



**swindonwiltshire**

Local Enterprise Partnership

annual report  
2017

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# Foreword from the Chairman

It has been an eventful and productive year for the Swindon and Wiltshire Local Enterprise Partnership (SWLEP) Board and the production of our annual report marks a new chapter for us in terms of sharing our achievements and preparing for the future.

The Board has seen some changes in membership over the year: we welcomed three new members in March 2016 and bid farewell to Barry Dennington in July after two productive years as our Chairman. I was fortunate to be appointed as Chairman in November 2016 and Adam Schallamach

joined me as the new Vice-Chairman in March 2017.

In the summer we submitted our Growth Deal 3 investment priorities to Government for funding which will help progress the delivery of our skills and talent and place-shaping strategic objectives. This secured £28.09m of additional funding to our existing £140.8m allocation which we successfully bid for in our Growth Deals 1 and 2. As a Board we are ready to respond to any future funding opportunities.

We reviewed our Assurance Framework in January 2017 and refreshed it to ensure that our systems continue to be robust and transparent and it has been signed off by Wiltshire Council acting as our Accountable Body. As part of our commitment to transparency our Board holds its meetings in public and we welcome constructive engagement with the business community and representative organisations.

Our annual report is not only about looking back at the investment we have delivered but focusing on what we want to achieve in the future. We have a wealth of experience amongst our members and in 2017/18 I am looking forward to steering the Board in delivering our growth aspirations in the context of a newly elected Government and the Brexit negotiations. We have made an excellent start in setting out what we want to achieve through our response to the Government's consultation on the Industrial Strategy in March 2017.

**The areas where we believe we can make a significant contribution nationally, through our investments are:**

- ▶ Innovation in emerging low carbon energy technologies;
- ▶ Advanced engineering in aerospace defence sector and robotics;
- ▶ Cyber security;
- ▶ Keeping people safe through the use of science and defence technologies; and
- ▶ R&D and higher skills development.

The next year is particularly important to us as we broaden our reach within the business community and continue to deliver our investment portfolio. On behalf of the SWLEP Board I would like to extend our thanks to all the organisations and businesses which have supported us this far.



**John Mortimer**  
**Chairman**  
**Swindon and Wiltshire Local Enterprise Partnership**  
**July 2017**







# From the Director

2016/17 has been a successful year for the SWLEP and we have made great progress in delivering our Growth Deal 1 and 2 investment schemes. This has included completing work on our road infrastructure in Malmesbury which supported the expansion of high-value; highly-skilled engineering jobs at Dyson. The Greenbridge Roundabout has been delivered as part of our investment in the New Eastern Villages development near Swindon

and journey times along the A350 at Chippenham have been improved through a section of the Chippenham bypass being converted into a dual carriageway.

Off the back of reviewing our Strategic Economic Plan in early 2016, we were well-placed to submit our Growth Deal 3 bid to Government in July which secured

an extra £28.09m of funding in addition to our existing £140.8m allocation. This new investment will secure the long-term future of our further education campuses at Lackham and Salisbury with much needed development of state-of-the-art learning and teaching facilities.

We are also able to invest in the regeneration plans for Salisbury which will support its role as a major tourism and retail destination. Finally, we have allocated £1m to promote digital capability which will see the roll-out of ultra-fast and next generation broadband to complement existing provision. Combined, our three Growth Deals have leveraged a further £349.2m of match-funding from the private and public sectors resulting in an overall investment of over £0.5bn for Swindon and Wiltshire.

Looking forward to 2017/18 we are redeveloping our Growth Hub portal and extending our reach in supporting businesses in Swindon and Wiltshire. The delivery of our European Structural Investment Funds programme will become fully operational including support for skills development, raising the aspirations of our young people, innovation, energy efficiency and business advice and guidance.

