irrigation

3. LOCAL AIR COOLING

through evapotranspiration

4. IMPROVED SENSE OF HEALTH AND WELLBEING

active by design encouraged by landscaping

5. SUSTAINABLE URBAN DRAINAGE

permeable paving and carefully designed hard landscaping

6. LOW CARBON MATERIALS

materials will be selected for their robustness, longevity, local character, potential for responsible sourcing and embodied energy

7. BRINGING ECOLOGY INTO THE SITE

8. PEDESTRIANISED SPACE

A car free environment provides a safe accessible public space

9. HIGH AIRTIGHTNESS

10. POTENTIAL FOR RENEWABLES

11. DIFFUSE NATURAL DAYLIGHT

to allow controlled lighting conditions for gallery space and reduce energy bills. Black out blinds to increase flexibility

12. THERMAL MASS

in floors, ceilings and walls to regulate internal temperatures

13. HEAT AND HUMIDITY

to be carefully controlled by environmental strategy

14. HIGH PERFORMANCE BUILDING FABRIC

to reduce heat loss in winter, reducing energy bills

15. SOLAR SHADING

to reduce internal heat gains to south

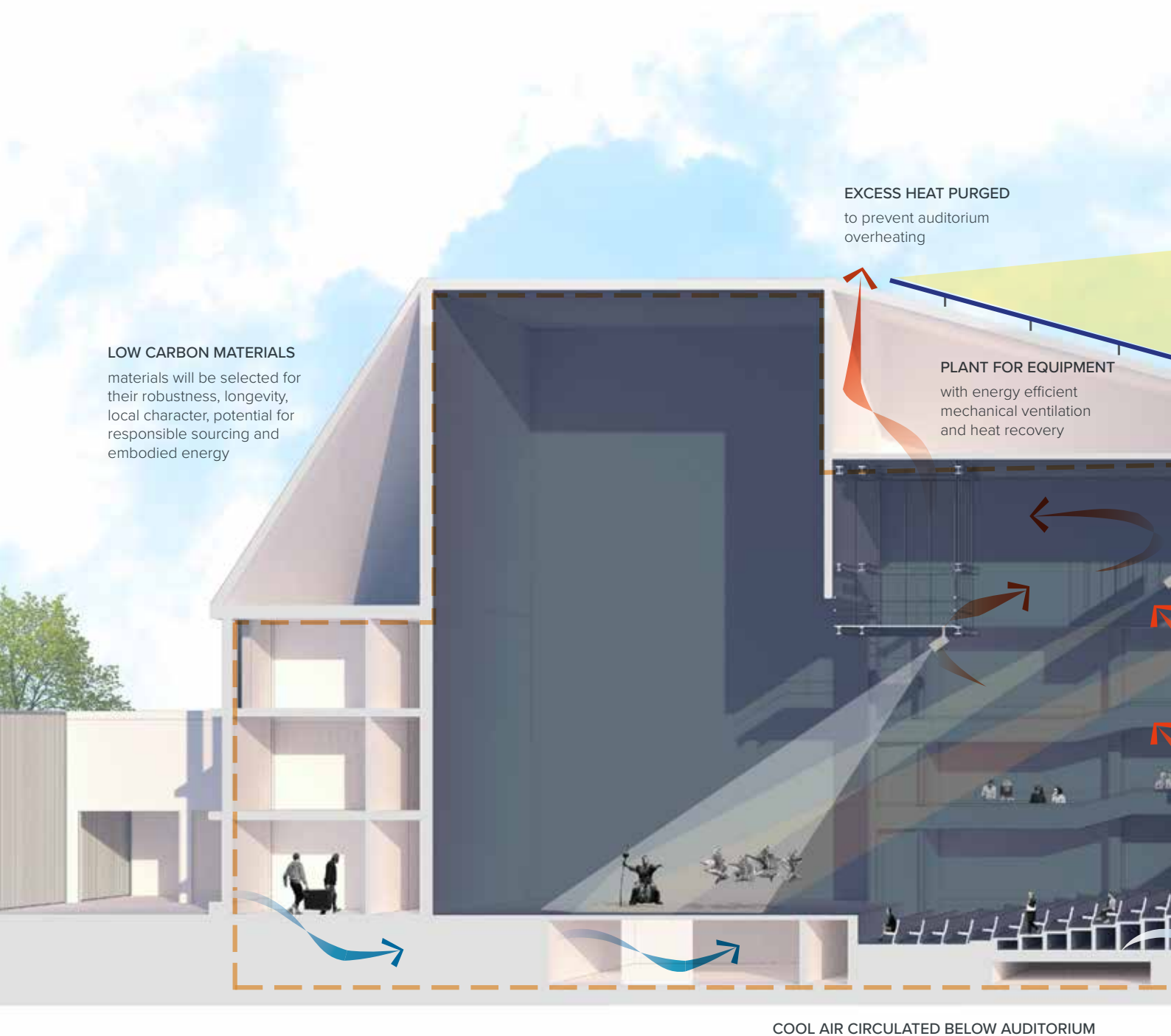
16. FOSTERING A SENSE OF COMMUNITY

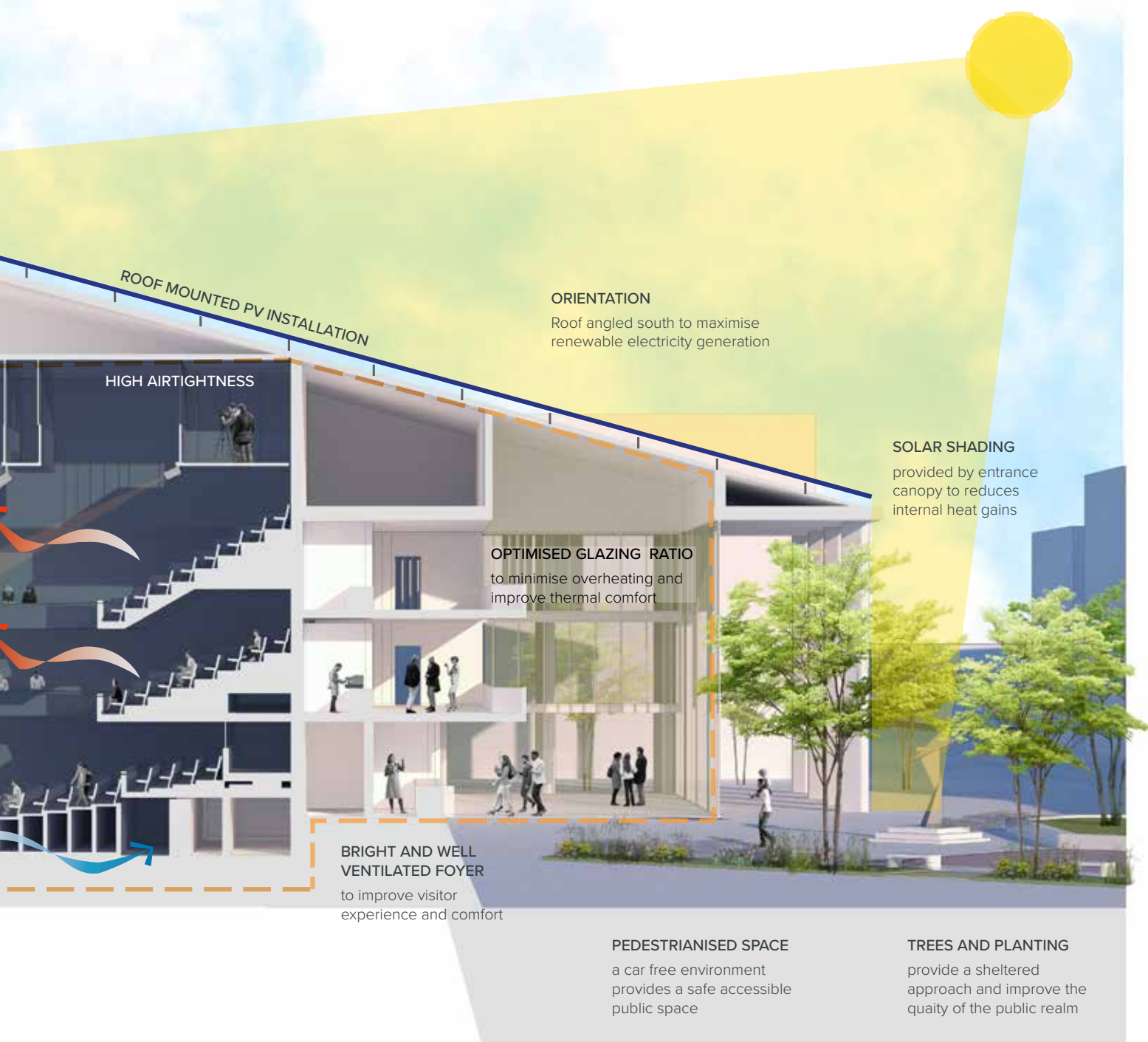
flexibility within design allows the community take ownership over the space

17. CROSS VENTILATION

for increased summer cooling and improved indoor air quality

Theatre sustainability strategy







The plan

The development of a practical plan for the Cultural Quarter has taken the form of an extended options appraisal considering alternatives for the facilities to be developed and the best organisation of them in the town.

Review of successful Quarters and creative sector strategies elsewhere tells us that towns thrive best when they balance three broad forms of cultural activity:

Consumption

High quality presentation facilities in a range of artforms attract and engage large and diverse audiences and drive gross economic value, a diversity of jobs, economic impact in other sectors and the regeneration of place – including town centres.

Participation

Facilities for people to explore and express their own creativity, join with others to make and present work and to learn and develop ensure inclusive cultures, support health and wellbeing outcomes, and bring people together across cultures, generations and communities.

Production

Thriving cultural places need creative businesses and enterprises; artists, producers, designers and all the other workers who enable their production – supporting quality jobs and opportunities, attracting inward investment and developing talent for a vibrant wider economy.

