



DELIVERY PLAN FOR SUSTAINABLE ECONOMIC GROWTH

2022-23



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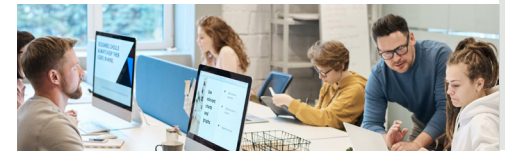
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1. VISION FOR SWINDON & WILTSHIRE TO 2036

The Swindon and Wiltshire Local Industrial Strategy (LIS) was published in March 2020 and sets out the long-term strategic priorities for the area. It was produced following extensive consultation with local businesses, stakeholders and partners and was adopted by both local authorities. It therefore remains a relevant overarching strategy for the Swindon and Wiltshire Local Enterprise Partnership's (SWLEP) activities during 2022/23 and 2023/24.

Our Vision to 2036 published in the Local industrial Strategy, March 2020

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

2. INTRODUCTION

The Swindon and Wiltshire Local Enterprise Partnership, as a business-led organisation, will continue to work alongside our local authority partners, Swindon Borough Council and Wiltshire Council, the military and education sectors to deliver sustainable economic growth for our area. Our role is to provide the clear vision and strategic leadership to drive sustainable private sector-led growth and make a significant contribution to economic growth and job creation in the area by: ensuring that strategies for achieving sustainable and inclusive economic growth within the area reflect the needs of business; and driving the successful implementation of those strategies through engagement with local

and central government, business, potential investors and others.

SWLEP's Delivery Plan for Sustainable Economic Growth 2022/23 focusses on the strategic priorities we can directly deliver as part of the wider framework of economic development organisations locally and nationally. It is set against the backdrop of the Government's review of local enterprise partnerships; its long-term plans for local government devolution; and the Board's desire for SWLEP's commercial independence. Activity planned for 2022/23 builds on the achievements of the previous financial year and successful mobilisation of the Local Industrial Strategy (Table 1).



**Table 1: Programme Output Targets 2021/22, March 2022**

Key Performance Indicators.	Targets 2021/22	Outputs 2021/22
Capital programme: Getting Building Fund		
Construction Jobs of which:	194	119
BCC	40	40
Porton	52	52
Carriage Works	102	27
Commercial and innovation space occupied of which:	9,212 sqm	3,700 sqm
BCC	1,970 sqm	1,970 sqm
Porton Innovation Centre	3,242 sqm	1,730 sqm (1,512 sqm scheduled for Q1 2022-23)
Carriage Works	3,500 sqm	0 sqm (3,500 sqm scheduled by end Q2 2022-23)
Growing Places Infrastructure Fund (loans)		
GPIF loans awarded	5	6
Value of loans awarded	£4m	£4,182,790
Authorised transfer from LGF	£4.75m	£3.5m
Revenue programme: Growth Hub		
Number of businesses receiving light support	1,600	1200
Number of businesses receiving medium support (3+hours)	300	770
Number of businesses receiving intensive (12+ hours)	200	155
Growth Hub Community membership reaches	2,500	2150
Peer Networks established	10	3
Peer Networks: businesses supported	110	22
DIT export webinars delivered (South West)	24	145
Number of schools and colleges engaged with by the Careers Hub	63	63



Publicly Funded Economic Development Priorities 2022/23

Considerable progress has been made to mobilise the delivery of the Swindon and Wiltshire Local Industrial Strategy (LIS). The focus for 2022/23 is to embed the operational delivery of these projects and services. The drive towards Net Zero, Levelling Up and tackling the area's gradual decline in competitive advantage will steer SWLEP's economic development delivery priorities for the 2022/23:

- ▶ Contributing towards the delivery of Net Zero is a cross cutting priority for SWLEP and it will be the first consideration for the work we champion and deliver, as well as influencing the way in which SWLEP operates as a company. Our response is one of a number which will need to be delivered locally and our activities will add value by focussing on the delivery of our green hydrogen plan and initiatives to support the use of sustainable technologies to drive the circular economy.
- ▶ Supporting the Levelling Up agenda within Swindon and Wiltshire focussing on skills demand and supply and the delivery of business support services. These activities will create new jobs and economic opportunities and help boost business productivity and competitiveness.
- ▶ Advocating the work of our partners through our social media activity, at our networking events and through letters of support for funding which align to our strategic priorities such as bids to the UK Shared Prosperity Fund.

SWLEP's Commercial Priorities

In parallel, the SWLEP Board will set out its five-year plan for the financial sustainability of SWLEP Limited. The priorities for 2022/23 will be:

- ▶ Establishing the Business Cyber Centre as a trusted source of cyber resilience products, goods and services;
- ▶ Developing new value-added Growth Hub business support services, access to which will be on a paid for basis;
- ▶ The continued delivery of the Growing Places Infrastructure Loan Fund
- ▶ Developing a niche investment portfolio of local projects which will generate a commercial return for our company.