**We pride ourselves on our strong programme management systems which have been commended by Government, and we will seek continual improvement throughout the next year.**

*Patrick Bradley*

***Paddy Bradley***

***Director***

***Swindon and Wiltshire Local Enterprise Partnership***

***July 2017***

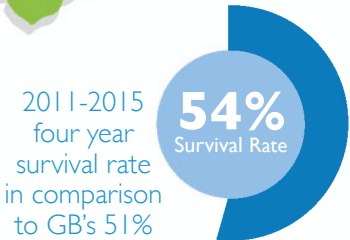
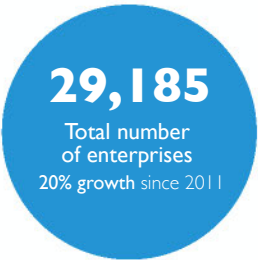
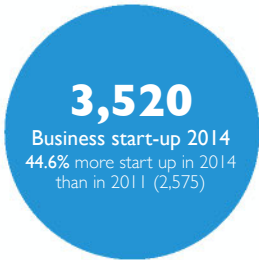


The Swindon and Wiltshire economy continues to thrive and we are confident that we can achieve our vision to be world-renowned for innovation, entrepreneurialism and our great quality of life by 2026. In order to understand the impact we have in delivering our strategic objectives we monitor a range of workforce and enterprise data that are published by the Office for National Statistics.

Swindon and Wiltshire covers a large area and as a result there are variations in economic and educational performance across it which the Board recognises and responds to in the design of its programmes and priorities.



## Business and enterprise



### Business profile by size:



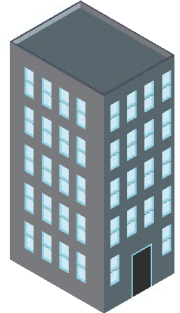
Micros 0-9 employees  
**89.9%**



Small 10-49 employees  
**8.2%**



Medium 50-249 employees  
**1.6%**



Large 250+ employees  
**0.4%**



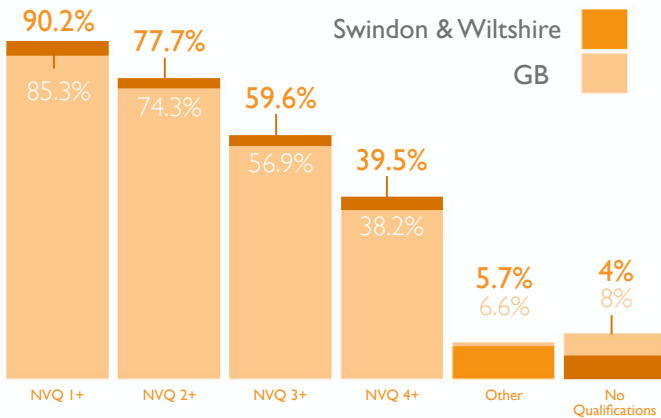
# GVA

## 17.3bn

2014-2015 2nd highest rate of growth across all LEPs



## Employment and skills



NVQ4+ up from **33%** in 2011

Qualifications of the workforce are above the national average

## Demographics

Working age population  
(between 16 - 64)

# 435,000

# 703,300



Population growth **2.8%** between 2011 and 2015.

(GB 2.9% growth)

# SWLEP financial statement 2016/17

	Brought forward 2015/16	Income
Core funding	£262,700	£500,000
GPIF capital	£6,203,700	£0
GPIF revenue	£541,200	£0
LGF		
Non-LGF capital programme	£0	£14,714,900
LGF retained	£440,200	£600,000
Higher Futures	£1,006,300	£0
Growth Hub	£19,900	£205,000
Careers and Enterprise Company	£49,200	£126,800
<b>Total capital</b>	<b>£6,643,900</b>	<b>£15,314,900</b>
<b>Total revenue</b>	<b>£1,879,300</b>	<b>£831,800</b>

In accordance with the guidance from DCLG, the total Local Growth Fund grant for non-retained schemes has been spent on capital projects in 2016/17. The SWLEP and its accountable body have the authority to manage the programme and funding across financial years providing that the grant is spent on capital projects in each financial year. To manage the full allocation in 2016/17, £5.016m was badged against the accountable body's capital programme and will be made available to the SWLEP for LGF schemes in 2017/18.