The Cultural Quarter research in Swindon revealed strengths in all three – a balanced and vibrant sector really engaging people from across the town and region – but facing challenges of infrastructure, connectivity and visibility. Providing new places for these activities, in separate fit for purpose new buildings, threaded through the renewed town centre, we stand to maximise the visibility and impact of culture, create conversations between different uses, artforms and audiences and enable practical solutions to the phased delivery of facilities over the immediate years to come.

There are powerful arguments for clustering all ones' cultural infrastructure in discrete areas of a town or city – for impact and visibility – but there are also inspirational examples where audiences and visitors are taken on a journey through a town or city centre with cultural highlights along these routes or trails.

In Swindon, the Cultural Quarter has evolved to be the best of both models – with a major concentration of activity at the heart of the Kimmerfields development area and an extended route, via a new Dance Centre, to reach out to the historic former Town Hall and Central Library to the south. The form of the Quarter is organic and offers an immediate and major impact embedded in the new town centre and transport hub, and enabling journeys of exploration across the wider town centre.

The journey from the station to the town centre

A key stop in the UK's intercity network, Swindon's Railway Station welcomes a vast number of people coming to work, shop or visit. The pedestrian experience from the station towards the town centre is pivotal to this masterplan.

The vision aims to create attractive new public realm guiding pedestrians through a sequence of interconnecting spaces that offer visual interest; promote health and well-being; and provide a great place to dwell. Ultimately creating a place that is flexible and allows many cultural uses to inhabit, generating a creative energy within this new and dynamic district.

A walk from the railway station down the newly improved Wellington Street brings you to the new Cultural Quarter. The Media, Arts & Film Production Facility frames the Quarters gateway and its activity leads people into the Central Square.

Here a multitude of different uses surround and activate the space - the Theatre, Art Pavilion, food

& drink outlets and other mixed-use buildings. Planting, play, public art and green space enrich the square and provide much needed public space in this part of town.

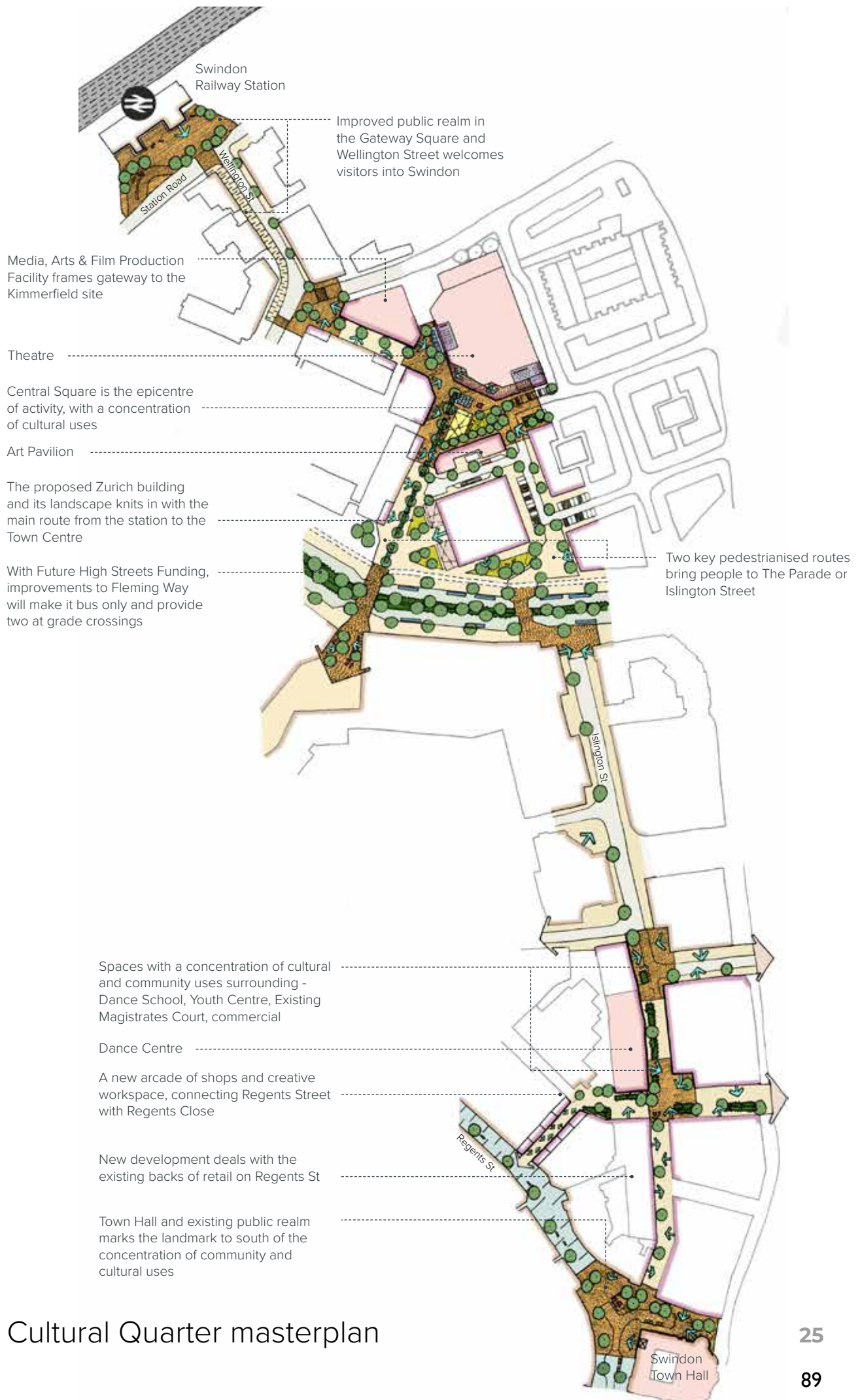
The Theatre, Art Pavilion and Media, Arts & Film Production Facility will be public facing buildings and visually the interiors will flow into the Central Square. Usage of the Central Square for events, performances and installations will be encouraged.

The consented Zurich building is a key component which shapes the public realm. The building and its setting provide pedestrians with two key routes into the town centre. To the south-west pedestrians will lead into The Parade - the gateway to the retail offering of Swindon's shopping quarter. To the south-east pedestrians will head towards and down Islington Street to another concentration of cultural uses including the Town Hall and proposed Dance Centre.

“Urbanism works when it creates a journey as desirable as the destination” - Paul Goldberger



New crossing from town centre towards the station



Both routes will cross Fleming Way which is part of a £25 million project (with Future High Streets Funding) to transform the street into a bus only route, provide two new pedestrian at grade crossings, a cycle path and improved landscaping.

Pedestrians walking down Islington Street will then pass a sequence of existing buildings - the Health Centre, the Thistle Express Hotel and the two Court buildings. This will lead them into another concentration of cultural and community uses. This area is to have a distinctive character yet also have a strong visual connection with the cultural uses around the Central Square.

The Dance Centre will be the epicentre of the activity and along with other mixed-use buildings will deal with the existing backs of the shops on Regents Street. An improved pedestrian link west to Regents St is proposed with small units which could be let to cafes, shops or studio spaces.

Opening the link between Islington Street and the Town Hall will be a vital step in regenerating this area. It will allow for other potential uses to

be housed here: a youth centre, commercial or residential development, and linking to the new opportunities to house the town's museum collections at the Town Hall.

Furthermore, the link provides an essential visual connection between many of the different cultural uses within this part of town. It provides the pedestrian with visual stimuli and legibility as they walk from the Railway Station to the Old Town Hall.

Ultimately, this piece of public realm needs to be holistically designed considering how proposals will knit into the existing built form and spaces. Being built out over a 9-year period, the masterplan will need to work incrementally, and design will need to be considered in the short, medium and long term - meanwhile uses which activate spaces and cultivate community support will be essential.

Importantly all spaces will need to prioritise pedestrian safety, flexibility and urban greening, providing a narrative for this new Cultural Quarter.



New crossing from town centre towards the station



“Cultures and climate differs all over the world, but people are the same. They’ll gather in public, if you give them a good place to do it”