Sub total	Expenditure 2016/17	Roll forward 2017/18
£762,700	£435,500	£327,200
£6,203,700	£62,500	£6,141,200
£541,200	£8,700	£532,500
£14,714,900	£9,699,200	£0
	£5,015,700	
£1,040,200	£260,100	£780,100
£1,006,300	£308,200	£698,100
£224,900	£214,900	£10,000
£176,000	£137,900	£38,100
<b>£21,958,800</b>	<b>£15,037,500</b>	<b>£6,921,300</b>
<b>£2,711,100</b>	<b>£1,105,200</b>	<b>£1,605,900</b>

Some of our allocated grant is under the control of the Department for Transport (DfT); £73.5m of our £169m local growth deal fund has been awarded to four schemes that they are obliged by Government to retain control.



# Delivering Our Vision

**In delivering our vision we are focusing on our five strategic objectives:**

## **Skills and talent**

We need an appropriately skilled and competitive workforce to achieve our growth ambitions.

## **Transport infrastructure**

We need a well-connected, reliable and resilient transport system to support economic and planned development growth at key locations.

## **Digital capability**

We need to deliver excellence in digital connectivity and cyber transformation to achieve business growth, innovative public services and influence societal change.

## **Place-shaping**

We need to deliver the infrastructure required to deliver our planned growth and regenerate our city and town centres, and improve our visitor and cultural offer.

## **Business development**

We need to strengthen the competitiveness of small and medium sized businesses and attract a greater share of foreign and domestic investment into the area.



## Get involved with the SWLEP

The SWLEP Board has at least 70% of its members coming from the private sector. From time to time we advertise vacancies on the Board.

‘Rota Val Ltd has worked with the SWLEP and recognises its efforts to grow our local economy.

Investment in skills, transport infrastructure, town centre regeneration and business development is essential in making our area even more competitive, and attractive to future staff. The needs of our economy are aligned to the priorities in the SWLEP economic plan; we therefore support the SWLEP in leading economic development in the Swindon and Wiltshire area.’

***Beverley Ford***  
***Managing Director***  
***Rota Val Ltd***





# Skills and talent

Skills and talent is the SWLEP's current number one priority in our 2016 Strategic Economic Plan and there has been significant activity in this area from investment in education premises through to skills development delivery, mentoring schemes and careers advice.

Our Growth Deal bid in 2016 highlighted the need for investment in Wiltshire College's campuses at Salisbury and Lackham. As a result, the SWLEP has allocated £22.03m of investment to improve facilities at both sites from 2017/18. These schemes are expected to support 1,382 new learners every

year, create 160 new jobs and create a further 320 jobs indirectly.

Higher Futures is the SWLEP's £1.4m City Deal programme aimed at addressing the skills gaps that businesses tell us are hampering their growth by providing a brokerage service between those businesses and universities and colleges. Business engagement got underway in 2016/17 and next year we aim to ramp up the delivery of the programme and integrate it more closely within the Growth Hub offer.

## Get involved and become a business mentor

There are lots of opportunities to become a mentor from supporting start-ups and small businesses; participating in our networking events and engaging with our local schools and colleges, through our SWEAN programme to raise awareness of career options and the work environment.

Higher Futures outputs 2016/17	Number
Business engaged	71
Learners on the programme	40
Completed tenders with universities for provision of skills projects	13
Estimated learners in pipeline	780

The Swindon & Wiltshire Enterprise Adviser Network (SWEAN) was established in December 2015. Volunteers from the business community have been recruited as Enterprise Advisers to help with careers and enterprise activities in our schools and colleges. Our programme is recognised as leading the way nationally and is close to full coverage.

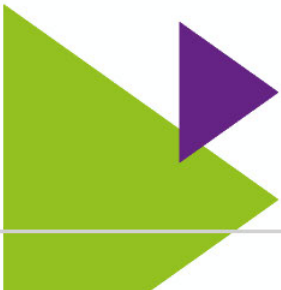
SWEAN outputs 2016/17	Number
Enterprise Advisers - business volunteers	40
Schools and colleges in the network	43

‘The Defence Science and Technology Laboratory is pleased to be associated with the Swindon and Wiltshire Local Enterprise Partnership, its investment in science and technology and promoting prosperity in the region.

The SWLEP currently has infrastructure and transport projects worth £518m in the pipeline that supports the investment in the science and technology skills capability in the region.

We value the SWLEP’s efforts to support the science and technology capability and will continue to support the SWLEP in enabling prosperity in Swindon and Wiltshire.’

**Andrew Seedhouse**  
**Innovation Lead**  
**DSTL**





## Get involved and subscribe to our newsletter

This is a great way to hear about the latest news on the SWLEP's programmes and events which could support your business and extend your network with the wider business community.

To subscribe and get started, please send an email [info@SWLEP.co.uk](mailto:info@SWLEP.co.uk)



# Transport infrastructure improvements

We have allocated £30.19m of local growth funding to seven schemes which will improve the Swindon and Wiltshire transport infrastructure and this investment will leverage a further £10.44m in match-funding. Combined these schemes will have a significant impact on the local economy including improving journey time reliability and safety as well as supporting the creation of new jobs and homes.

Two transport infrastructure schemes have been fully completed so far and a further four schemes will follow.

## Completed Projects

- **£2.0m has been invested** in Malmesbury to construct two roundabouts near the Dyson facility which significantly improved access to the site, meaning that **Dyson can recruit an additional 3,000 engineers**.
- **£1.67m has been invested** by the SWLEP in converting a section of the A350 around Chippenham into dual carriageway, **improving the journey to work for thousands of commuters** in the area each day. A further **£1.67m** has been leveraged as match-funding.





Did you know that all our investments from the start are appraised against their economic, environmental, social skills and value for money impact?



**3,117**  
New jobs created directly

**1,550**  
New jobs created indirectly



**5,492**  
New homes built



**24**  
Employment land created (hectares)

“The investment provided as part of the first round of Growth Deal Funding delivered road infrastructure improvements which supported the expansion of Dyson’s research and development campus in Malmesbury. We look forward to working with Wiltshire Council and SWLEP on future road improvements works to support our continuing expansion.”

**Rob Hill,**  
*Director of Estates*  
**Dyson**

Total investment in Swindon and Wiltshire - **£40.63m**

Did you know that in 2015  
Swindon and Wiltshire's  
population was

**703,300?**



# Place-shaping

The SWLEP's place-shaping activity looks to reinvigorate our key settlements and support the appropriate development of our city, towns and villages as attractive and comfortable places to live and work in. To this end, we have allocated £104.86m of our local growth deal funding to eight place-shaping schemes across our area which in turn have drawn in a further £297.76m of match-funding.

## Completed Projects

The Greenbridge roundabout in east Swindon has received a **£5.3m upgrade** to improve traffic flow in the area and will also ensure that traffic continues to flow freely when the **8,000 new homes** are constructed as part of the New Eastern Villages development.

## Get involved and provide feedback

We are interested in knowing your views about the work we do and also how your business may be affected by national policies. You can do this by participating in consultation exercises which will be posted on our website or through responding to a direct request for feedback from us.



**1,645.5**

New jobs created directly

**15,021**

New jobs created indirectly



**13,350**

New homes built



**83.33**

Employment land created (hectares)

IXYS UK supports the SWLEP in its focus to grow the local economy by making Swindon and Wiltshire the very best location from which to do business. They have a clear plan to create the right environment for innovation and therefore to create wealth, jobs and business opportunities by focusing on skills and talent, transport infrastructure, digital capability, place-shaping and business development.'