- Jan Gehl



Central Square



Outside dining



Flexible performance space



Encouraged to dwell



Playful Design



Pop-up markets & events



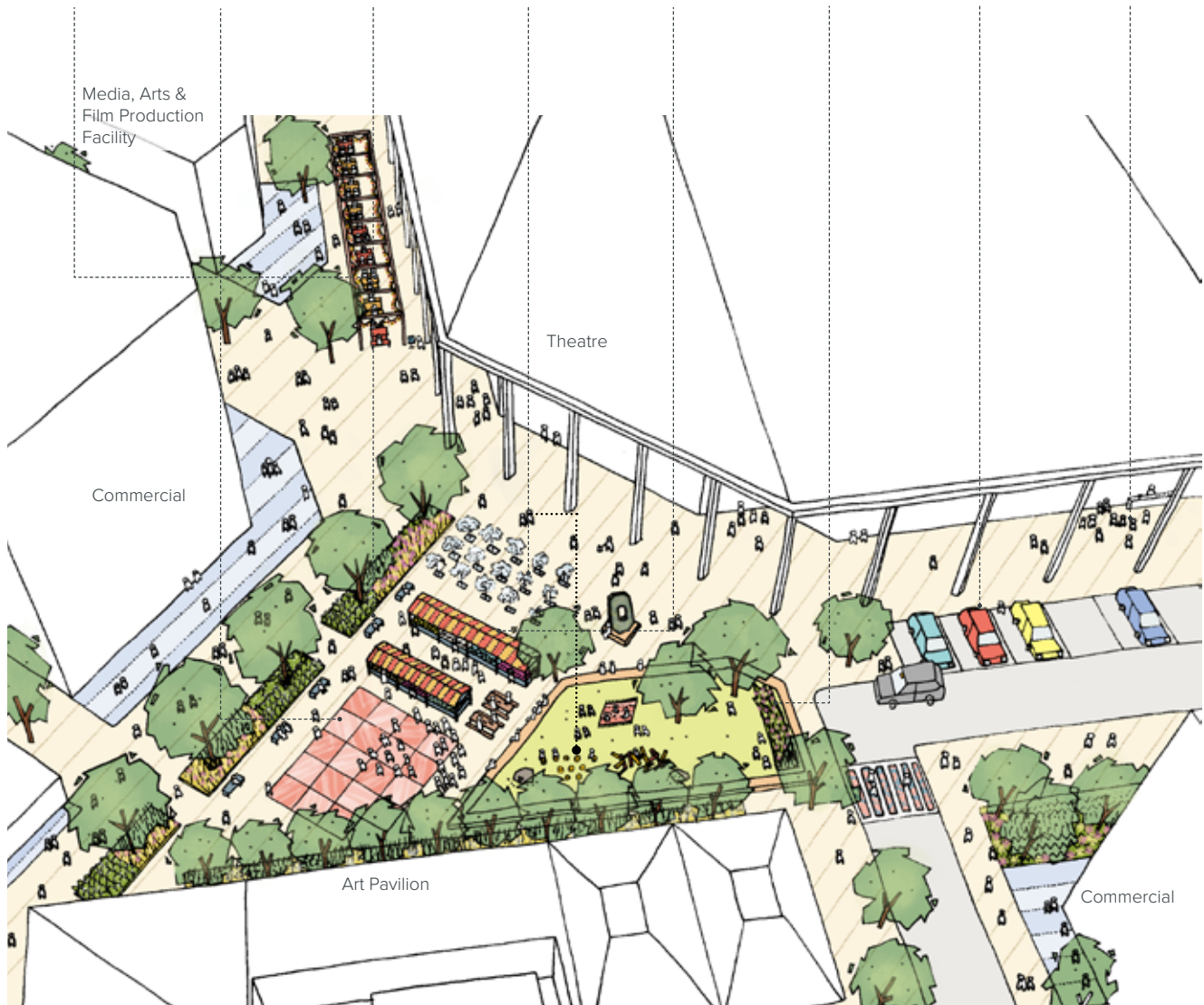
Trees, planting, rain gardens



Disabled car parking only

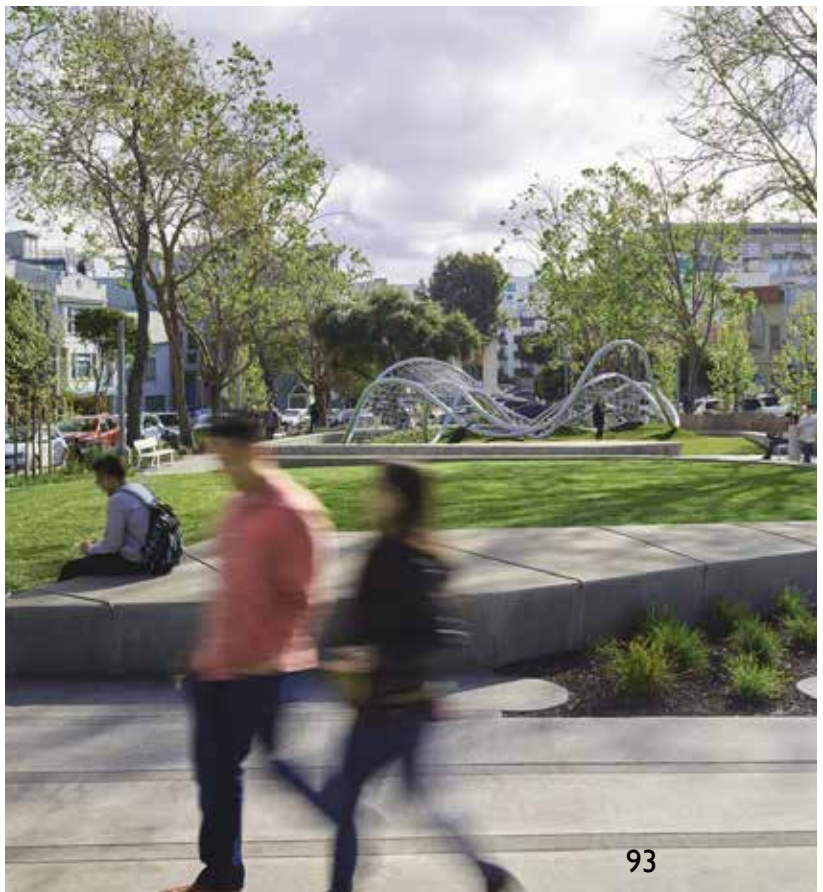


Outside bar area



Central Square concept diagram

**“First life, then spaces, then buildings.
The other way round never works”** - Jan Gehl



Central Square precedents





A new theatre for celebration and enjoyment

At the heart of the proposed plan for the Quarter, is a high quality and fit for purpose replacement for the Wyvern Theatre.

The Wyvern has served the town well, and it continues to inspire loyalty and affection among both audiences and visiting artists – but it is nearing the end of its lifespan and even essential repairs would incur very substantial costs. As with many theatres of its time, its facilities are ill-suited to the more flexible and diverse uses of the modern performing arts, and it faces its audiences with significant challenges of accessibility.

Making a new performing arts venue for Swindon also opens a very exciting market opportunity to respond to larger, more diverse, audiences and to capitalise on the place Swindon can command in the wider regional and national arts infrastructure.

This market and product appraisal has led to the development of a vision for a 1,200 seat number one touring house – a major theatre receiving the very best touring theatrical and musical productions and with the flexibility in its auditorium to welcome music concerts in all genres, including

for standing audiences. Music making and performance will be a major strand of the work that finds its home here and across the Quarter.

Many local groups will continue to present their work in the Theatre, including in a high quality 200 seat studio alongside the main house. Together with the other venues of the Cultural Quarter, the Theatre and its studio will provide formal and informal spaces and facilities for festivals as diverse as the Spring Festival of Arts and Music and of Science.

The landmark building at the heart of the Kimmerfields development will be commercially and economically powerful, attracting in the order of 400,000 visits a year, and sustainable – from its performance economics, its extensive food and beverage provision and its contribution as a conference, event and exhibition venue at the heart of the town centre.

As a net zero carbon major theatre – the new Wyvern has the opportunity to be a national exemplar for the twenty-first century.



Cut-away diagram of Theatre, Central Square and Art Pavilion



Precedents of the main and studio theatres

Design

Klimmerfields offers a blank canvas for the creation of an exemplar new-build adaptable and sustainable number one touring theatre free from the constraints of the existing Wyvern site. Orientation is ideal, with side-by-side auditoria, public foyers to the south and west, loading from Manchester Street to the north and dressing rooms to the east.

The Theatre is located at a pivotal point in the masterplan - closing vistas on approach from the station and town centre. Covered outdoor spaces engage with the Central Square easing the transition between inside and outside, provide shelter for outdoor catering and offer a wet-weather route from accessible parking to the main entrance.

A large photovoltaic-clad and multi-faceted pitched roof encloses the stage-house, main theatre, studio theatre and ancillary accommodation into single architectural entity, creating a prominent and distinctive icon for theatre in Swindon. The striking exterior offers great opportunities for advertising forthcoming programming with super-graphics, banners and digital images.

Stalls seating (retractable for standing rock/pop audiences) is easily accessible at street level and flanked by a large café/bar and restaurant. Lifts and a grand stair rise to two balcony levels, each with interval bars shared with the first-floor studio theatre. Conveniently organised backstage areas serve both auditoria, connect efficiently with the loading bay and can operate independently or combined. Dressing rooms, offices, and commercial function rooms create a buffer zone between the main auditorium and residential neighbours to the east.



“

A new theatre-making hub will be a beacon of hope for young people: a centre of aspiration, artistry and achievement and visible evidence that Swindon can once again be the forefront of change.

Mark Powell, Artistic Director, Prime Theatre

”



A new centre for dance and movement

In common with the existing Wyvern Theatre, Swindon Dance's existing home in the original Swindon Town Hall has served well, but it is now a severe constraint on the growth in activity and accessibility that Swindon Dance has inspired in recent years.

Dance is a hugely powerful and accessible form for the engagement of the widest and most diverse range of participants. It has a particular strength in engaging young people and the potential to transform the lives of people facing life limiting conditions, physical and mental ill health and disability. With roots in popular culture, and with all cultures having their own dance traditions, dance participation and practice can be a forum for people from across society and communities to come together.

Swindon Dance recorded 50,000 participations in the last full year before Covid-19 restricted activity – and there is significant potential to grow this released from the constraints of the Town Hall.

As Swindon Dance's rapidly growing training and professional development work shows, dance

is also a career choice for many young people – trained dancers go on to a wide range of careers from contemporary dance performance and choreography to work in the entertainment industry across the media sector and in therapy and education.

Recognising this potential to make a profound transformation in lives – and the potential of dance for participation and for professional production, Arts Council England and many cities and regions have invested in new dance infrastructure over the last twenty years – and its timely for this major step for Swindon and its regional role in dance development.

The proposed new Dance Centre at the core of the Cultural Quarter will provide fit for purpose, professional standard studios, facilities for therapy and recovery and for student learning – together with a performance studio designed to the needs of dance and expressive performance – and will change lives and inspire tens of thousands of young and older people from the town and region – to participate, to express themselves, and to explore their professional potential.

Dance Centre with Theatre in distance





Design

Located on Islington Street, between Kimmerfields and the Old Town Hall, the Dance Centre is the new home for Swindon Dance that rivals other regional facilities in Ipswich and Newcastle. The building is conceived as a carved-out urban block where the large internal volumes are evident externally by translucent glazing to the studios and the roofscape is modelled with sociable roof terraces and top-lights to the studios and offices.

At its heart, the building features a triple-height top lit atrium that allows natural light deep into the plan, provides a path for natural ventilation and a focus for social and breakout activity.

The centre includes a purpose-designed dance studio theatre with retractable seating and all the space required for small-medium scale in-house and touring dance productions. Foyer and refreshment spaces are provided for building users and for hospitality at public performances. There are four further daylit dance studios, varying in size from Pilates practise to medium-scale rehearsal, all naturally lit and served by safeguarded changing facilities for all kinds of dancers. Top-floor offices accommodate Swindon Dance and their partners with inspirational roof-top views, roof terraces and plenty of natural light and air.



Dance Centre - looking towards the Town Hall

“

Swindon Dance has been based in the town hall for over 40 years, and while the building has been the bedrock to our early development it is now a cap on our future growth. Moving to the Cultural Quarter will give us the space and facilities to continue to grow and prosper across all areas of our work – professional and non-professional, local and international. It will also enable us to work with Swindon’s other cultural organisations to kick start the town’s economy and bring the passion and heart back to our town centre.

Viv Slayford, Artistic Director, Swindon Dance

”

A Media and Arts Production Centre for a changing creative economy

Swindon has a growing and diverse creative economy of digital, media and production companies and all indications are that this will be a significant area of further growth over the years to come. One of the most exciting aspects of this potential creative growth is that the structure is in place, perhaps uniquely, to root this in the creativity and talent of local people – through the work of organisations such as Create Studios, Prime Theatre, Reach Inclusive Arts and others working to enable participation and support those who have talent and commitment to work in the sector.

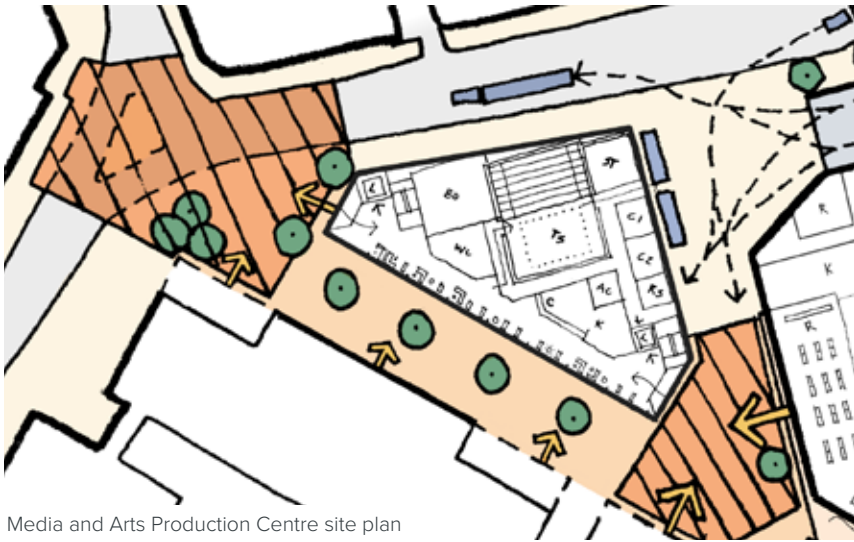
The current homes of these Arts Council supported National Portfolio Organisations, in the existing Wyvern Theatre, already limit growth and imagination, and the Cultural Quarter presents the opportunity to focus the energy and growth of these partners in a new building at the heart of the Quarter that will sit at the intersection of wide participation, talent development and production.

The vision for the building has been developed with the young people who drive Create and Prime – as a contemporary and welcoming

space with facilities for exploration, engagement and expression – supported economically and reaching a large audience through provision of independent film and media screens and social facilities. Already Create Studios and Prime Theatre work with more than 30,000 participants annually and Create's online presence reaches digital audiences of more than 3.5m. With these new facilities and continued super-growth in the sector in the town, these metrics are set to grow exponentially over the years to come.

The specification embraces new digital, film and live recording production facilities, rehearsal and informal performance studios - providing the facilities for many organisations in the town to continue their growth into digital - and three state of the art cinemas showing independent mainstream and alternative film and providing screening facilities for the town's screen industries cluster.

In use, the Centre will be a lively, animated and exciting gateway to the Cultural Quarter and the renewed town centre, and a beacon nationally and internationally for Swindon's energy and creativity.



Media and Arts Production Centre site plan



“

As one of the established cultural partners in Swindon, the Create Studios team are proud of our alumni and are passionate about the game-changing opportunity the CQ represents for the next generation of young people who can benefit from the growth in the Creative Industries, forge careers and practice here in Swindon thereby growing the talent pool and economic prosperity of the town.

Shahina Johnson MBE, CEO & Artistic Director, Create Studios Digital Media CIC

”



Design

An innovative combination of theatre, film and digital arts production organisations and independent cinemas occupy this characterful new facility at the gateway to Swindon's Cultural Quarter. This new facility re-homes Prime Theatre and Create Studios, who currently occupy inconvenient and cramped spaces on the top floor of the Wyvern Theatre.

At street level, cinema café/concession, foyers and user social spaces animate the pedestrian approach from the station to the Cultural Quarter. A flexible rehearsal studio / studio theatre is central to the plan and is flanked by changing rooms, backstage support and creative/ educational spaces.

Above, writing rooms, edit suites, media suites and recording studio support digital film production in a purpose-made state-of-the art film studio.

The final element of this unique mix comprises three comfortable income generating cinemas for public enjoyment of independent films and screening of productions made onsite.

This building will be flexible, interconnected and future-looking, developing and promoting new and emerging art forms that transcend boundaries between theatre, film, sound/music, digital art and virtual reality.

Celebrating Swindon's heritage collections

Swindon has a breathtaking heritage story and assets, and a wide range of projects are underway to explore and celebrate them. As the Cultural Quarter develops, there will be opportunities to link it with the neighbouring Heritage Action Zone and its great heritage buildings to the west of the Kimmerfields core, showcasing the past and future of the town in trails and routes across the two.

Within the Quarter, the main heritage highpoints will be new explorations of the fine collections of art and heritage currently glimpsed in the town's Museum and Art Gallery and its imaginative Art on Tour and similar programmes.

The town's Art Collection is a superb, international quality celebration of painting and studio ceramics, much of it among the very best work of British artists at work in the mid twentieth century. The collection is loved and cherished but deserves to be seen by many more people – and to be a visitor destination for the town in its own right.

To achieve this, the Cultural Quarter will feature a new and dramatic Pavilion at the heart of the new public park in the Kimmerfields development, a permanent home for the display of the collection and its appreciation through permanent and changing displays of art and ceramics – in a landmark 'jewel-box' of a building – set in a public realm that will itself be a place for public art and for outdoor and informal performance.

The town's Museum collections tell important stories about how Swindon came to be – and about the lives of its communities down the

centuries. For new communities, and for young people growing up in Swindon, the Museum collection is important in defining what it means to be a 'Swindonian'. To ensure the widest possible access to and enjoyment of these collections and stories, the Quarter will extend to an imaginative project to consider their redisplay at the Town Hall, from which Swindon Dance will move to the new Dance Centre, linked with the town's Central Library, at the Regent's Circus southern end of the Quarter.

Design

Entered beneath the dramatic cantilevered main gallery, on the pedestrian thoroughfare connecting station and town centre, the Art Pavilion faces north overlooking the Central Square. It is a free-standing linear building with an interesting roofscape shaped to control daylight and provide a playful composition mediating between the Square and the new Zurich office to the south.

There is a small coffee shop with outdoor seating near the entrance, a gallery shop in the foyer facing the Square and a changing display gallery on the ground floor as well as a volunteer / activity space and an art loading/handling area to the rear.

Upstairs is the main painting / art gallery, a smaller second ceramics / art gallery, gallery offices and support spaces. The galleries will be tailored to showcase Swindon's fine collection of twentieth century art but are also sufficiently flexible to host other collections appropriate to passive environmental control.











Lessons Learned

from other places

Lessons learned from other places

Of course Swindon is unique – and its Cultural Quarter will feel and be like no other – not least because the strength of the participation and production in Swindon and the degree to which what is presented and enjoyed in the Quarter will be a reflection of the stories and creativity of the people of the town and its region.

However, as the Quarter concept has developed, it has been instructive to learn from projects around the world that are on similar journeys to celebrate their cultural lives and regenerate their places through new cultural facilities and activities.

The main lesson looking at the global experience of place-regeneration through culture is that Swindon's vision and ambition is genuinely the match for anything going on around the world. Over the next eight to ten years as the Quarter is developed, delivered and celebrated, Swindon can be a world leader in place based regeneration through culture and a source of learning and inspiration for other towns and cities in the UK.

It follows in an interesting and instructive tradition of the last twenty five or so years, and the vision for the Quarter sits it alongside some of the world's best realised and continuing projects:

Inclusivity and distinctiveness

Newcastle/Gateshead

Between 1995 and 2010, the banks of the Tyne were transformed by a programme of investment in world-class cultural facilities that have changed thousands of lives of local people and perceptions of the North-East worldwide. This programme can be an inspiration for the work underway in Swindon.

Development was focused on the Gateshead Quays — but was allowed to organically develop across the Tyne and into Newcastle centre. Great care was taken to balance the large and glamorous with alternative, smaller and community owned facilities such as Live Theatre, Tyneside Cinema and Seven Stories — bringing together enjoyment with learning and participation and supporting the creative economy.

Perhaps most relevant for Swindon was the fact that these great developments were rooted in partnership — different projects were advanced and sponsored by different organisations and communities — within a partnership that optimised the benefits for all — and this continued in operation with the ground-breaking work of the Newcastle Gateshead Cultural Venues consortium.



Cultural districts and the power of concentration

West Kowloon

The West Kowloon Cultural District in Hong Kong has been one of the most closely studied major cultural regeneration projects in the world. Still progressing on site, many of the core 20+ cultural facilities and spaces planned are now open.

As has been so successful in Swindon, the teams' leading the project went to great lengths to ensure, through consultation, engagement and the participation of, in particular, young people from neighbouring communities, often through digital and media production, that the project was both hugely ambitious on the world stage and still relevant and accessible to its local communities.