*Phil Townsend  
R&D Engineer/  
Company Secretary  
IXYS UK Westcode Ltd.*

Total investment in Swindon and Wiltshire - **£402.62m**

## Get involved with business support

Small and medium-sized businesses in need of investment can access information and advice through the SWLEP's Growth Hub



# Digital capability

The SWLEP recognises that digital infrastructure is a key element for businesses to operate successfully. As a result we are investing £3.5m of our Local Growth Fund in two schemes to support the development of the Swindon and Wiltshire digital infrastructure which will draw in a further £3.4m of investment as match-funding.

The provision of broadband at a satisfactory speed is a key element of this, especially in rural areas. We are therefore investing £1m towards the delivery of ultra-fast (100+ mega-bits per second) and next generation access (NGA) broadband (30+ mega-bits per second).

Our investment in the redevelopment of the Corsham Mansion House forms part of our vision to further develop digital and cyber security expertise in our area. The Mansion House will offer incubation space to businesses working in the digital and innovation sectors and will be opened up to academic and community use. In turn we hope to attract new businesses to locate in the wider area and enhance the local skills base.



Did you know that the M4 corridor is the backbone for Britain's tech industry and its development was powered by the telecommunications and IT industries? It runs from London through Swindon and Wiltshire to Bristol and South Wales.



**300**

New jobs created directly

**2,180**

New jobs created indirectly



**1,875**

Business premises with access to ultra-fast and next generation broadband

'Wavin would like to compliment SWLEP's ability to align the needs of the local businesses and the ongoing work they undertake to promote the local economy. Wavin values SWLEP's efforts in addressing skills gaps, transport issues and other business development activities.'

We therefore, support SWLEP to ensure continued development of the area including improved broadband provision.'

**Ash Nandurkar**  
**Interim HR**  
**Business Partner**  
**Wavin Limited**

Total investment in Swindon and Wiltshire - **£6.9m**



# Business development

Business support is an important element in achieving our growth aspirations and the SWLEP understands that starting, running and growing a business can be a challenging process. This support can be in terms of access to advice and guidance or access to suitable premises and the SWLEP has invested in the provision of both. We provide business support and advice to start-ups and growing businesses in the area through the Swindon and Wiltshire Growth Hub. The aim of our Growth Hub is to support enterprise by providing a single gateway for business support.

We have invested £4m from our Local Growth Fund in the Porton Science Park development which will provide innovation and grow-on space for the health and life sciences sector; one of our priority sectors in our Strategic Economic Plan (SEP - 2016-2026)

## Porton Science Park

**1,800\***  
New jobs created  
indirectly



**302\***  
New jobs created

\*Outputs for March 2021

## Get involved with business case studies

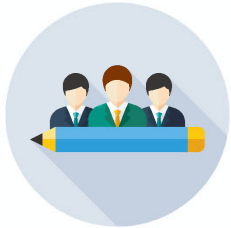
If you have received support from one of the SWLEP programmes we would like to hear about the impact this has had on the success of your business and how it has helped you to address business challenges. Your case study could be an inspiration to many other businesses which we are working with.

### Growth Hub outputs 2016/17



**537**

Established businesses supported with advice or attended the seminar programme



**52**

Pre-starts supported

**49**

Start-ups supported



**14,044**

Sessions on the online portal

**4,535**

New users on the online portal

‘Excalibur recognises the continued efforts made by the SWLEP to grow our local economy. Investment in skills, transport infrastructure, town centre regeneration and business development is essential in making our area even more competitive.

The goals of our business are aligned to the priorities in the SWLEP’s Strategic Economic Plan. We therefore, support the SWLEP in leading economic development in the Swindon and Wiltshire area creating an environment where businesses can thrive and providing better opportunities for all.’

**Emma Carter**  
**Sales and**  
**Marketing Director**  
**Excalibur**

Total investment in Swindon  
and Wiltshire - **£39.6m**



# European Structural and Investment Funds

It has been a busy year for the SWLEP in terms of guiding the investment of the Swindon and Wiltshire European Structural and Investment Funds (ESIF) Strategy which is a pot of €48.3m (£37.75m<sup>1</sup>) of European funding allocated to our area.