Not all of these major, very concentrated, cultural districts around the world have this sense of growing out of local need and ambition – but they do show the huge economic power of cultural infrastructure in cities across the world.

Although West Kowloon and many of the members of the Global Cultural Districts Network

<https://gcdn.net/> are on a larger scale than the Swindon project, there is the potential to seek to command for Swindon the same levels of global attention and interest in a distinctive, genuinely innovative and major project of world class – particularly as Swindon can lead out the next generation of thinking about how one makes these major projects in the context of climate crisis.



Cultural routes, trails and connectedness

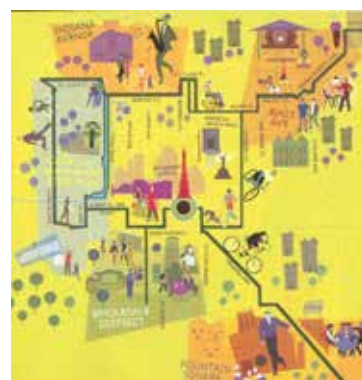
The High Line Network

One of the most exciting discussions about connected cultural space and quarters going on in the world may sound a bit of an unlikely learning resource for Swindon, but the network founded by the New York High Line to connect projects that are focusing around the world on repurposing disused infrastructure is inspirational at many levels - <https://network.thehighline.org/>

Across the world, these projects are creating the most successful, accessible, cultural spaces that combine regeneration and the new with the navigation of the heritage of towns and cities.

In Swindon there is a brilliant opportunity to use the Cultural Quarter and its investments to weave together new routes across and through the town – from the railway quarter and the heritage focuses of activity and restoration, through the vibrant new gateways to the town in the Kimmerfields development and onward toward the former Town Hall and the Library. Throughout the consultation process people emphasised that investment in the town centre was needed and important, but that it had to connect to where people live, to the character areas and to the green spaces of the outer town and to other cultural and heritage sites out of the centre.

In High Line Network projects such as the Indianapolis Cultural Trail, Destination Crenshaw (Los Angeles), Hemisfair Park (San Antonio) and many others – there are profound inspirations for Swindon's transformation of its town centre as an engaged, community owned and economically transformed cultural place.







The Cultural Quarter project

outcomes and realisation

Transformation: outcomes and Impacts

Throughout this Investment Prospectus, we have illustrated how the individual projects as well as the Quarter as a whole arises out of express needs and aspirations of local people and communities – and in response to opportunities for regeneration, economic growth, and prosperity.

In summary, the Quarter has the potential to be truly transformational – a dramatic and highly visible signal of the confidence of the town for the decades to come, an economic motor with substantial impacts locally and regionally, driving supply chain and talent development in key new economic sectors, transforming the sense of place of the renewed town centre and delivering profound personal and community wellbeing benefits.

Driving town centre regeneration, celebrating Swindon as a world leader

In their update report ‘Build Back Better’ late last year the Grimsey Review emphasised the new thinking that would be needed to reanimate town centres post Covid-19. The Swindon Cultural Quarter can be a leader in this movement, community focused, emphasising experiences and quality and embedding culture as the bedrock of the town centre of the future.

Generating more than 850,000 footfalls and uses annually in the cultural buildings alone and contributing to millions of visits and footfalls through the renewed and extended town centre, the Quarter buildings will be safe, virus-secure, new centres of public celebration set in transformed public space for outdoor activity.

Together with the heritage developments adjacent, and the wider regeneration of the town centre, the Quarter will be a significant motor for the transformation of perceptions and awareness of Swindon’s status as an internationally successful and vibrant conurbation for the 21st century.

Contributing to economic growth, jobs and prosperity

The proposed Quarter building blocks are designed to balance publicly supported participation and engagement with commercial entertainment and business productivity in an economy increasingly driven by experiences and creativity.

850,000 footfalls - visits, admissions and participations – will generate direct and indirect benefits throughout the local and regional economy – to the tune of more than £65m annually at 2021 prices – a net impact of more than £35m retained in the local economy after leakage, displacement and optimism bias allowances - supporting an anticipated 1,300 FTE jobs. This activity will drive the viability of the town centre more generally – generating significant business for retail and hospitality neighbours and extending and reinforcing the ambition to a safe, accessible, populous day/night economy for both residents and visitors.

For individuals, the training, personal development and work opportunities in the sector will attract and retain talented people to Swindon, enable local people from all backgrounds to gain and provide the skills needed in the creative, design, digital and media sectors which will be key to future growth and prosperity. This skills base, the confidence and quality of life of the community, supported by the cultural life of the Quarter, and the national and international profile the Quarter will command and will be significant contributors to inward investment of leading and quality businesses across decades to come.

Social benefit, equity, opportunity and wellbeing

In their recent report on the social value of culture, Government recognised the profound potential for cultural investment to change and support lives across all communities – giving young people in particular opportunities and confidence to thrive; emphasising the physical and mental

health and wellbeing impact of cultural activity and the importance of cultural opportunity to bring together and celebrate the diverse communities of the town.

The emphasis in the Quarter strategy of Swindon Dance's inclusive activities and the imaginative and engaged work of Create, Prime and Reach, alongside the substantial opportunities to see and enjoy national quality shows in the new Theatre will ensure profound and far reaching benefits throughout Swindon's population.

The thread of music that runs through the entire Quarter plan – indoors and out, embraces the proven power of music in place-making and in wellbeing – an exemplar of the benefits celebrated in the Sound Diplomacy report – 'This must be the Place'.



The creation of a new Quarter over the next ten years places Swindon at the forefront of many of these movements. Continuing the project as an open, consultative and engaged project with all generations fully involved will place it as a sector leading project in community co-design of culture and answering the Government's call for the fullest measurement and tracking of social value in major cultural projects.

A sustainable strategy embracing the challenges to our environment

Finally, but perhaps most importantly, the project embraces the challenges of climate crisis and the need to transform the environmental footprint of culture.

As set out in this report – the Swindon Cultural Quarter has the opportunity to become the first new net zero carbon cultural development of its scale in the UK – and possibly globally. The benefits of this visionary approach by the Council will be tangible – replacing inefficient and environmentally damaging older buildings – and in the reputation and profile of the town as a leader in the sector. With these environmental benefits come economic ones – all aspects of the cultural activity of the partner organisations will be strengthened, made more viable, extended and more resilient. The Quarter will underpin a vibrant and viable cultural sector in the town for decades to come.

Around the buildings, this report shows how a new kind of public space can be made that rises to the challenge of the need for outdoor activity in town centres post-Covid and which actively improves the town centre environment through planting and green technologies.

As we imagine a new kind of set of cultural spaces with young people, the Quarter offers an opportunity to meet their concerns for their environment of the future – a world leading and high profile example of new thinking, innovation and the transformation of our town centres.

The route to realisation

This prospectus has sought to communicate the excitement and broad support that has been a feature of the development of the vision for the project.

In parallel with that developing vision, the Council, partner organisations and professional team have worked to understand the practical opportunities and challenges of moving the Quarter from the drawing board to realisation and launch, so that there is a launch pad in place that enables immediate progress.

Swindon Cultural Quarter: potential programme

	2021/22			2022/23				2023/24				2024/25	
	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2
Dance Centre	Options / pre-feasibility		Feasibility and funding development			Funding aligned							Opening
	Procure design		RIBA 0-1	RIBA 0-2	RIBA 3/4		Tender						
Theatre	Feasibility												
	Partner PIN	Partner procurement		Investment appraisal	In principle sign off	Procure design		RIBA 0-1	RIBA 2		RIBA 3		
Museum - new display strategies	Feasibility		RIBA 0-4		Sign off	Fit out			Opening				
Media & Arts Production Centre	Options / pre-feasibility / funding development							Feasibility			Procure design		RIBA 0-1
Art Pavilion	Options / pre-feasibility / funding development										Feasibility		RIBA 0-3
Town Hall reuse options	Options / pre-feasibility / funding development							Feasibility	Option decision	Feasibility	Stage 1 funding	RIBA 0-4 / tender	

Organising the delivery plan

One of the strategic advantages of the ‘building block’ approach to the delivery of the Quarter is the ability to phase the blocks and their development and realisation across time.

This enables a manageable workflow and a programme responsive to external opportunities and challenges, with managed risk and exposure over an overall programme period that nonetheless sees the excitement and expectation of local groups and communities met with early progress on elements of the strategy.

This programme is indicative at this stage but it shows how the sequencing of the projects in the overall programme can unlock early opportunities and perhaps capitalise on immediate funding opportunities – creating early momentum – while the major projects for the Kimmerfields site are developed through design exploration, due diligence and procurement to be ready to go on site when preparatory works are complete by 2025.

We believe that the structure of the project in this way, aligned with potential cycles of major funding and investment opportunity, with clear periods for the detailed feasibility testing and procurement of each major project, with aligned gateways at which projects can be signed off by all partners, creates a coherent process that can see both quick wins and the overall achievement of a project of major ambition in fewer than eight years overall.

		2025/26				2026/27				2027/28				2028/29		
Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3
Planning	RIBA 4 / tender			Final sign off / contract	Construction											Opening
RIBA 2		RIBA 3		Planning	RIBA 4 / tender			Sign off / contract	Construction							Opening
		RIBA 4 / tender		Sign off / contract	Construction - early option					Opening		Construction - later option				Opening
			Stage 2 funding	Sign off / contract	Construction					Opening						

Understanding the scale and nature of investment

With projects of this vision and scale come challenges, perhaps most obviously at this stage of securing the resources to realise the buildings and then to sustain them.

The research and development behind this prospectus includes quite detailed analysis of the implications and costs of realising the proposed projects – so as to set clear expectations from the outset of the scale of the task facing the partners.

This analysis has developed through stages of work, with the projects at slightly different points of development but broadly with sites, architectural approaches, specifications and technical requirements understood to give a clear picture of the overall cost of the Quarter building projects.