ESIF funded projects 2016/17	Nominal local allocation <sup>2</sup>	Committed to projects
Research & development	£6.72m	£4m
SME competitiveness	£4.78m	£2.21m
Low carbon economy	£5.43m	£1.9m <sup>3</sup>
Inclusive labour markets	£9.07m	£7.75m
Skills for Growth	£7.85m	£4.89m
<b>Total investment in Swindon and Wiltshire</b>	<b>£33.88m</b>	<b>£21.01m</b>



All of our ESIF support is being made accessible from our Growth Hub and delivery across Swindon and Wiltshire is on course to meet its target to create 184 new jobs and deliver specialist business support to over 900 small and medium sized businesses.

In addition, we aim to help over 20,000 people gain and improve their workplace skills and tackle the lack of social inclusion, including supporting 3,200 under-25s to improve employability skills and career aspirations.

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<sup>1</sup>Actual local allocation is €48.3m and is subject to exchange rate conversion. £37.75m is current sterling value.

<sup>2</sup>Value at current applicable exchange rate

<sup>3</sup>Subject to final decisions by the ERDF Managing Authority

‘Serco is pleased to be working alongside Swindon and Wiltshire Local Enterprise Partnership to deliver the Skills Support for the Workforce (SSW) programme which aims to upskill employees within small and medium-sized enterprises.

We have built a strong partnership with the LEP, focusing our delivery on key priority sectors and supporting it in its role of generating economic prosperity through business support and skills provision. SSW is co-financed by the European Social Fund and the Education and Skills Funding Agency.’

**Gareth Moss**  
**Director**  
**Serco Employment,**  
**Skills and Enterprise**

## Did you know that ESIF projects include support for:

- The Porton Science Incubator
- SME Growth project
- Exporting, manufacturing, productivity and business innovation advice and guidance
- Specialist advice for the health and life sciences sector
- Skills support for workers
- Leadership and management courses
- Employability support: Link to Work, your time and support for the over 50s services
- Building Bridges



# Looking ahead to 2017/18

Our focus for 2017/18 will be to roll out our investment plans against our five strategic priorities as well as ensure the continued delivery of our ESIF programme. The way in which we operate is central to our values for transparency and accountability and we will seek continual improvement in our governance structures.

## **During 2017/18 the SWLEP will focus on:**

Delivering our Growth Deal programme

Developing strategies for higher education,  
rail and the digital sector

Running an open call to the Growing Places  
Infrastructure Fund

Completing the allocation of our European  
Structural and Investment Funds

Refreshing our Governance Framework

Bidding to Government for an Institute of  
Technology for Swindon and Wiltshire





# Accountability and Transparency

The SWLEP is a partnership between business, Swindon Borough Council, Wiltshire Council, the Military and the education sector with Wiltshire Council acting as our accountable body. Our Board operates with support from the Joint Strategic Economic Committee which ensures the SWLEP is accountable to local people by providing political oversight to our work; and the Joint Scrutiny Task Group which acts as a critical friend and provides independent scrutiny of our work. During 2016 we decided it was time to review our structures and processes to better support the delivery of our Strategic Economic Plan which included refreshing our Assurance Framework.

In January 2016, the SWLEP Board approved the Swindon and Wiltshire Strategic Economic Plan (SEP) which is published on our website. It sets out: our vision to 2026, strategic objectives,