The following table summarises the gross costs (and separately the construction only costs) of the building projects, rather than the underlying site infrastructure and eventual public realm works, as it had been estimated at stage 1 in summer of 2020 and now at spring 2021 with allowance for inflation across the pre-construction period:

	Theatre	Dance Centre	Media and Arts	Gallery Pavilion	Museum	Programme management	TOTAL
Gross cost (stage 1, 2020)	47,000,000	13,500,000	11,250,000	4,250,000	2,700,000		78,700,000
Gross cost (stage 2, 2021)	46,970,000	11,200,000	12,970,000	4,170,000	950,000	1,600,000	77,860,000
Cost ex fees/costs	39,470,000	9,350,000	10,780,000	3,510,000	780,000	0	63,890,000

One of the major challenges of the last year has been the difficulty in advancing the funding partnership that is always required to undertake projects of this scale and benefit.

As we think about the funding strategy for the Quarter, it's useful to see how the phasing of the project shapes the potential flow of costs – and the funding requirement over the years ahead – with early opportunities to realise smaller discrete projects and a longer lead in to build the investment partnership for the realisation of the larger/late projects in the sequence:

Cashflow indicator based on assumed delivery programme

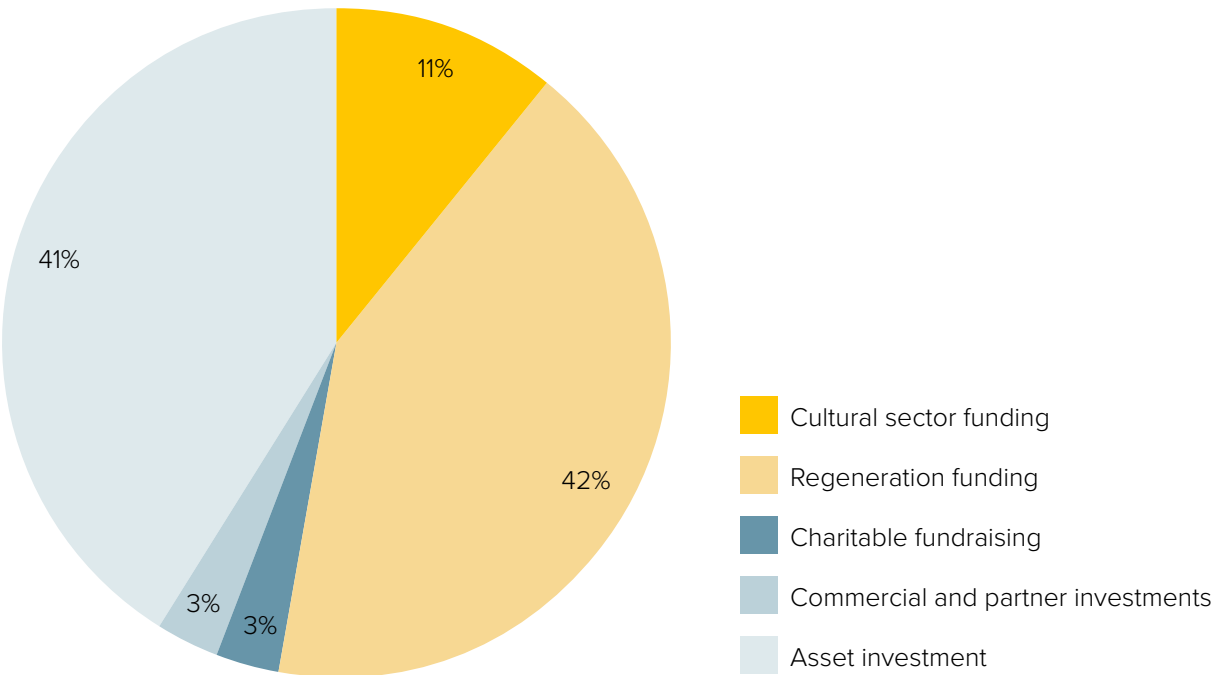
	2021/22	2022/23	2023/24	2024/25	2025/26	2026/27	2027/28	2028/29	TOTAL
Theatre	-		1,312,500	1,312,500	1,875,000	16,988,000	16,988,000	8,494,000	46,970,000
Dance Centre	323,750	4,822,250	6,054,000						11,200,000
Media and Arts				383,250	383,250	2,212,643	6,660,571	3,330,286	12,970,000
Gallery Pavilion					231,000	165,000	1,887,000	1,887,000	4,170,000
Museum	102,000	848,000							950,000
Programme management	200,000	200,000	200,000	350,000	300,000	150,000	100,000	100,000	1,600,000
Annual Total Spend	625,750	5,870,250	7,566,500	2,045,750	2,789,250	19,515,643	25,635,571	13,811,286	77,860,000

As we start to build the partnership that will be required to meet this funding and investment challenge, there are some key strengths of the project:

- The practical partnerships with the cultural sector and organisations in the town that have developed the individual projects are a powerful force for making the case for investment and funding. Going forward, each project can be championed and its funding developed by these partners – this collaborative approach will broaden the potential sources of funding and investment and the workload of securing support.
- The Quarter project appeals powerfully and directly to urgent priorities for public investment now – in culture, in young people and their futures, in economic recovery and resilience, and in the regeneration of the town centre. The building block approach means that there are ‘shovel-ready’ projects here that meet immediate and urgent need and can be advanced with immediate support.
- The Quarter is a balanced portfolio of public and private, subsidy-attractive and private sector commercial operations – with a major revenue return in savings and incomes generated across its projects – so that the strategy for realisation can be similarly balanced between public grant for social and economic outcomes and commercially supported investment.
- Overall, the Quarter offers terrific value for money to investors public and private. The outcomes offered - a town centre transformed; lives and communities profoundly improved; a visionary and innovative address to urgent questions of environmental sustainability; a series of the most exciting, world class places for culture - for a budget, in world project terms, of manageable proportions.

This strategy of balance and partnership can be expressed in the potential strategic breakdown of funding and investment opportunity: - a balance of public benefit and commercially effective investment, of national, local and cultural funding:

Swindon Cultural Quarter potential funding strategy



Why now? A call to action

This prospectus is an early step in this process, and the main development work has taken place against the backdrop of Covid-19 – a time when investors and funders have understandably been focused on the immediate rather than the long term.

However, as we write, we see the urgency of investment in our towns and cities, and in cultural and community facilities that are fit for purpose in a post-pandemic world, gathering pace.

The regeneration of town centres like Swindon was already urgent and recognised before Covid-19, and now it is more urgent still.

Audiences have been deprived of cultural opportunity in person, and the creative economy has been tested in the extreme by the pandemic. But all research shows that the appetite for being together with people for cultural experience, to join together as communities to make and share creativity, is undimmed and that if anything the appreciation of the arts and heritage will be all the greater post-pandemic.

In particular sectors, there will be market change – in supply, distribution and demand, perhaps most notably at the moment in cinema exhibition, and these changes will need to be monitored and factored into the planning of the Cultural Quarter projects as they proceed through the programme period and its gateways.

There is much to do. The research behind this prospectus establishes Project Definition Documents for each building block that set out the work ahead in each case – and an overall masterplanning and strategic coordination of the planning of the Quarter, consulting and working with local partners and communities, making of the case nationally and internationally, learning from the experience of others, developing the technical information and resources to manage risk and enable project commissioning and, importantly, bringing together a national coalition of support, excitement and investment for one of the major cultural journeys of the next ten years in the UK.

As we begin to emerge from lockdown, we see more urgently than ever the need and opportunity of culture and of regeneration of our town – we believe that the Cultural Quarter is a living response to the challenges of the last year – prepared for the future by its development in a time of real testing and questioning – and that it emerges ready to be part of the solution – short, medium and long term, for Swindon, for its region and for the UK's journey of cultural regeneration.



Swindon Cultural Quarter





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Meeting & Date:	SWLEP Board Meeting – Thursday, 25 March 2021		
Subject:	Programme Finance Report (Q3 20/21)		
Attachments:	None		
Author:	Claire Alexander	Total no of sheets: (inc cover sheet)	3

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

- 1.1 This paper summarises the current financial status and associated performance of the LGF grant as at Q3 (December) 2020/21.

2. Recommendations

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

- 2.1 approve this paper as an accurate summary of the current LGF financial position; and
- 2.2 agree to the reallocation of £150,000 of identified unspent LGF to GPIF, to be ringfenced for the use of developing business cases for priorities projects within the Local Industrial Strategy, with a focus on net zero projects.

3. Summary

- 3.1 Following adjustments during Q3, the full LGF grant of £101.5m has been accounted for and agreed with the I51 Officer team. This process identified the unspent £150,000 as stated above.

4. LGF Expenditure 20/21

- 4.1 The total LGF grant is £101.5m and £61.3m was spent during the period 15/16 through to 19/20, as confirmed in the May 2020 LGF Finance Report.
- 4.2 The remaining LGF spend for the period 2020/21 was £40m.

- 4.3 £10.8m was defrayed during Q1 and Q2, reducing the remaining spend to £29.2m for the remainder of 2020/21.

5. LGF Q3 Spend and Adjustments

- 5.1 Spend during Q3 has been confirmed by the I51 Officer team as £6.066m.
- 5.2 In addition, £4.5m has been transferred to GPIF under the Freedoms and Flexibilities and as agreed by the Board on 15 October 2020.
- 5.3 The remaining LGF to be spent during Q4 is £18.7m with £5.2m passing to the Environment Agency in relation to the River Park scheme.
- 5.4 During Q3 adjustments an underspend of £150,000 on the Salisbury Recovery project was identified, due to the A36 project with Highways England not proceeding. It is proposed that this underspend is transferred to GPIF and ringfenced to be spent on developing business cases for priority projects within the SWLEP Local Industrial Strategy, and for projects that demonstrate a commitment to net zero and creating local exemplars.
- 5.5 It has been agreed between the I51 Officers at Swindon Borough Council and Wiltshire Council to undertake a capital swap during Q4 of LGF spend against Wiltshire Council's capital projects to support both the Chippenham Station Hub and Rapid Transit projects to protect their LGF allocation. This approach is permitted within LGF and the exact amounts will be reported via year-end figures at the May Board meeting. The underspend on both projects is a result of delays caused by the disruption of the ongoing pandemic.
- 5.5 The above figures exclude Department for Transport (DfT) retained projects which are reported separately, and directly to DfT.

6. Department for Transport – Retained Schemes

- 6.1 There are three live projects as shown below that sit outside of the £101.5m reporting but are funded by the overall £169.5m LGF grant. These retained schemes are complex in their nature, delivery structure and are reported separately and directly to DfT.
- 6.2 It is recognised and understood that these projects will complete post March 2021 and this performance is outside of the LGF Review and quarterly BEIS reporting.



DFT RETAINED SCHEMES - SUMMARY	Total Retained LGF Grant	Unspent Retained LGF	Q1 20/21 Actual	Q2 20/21 Actual	Q3 20/21 Actual	Remaining Retained LGF unspent
Southern Connector Road	11.60	8.57	0.18	0.13	0.29	7.97
Wichelstowe Southern Access	22.90	17.38	1.37	3.37	0.69	11.95
White Hart Junction	28.70	21.73	0.00	1.71	0.11	19.91
Totals	63.20	47.69	1.55	5.20	1.09	39.83

All figures stated in £m's.



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Meeting & Date:	SWLEP Board Meeting – Thursday, 25 March 2021		
Subject:	Programme Status Report		
Attachments:	None		
Author:	Claire Alexander	Total no of sheets: (inc cover sheet)	10

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

- 1.1 Highlight reports on the status of each project are presented to the SWLEP Board to communicate the status of all projects and to demonstrate that projects are being managed in line with the SWLEP Assurance Framework. The highlight reports produced for each project have been reviewed and approved by the Delivery & Performance Team.
- 1.2 This report now includes performance reports for projects funded by the Getting Building Fund (GBF).

2. Summary

- 2.1 Highlight Reports are included within this report for all 28 live projects and below is a summary of current project status. We have no Amber Red or Red projects.

Green	Amber Green	Amber Red	Red
11	17	0	0

3. Monitoring & Evaluation

- 3.1 As part of the LGF Assurance Framework, LGF outputs are being monitored and reported, with most of our outputs are being delivered post March 2021 when projects are completed. All Scheme Promoters are required to provide monitoring reports to SWLEP on a quarterly basis post March 2021 spend and as directed/requested by BEIS.

**SWLEP Programmes Highlight Report
Board Meeting 25 March 2021**



LGF Funded Projects							
Project Ref	Project Name	Lead	Project Cost (£'m)	LGF Grant (£'m)	Previous	Current	Notes
LGF/1617/00 4/CSH	Chippenham Station Hub	WC	13.00	13.00	AG	AG	This project has experienced delays associated with the pandemic which had stalled the funding and contract agreements with Network Rail and GWR, which are now in place. Some works have been delayed and a capital swap will take place to address this post year spend.
LGF/2020/00 1/J15	M4 Junction 15	SBC	17.5	3.00	G	G	Full Business Case was approved July 2020. LGF element now spent. Project continues, delivered by Highways England.
LGF/1516/00 3/EV (iii)	New Eastern Villages - A420 Gablecross	SBC	8.73	4.40	AG	AG	Full Business Case was approved November 2020. LGF element will be spent by 31 March 2021. Project will continue post March 2021.
LGF/1516/00 3/EV (iib)	New Eastern Villages – West of A419, Nythe and Piccadilly	SBC	3.82	2.93	AG	AG	Full Business Case was approved November 2020. LGF element will be spent by 31 March 2021. Construction due to complete June 2021.
LGF/1718/00 3/CCPM	River Park (Salisbury)	WC	36.90	6.06	AG	AG	Full Business Case approved September 2020 confirming Flood Defence Grant in Aid funding. Project to be delivered by Environment Agency. Initial grant, £2m has been made, and further £3.2m to take place during Q4 2020/21. Detailed design work will commence in April 2021.

SWLEP Programmes Highlight Report Board Meeting 25 March 2021



LGF/1819/00 4/CCT LGF/1819/00 3/FSG LGF/1819/00 2/ILS	Salisbury Recovery Projects	WC	0.25	0.85	AG	AG	These projects have acted as enablers for the Future High Street Fund with MHCLG, where further work is required. People Friendly Streets has been indefinitely suspended and will seek further funding. Illuminating Salisbury was significantly impacted by COVID-19 and the OBC will be developed during 2021/22.
LGF/1617/00 8/SBX	Swindon Bus Boulevard	SBC	6.00	3.00	AG	G	Project now part of Future High Street Fund. LGF element has now been spent. Project will continue into 2021/22.
LGF/1617/01 1/SCQ	Swindon Cultural Quarter	SBC	0.25	0.25	G	G	LGF element will be spent by 31 March 2021. Investment Prospectus to be presented at the March 2021 Board meeting.
LGF/1617/00 3/SRT	Swindon Quality Bus Corridor (Rapid Transit)	SBC	8.92	8.92	AG	AG	Some minor works have been delayed and these are scheduled to take in April/May. A capital swap will take place to address this post year spend.
LGF/1617/00 9/UFB	Ultra-Fast Broadband	WC	3.00	1.00	AG	AG	Openreach has confirmed that works will be completed during the period January to March 2021 and therefore the remaining £500k of LGF funding will be accrued as part of the year end process.
LGF/1718/00 2/WCL	Wiltshire College - Lackham	WC	9.20	8.20	G	G	Good progress continues to be made, project on track. LGF element will be spent by 31 March 2021.
LGF/1718/00 1/WCS	Wiltshire College - Salisbury	WC	15.30	13.83	G	G	Phase 2 and 3 will complete beyond the March 2021 deadline. These works are funded by Wiltshire College. LGF element will be spent by 31 March 2021.

**SWLEP Programmes Highlight Report
Board Meeting 25 March 2021**



Getting Building Fund (GBF)

Project Ref	Project Name	Lead	Project Cost (£'m)	LGF Grant (£'m)	Previous	Current	Notes
LEP/GBF/GD 404	Carriage Works (Swindon)	SBC	6.35	4.0	G	G	Works contracted, started on site 15 March 2021. Programme on course to complete pre-March 2022.
LEP/GBF/GD 403	Porton Collaborative Innovation Centre	WC	9.26	2.0	G	G	An anchor tenant has been identified and WC will work to secure this tenant and deal with any associated build programme variations. Programme on course to complete pre-March 2022.

**SWLEP Programmes Highlight Report
Board Meeting 25 March 2021**



Skills & Enterprise Projects							
Project Ref	Project Name	Lead	Project Cost (£'m)	LGF Grant (£'m)	Previous	Current	Notes
LEP/GEN/001/CEC	Enterprise Advisor Network & Careers Hub	WC & SBC	n/a	n/a	AG	AG	It is again noted in this report that there is a significant and long-lasting impact to the delivery of this programme due to the Covid-19 pandemic and national lockdowns and school/college closure periods. There is expected to be an additional impact to the planned delivery of careers programmes during the re-opening period from 8 March 2021, while settings settle down to a new way of working and due to the impact of site-based student Covid-19 testing activities.
LEP/GEN/002/GH	Growth Hub	SWLEP	n/a	n/a	G	G	<p>During the year, the Growth Hub now services and delivers contracts with an in-year value of £1.822m. All BEIS claims for the financial year 2020/21 have now been submitted via I51 Officer Team at Wiltshire Council.</p> <p>Funding for 2021/22 has been confirmed as follows:</p> <ul style="list-style-type: none"> • BEIS GH Core & Uplift £462k • BEIS Peer Networks £150k.

SWLEP Programmes Highlight Report
Board Meeting 25 March 2021



Growing Places Infrastructure Fund (GPIF)					
Project Ref	Project Name	Lead	Previous	Current	Notes
LEP/GPIF/003/RT	Recycling Technologies	SWLEP	AG	AG	£1,035,433 loan in place with repayment to SWLEP by December 2021. Business has requested a delay to repayment schedule.
LEP/GPIF/004/OW	Our Wilton	SWLEP	AG	AG	£1,250,000 loan in place with repayment to SWLEP by December 2021. There is a repayment risk associated with planning permission of resident flats above the extended training/innovation centre (yet to be built) and this is being monitored.
LEP/GPIF/005/PRP	PRP Optoelectronics	SWLEP	G	G	£1,140,000 loan in place with repayment to SWLEP by December 2023.
LEP/GPIF/006/FL	Four Legs Are Better Than Two	SWLEP	G	G	£150,000 loan in place with repayment to SWLEP by January 2024.
LEP/GPIF/007/AE	Autoguide Equipment	SWLEP	G	G	£150,000 loan in place with repayment to SWLEP by December 2024.
LEP/GPIF/008/ABS	Advanced Biofuel Solutions Ltd	SWLEP	G	G	£1,250,000 loan in place with repayment to SWLEP by December 2024.
LEP/GPIF/009/PP	Potts Partnership	SWLEP	G	G	£276,500.00 loan in place with repayment to SWLEP by June 2024.
LEP/GPIF/010/CP	Clinical Partners Ltd	SWLEP	G	G	£250,000 loan in place with repayment to SWLEP by June 2024.
LEP/GPIF/011/CI	Connected ID	SWLEP	G	G	£150,000 loan in place with repayment to SWLEP by October 2023.