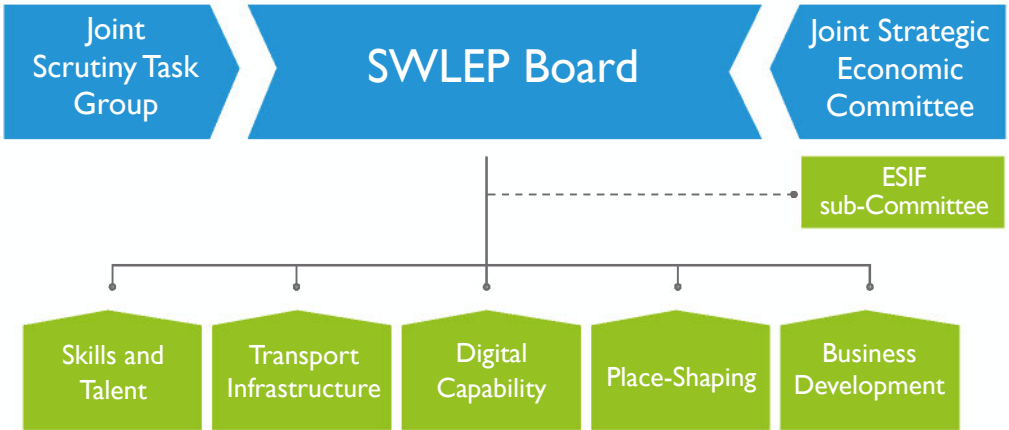
priority actions, priority sectors, and our three growth zones. The SEP guides the work we deliver and the decisions we make in terms of allocating funding.

The SWLEP is an 'unincorporated association' which means we are not a legal entity in our own right. Wiltshire Council acts as our 'Accountable Body' to hold government funding and ensure that we comply with legal and financial regulations. As such it undertakes our financial management and ensures that we are complying with the terms of our Assurance Framework.

Our Assurance Framework is the operating manual for the SWLEP and it sets out who has the power to make decisions, sign-off agreements, manage risk and monitor delivery. It underpins the work we do and it sits within a wider set of policies known as our Governance Framework.



# Governance structure for the Swindon and Wiltshire Local Enterprise Partnership



It is refreshed every year to give confidence to Government that we have the right processes in place to allocate and spend public money. Our Assurance Framework and our accounts are signed off annually by Wiltshire Council, as our Accountable Body, and it submits them to Government. In February 2017, our Assurance Framework was signed off by our Accountable Body as complying with the Government's revised standards.

We value openness and transparency and since July 2015 the SWLEP Board has held its meetings in public. We publish our board agendas and papers in advance and welcome questions from the public. Our board meetings take place in various locations to encourage local involvement and during 2016/17 they were held in: Chippenham, Devizes, Lackham, Swindon, Tidworth and Trowbridge.

It is important to us that the people and the businesses of Swindon and Wiltshire have confidence in our decision-making process so we have developed a number of policies to set the ground rules in doing so. For example all our board members complete a register of interests each year which are openly published on our website. We also have a conflict of interest policy which sets out when conflicts of interest should be declared and how they will be handled in a board meeting. We also acknowledge the need for appropriate consultation and we have built this into our decision-making process.





# Get Involved

The SWLEP is a business-led partnership and we are keen to hear the voice of local business in taking forward the work we do. There are several ways this can be done:

## Joining the SWLEP

The SWLEP Board has at least 70% of its members coming from the private sector. From time to time we advertise vacancies on the Board.

## Become a business mentor

There are lots of opportunities to become a mentor through our Growth Hub supporting start-ups and small businesses, participating in our networking events and engaging with our local schools and colleges through our SWEAN programme to raise awareness of career options and the work environment.

## Provide feedback

We are interested in knowing your views about the work we do and also how your business may be affected by national policies. You can do this by participating in consultation exercises which will be posted on our website or through responding to a direct request for feedback from us.

## Business case studies

If you have received support from one of the SWLEP programmes we would like to hear about the impact this has had on the success of your business and how it has helped you to address business challenges. Your case study could be an inspiration to many other businesses which we are working with.

## Business Support

Small and medium-sized businesses in need of investment can access information and advice through the SWLEP's Growth Hub.

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To subscribe and get started, please send an email to: [info@SWLEP.co.uk](mailto:info@SWLEP.co.uk)





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Local Enterprise Partnership



Get in contact:  
to find out more about the work  
of the SWLEP, please contact  
Paddy Bradley, Director, by emailing  
[administration@swlep.co.uk](mailto:administration@swlep.co.uk)

**You can join us in our endeavour  
to grow our local economy.**

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