**SWLEP Programmes Highlight Report
Board Meeting 25 March 2021**



Transport – Retained Schemes (DfT)

Project Ref	Project Name	Lead	Project Cost (£'m)	LGF Grant (£'m)	Previous	Current	Notes
LGF/1516/00 3/EV (v)	New Eastern Villages - White Hart Junction	SBC	30.12	28.20	AR	AG	Full Business Case Approved by Department for Transport (DfT) September 2019. SBC Cabinet has approved £30.104m. Construction completion delayed to December 2021 due to impact of possession availability with Network Rail during 2020.
LGF/1516/00 3/EV (iv)	New Eastern Villages - Southern Connector Road	SBC	30.57	11.60	AR	AG	£19m of HIF funding has been secured for the scheme. CPO notices issued September 2020 and SBC has now taken possession of the land. Full business case is being finalised.
LGF/1617/00 2/WI	Wichelstowe Southern Access	SBC	25.86	22.90	G	G	Various legal agreements and planning conditions have now been executed / discharged. Construction is underway.

SWLEP Programmes Highlight Report
Board Meeting 25 March 2021



Completed Projects

Project Ref	Project Name	Oversight	Project Cost	LGF Element
LEP/GPIF/001/CAS	Castledown Business Park	WC	GPIF	n/a
LEP/GPIF/002/WG	Woods Group	SWLEP	GPIF	n/a
LGF/1516/003/EV (iia)	New Eastern Villages - Greenbridge Roundabout	SBC	5.34	2.00
LGF/1516/001/A350	A350 Improvement	WC	3.34	1.67
LGF/1516/002/A429	A429 Malmesbury	WC	2.00	1.40
LGF/1516/004/PSP	Porton Science Park	WC	10.10	4.00
LGF/1617/001/A350	A350 Dualling Bypass	WC	7.10	7.10
LGF/1617/007/MH	Mansion House (Corsham)	WC	3.90	2.50
LGF/1617/010/JNC17	M4 J17 Capacity Improvement	WC	1.79	0.50
LGF/1516/005/LSTF	LGF Sustainable Transport Package	SBC	3.75	3.75
LGF/1617/004/CSH	Chippenham Station Hub - Business Case Development	WC	0.35	0.35
LGF/1617/004/CSH	Chippenham Station Hub - Station Improvements	GWR	0.87	0.87
LGF/1516/006/CD	Higher Futures	WC & SBC	n/a	n/a
LGF/1516/003/EV (i)	New Eastern Villages - Great Stall Bridge	SBC	Project no longer LGF funded.	
LGF/1617/009/YWA	A350 Yarnbrook/West Ashton	WC	Project no longer LGF funded	

Key

Project Status

	Red	Amber Red	Amber Green	Green
	R	AR	AG	G

See below for RAG rating methodology.

Milestones

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

RAG Rating

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

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

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

RAG Scoring

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

Principles of Overall Project RAG Status

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



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Meeting & Date:	SWLEP Board Meeting – Thursday, 25 March 2021		
Subject:	2020/21 Budget report		
Attachments:	None		
Author:	Paddy Bradley	Total no of sheets:	2

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

- 1.1. To update the Board on the financial position of the company as we approach year end 2021.

2. Summary

- 2.1. This paper summarises the budget for 2020/21.

3. Recommendations

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

- 3.1. note the contents of the report.

4. Detail

- 4.1. The current budget position is shown below, following paragraph 4.5. The final budget position is likely to change based on timing of repayments from the government for Growth Hub programmes and completion of transfers of funding agreed recently by the Board.
- 4.2. The current position shows we had an income of £3,478,136 in 2020/21. This included a very large increase in the funding for the Growth Hub, going from a usual annual grant of £205,000 to £1,436,547 due to the start of the EU-funded SME Competitiveness Funding and a range of Government funded programmes to support business to recover from the COVID-19 emergency and also to assist with transition from the EU from January 2021.
- 4.3. Our current expenditure is £2,045,164 with a positive balance of £1,432,972.
- 4.4. We await confirmation of some funding streams from Government for 2021/22. At this stage, we anticipate the income from Growth Hub programmes reducing, but increases in our funding to develop Local Industrial Strategy projects, generated from our reserves and use of LGF monies transferred into our GPIF account.
- 4.5. An updated 2020/21 budget statement and a 2021/22 budget plan will be emailed to Directors as soon as we have clarity on funding sources. This will be before the next scheduled Board meeting.



SWLEP	Q1 20/21	Q2 20/21	Q3 20/21	Q4 20/21	20/21 Total
Income	£740,210	£241,027	£318,064	£952,237	£3,478,136
GBF Bus Cyber Centre	£0	£0	£40,000	£0	£40,000
GPIF	£56,250	£60,337	£61,229	£60,751	£676,267
Growth Hub	£85,679	£157,409	£193,554	£868,205	£1,436,547
LIS Skills and Talent	£75,000	£0	£0	£0	£92,400
Operations	£500,000	£0	£0	£0	£1,007,000
Inward Investment	£23,281	£23,281	£23,281	£23,281	£93,122
Energy Strategy	£0	£0	£0	£0	£5,300
Careers Education Company	£0	£0	£0	£0	£127,500
Expenditure	£271,728	£367,046	£367,213	£1,039,179	£2,045,164
Governance	£2,999	£3,499	£2,999	£3,499	£12,996
GPIF	£26,889	£26,889	£26,889	£26,889	£107,555
Growth Hub	£86,243	£167,485	£181,842	£853,308	£1,288,878
Inward Investment	£23,281	£23,281	£23,281	£23,281	£93,122
LIS Skills and Talent	£12,999	£12,885	£12,885	£12,885	£51,654
Energy Strategy	£0	£0	£0	£0	£0
Careers Education Company	£0	£0	£0	£0	£0
Operations	£119,317	£126,317	£119,317	£119,317	£484,269
Operations Annual Report & AGM	£0	£6,690	£0	£0	£6,690
		-			
Difference	£468,482	£126,019	-£49,149	-£86,942	£1,432,972

SWLEP	Q1 20/21	Q2 20/21	Q3 20/21	Q4 20/21	20/21 Total
Income	£740,210	£241,027	£318,064	£952,237	£3,478,136
Grant income	£660,679	£157,409	£233,554	£868,205	£1,919,847
Interest Income	£56,250	£60,337	£61,229	£60,751	£238,567
Carry forward from 2019/2020	£0	£0	£0	£0	£1,226,600
Distribute from other programmes	£23,281	£23,281	£23,281	£23,281	£93,122
Expenditure	£271,728	£367,046	£367,213	£1,039,179	£2,045,164
Advertising & Marketing	£5,749	£14,440	£7,251	£27,250	£54,690
General	£13,370	£24,870	£17,369	£13,870	£69,479
IT/Software etc	£19,845	£18,306	£8,322	£22,022	£68,495
Professional fees	£12,550	£32,548	£36,550	£176,650	£258,298
Salary	£196,948	£253,616	£274,455	£396,121	£1,121,140
Grants dispersed	£0	£0	£0	£380,000	£380,000
Distribute to other programmes	£23,266	£23,266	£23,266	£23,266	£93,062
Difference	£468,482	-£126,019	-£49,149	-£86,942	£1,432,972



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Meeting & Date:	SWLEP Board Meeting - Thursday, 25 March 2021		
Subject:	SWLEP's Governance Structure update		
Attachments:	None		
Author:	Debby Skellern	Total no of sheets:	3

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

- 1.1. This paper updates the Board on activity undertaken to mobilise the SWLEP's new governance structure and activity planned to attract additional members to SWLEP Limited.

2. Summary

- 2.1. Further support is requested of Board Directors to volunteer for SWLEP's Subgroups, Committees and the GPIF Working Group.
- 2.2. A campaign is planned for early April to increase the company's membership base using SWLEP's CRM and direct email along with a piece in the April/May edition of the Business Exchange.

3. Recommendations

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

- 3.1. note the level of volunteer vacancies remaining in order to mobilise the governance structure; and
- 3.2. note the promotional campaign to recruit additional members to SWLEP Limited.

4. Detail

- 4.1. In July 2020, a revised SWLEP governance structure was approved by the Board and in December 2020, it agreed to amend the number of Subgroups from four to three in order to reduce the number of meetings in which Board Directors were being asked to participate, as well as to relieve the level of secretariat support required to service them (Appendix 1).
- 4.2. Board Directors have been approached to volunteer to join the three Committees and three Subgroups (Table 1). Work is still in progress to fully populate these groups so they are in accordance with the respective terms of reference approved in July 2020.

- 4.3. Board Director involvement is also now sought for the Growing Places Infrastructure Fund Working Group, following two Directors stepping down from the Board. The Working Group reviews loan applications from local businesses.

Table 1: Governance Structure: Board volunteers as of 17 March 2021

Groups/Committees	Number of volunteers in place	Number of additional volunteers sought
Skills and Talent Subgroup	1, tentative 2, Plus CEO	1
Infrastructure, Ideas and Place	2, Plus CEO	2 ideally
Business Environment Assumes the role of the Growth Hub Governance Group, (now dissolved)	1, Plus CEO	1
Performance Committee	1, Plus Deputy Chair and CEO	3
Strategy Committee	4 standing places plus Subgroup Chairs	0
Pay and Remuneration Committee	3	2
Non governance groups		
GPIF loans Working Group Meets as required	0, Plus CEO	2
Business Cyber Centre Steering Group	5	0

- 4.4. A SWLEP Limited membership drive has been planned which involves:
- 4.4.1. the SWLEP CEO's column in the April/May edition of The Business Exchange which seeks the further involvement of the business community in the Subgroups and also to become members of SWLEP Limited. The piece sits alongside articles about the successes of the Peer-to-Peer Network programme and the This Way Up Webinars. The publication is due for distribution on 6 April 2021.
 - 4.4.2. In parallel, a SWLEP Limited membership campaign will be undertaken using SWLEP's CRM and an online membership application form. It has been made clear that membership does not involve a fee. The online form can be accessed through the following link which is currently undergoing testing:
<https://swlep-co-uk-3039733.hs-sites.com/membership>

5. Appendix 1: SWLEP Governance Structure