3. PROJECT MOBILISATION AND DELIVERY PRIORITIES 2022/23

Innovation and Infrastructure: Net Zero Focus

We will work with neighbouring universities, further education colleges and businesses to promote the development of sustainable technologies and the circular economy to improve business performance and productivity as well as reduce waste through the promotion of the Innovation Centre for Applied Sustainable Technologies, 'iCAST', which will open its facility in Swindon and we will continue to progress our aspirations for the development of the Innovation Centre for the Circular Economy 'ICCE'.

Regionally, we will play a leading role in the Western Gateway to progress the hydrogen ecosystem. Locally we will deliver the Swindon and Wiltshire Green Hydrogen Plan enabling small scale hydrogen energy production facilities locally and along the wider M4 referred to as the 'West HyWay'.

In addition, we will establish the feasibility

case for the use of hydrogen fuel along the A303 and the options for development of the 'South West Hyway' from London to Cornwall based around the benefits and legacy of the excavation of the A303-Stonehenge tunnel, if approved.

In January 2022 SWLEP signed up to the SME Climate Hub commitment to reduce its carbon emissions by 50% by 2030 and achieve Net Zero by 2050. We will complete our baseline assessment of the company's carbon emissions and develop our action plan to 2030 to achieve this target.

We will advocate the work of our partners throughout the year, for example the opening of new railway stations which progress the priorities identified in the Swindon and Wiltshire Rail Strategy and electric vehicle charging point bids of our local authority partners.

Our commercial opportunities will focus on hydrogen, the circular economy and town

centre regeneration. We will:

- Identify opportunities to generate income from investing in the delivery of identified capital schemes which support the development of the circular economy which will generate a capital return; and

- Offer paid for project management services to partners to progress the delivery of schemes, for example, support to develop funding bids or convene investment partners.

Skill Activity

We will deliver our Skills Plan and apprenticeship campaign addressing the supply and demand for skills. Ensuring inclusive growth and supporting the growth in the numbers of businesses that take on apprentices.

We will continue to deliver the Careers Hub programme to develop pathways into work including upskilling and reskilling those in work to respond to labour market

restructuring and the demand for green skills.

We will promote digital bootcamps to businesses and residents in our area through our business support and social media channels.

We will produce regular labour market intelligence to support the work of our Skills and Talent Subgroup and wider partners and stakeholders.

We will advocate the work of our skills partners whose initiatives align to our strategic priorities, for example, an application by the Institute of Technology for a Royal Charter by 2025.

Once plans are announced, we will engage with the lead employer representation organisation appointed by Department for Education to develop the Swindon and Wiltshire Local Skills Improvement Plan as an associate partner and on a commercial basis.

Business support service activities

The Swindon and Wiltshire Growth Hub will be to provide comprehensive support to businesses from start-up to scale-up and beyond. This will include business information, advice and guidance including specialist advice to level-up business opportunities for our micro, small and medium sized businesses.

Swindon and Wiltshire is home to significant Global Britain assets which support the UK's reputation internationally; through partnership working we will continue to promote and support our life sciences, advanced engineering and cyber priority sectors with the Western Gateway and the Department for International Trade organisations to attract new investment into the area.

We will embed the Business Cyber Centre as a trusted source of cyber defence products and services following its launch in May 2022

including acting as the Swindon and Wiltshire Cyber Cluster Lead.

Investment and innovation will be fostered through the stronger links with neighbouring universities, local businesses and UKRI including Innovate UK. We will use the financial capacity of our Growing Places Infrastructure Fund to support the growth of ambitious innovative businesses. We will work with the British Business Bank to facilitate applications to its investment fund for the South West. In addition, we will work within the Western Gateway to develop a strong relationship with the British Business Bank to create future investment opportunities.

We will advocate the work of our partners including their work to tackle electricity grid capacity constraints to unlock investment plans of businesses in Swindon and Wiltshire;

We will deliver commercial services including:

- ▶ Developing the Growth Hub+ value-added business support service offer;
- ▶ Assisting the work of lead partners in our area to identify options to support low carbon tourism businesses and specialist entrepreneurial and mentoring support services;
- ▶ Identifying joint venture opportunities to deliver products and services through the Business Cyber Centre;
- ▶ Managing the Growing Places Infrastructure Fund loan programme as a successful and revolving loan fund; and
- ▶ Co-ordinating inward investment enquiries as a paid for service for partners including business promotion campaigns such as Switch onto Swindon.

Place Based Activities

We will continue to support the research work underway at the University of Bath to understand the value of Natural Capital in the local economy and, as this work progresses, seek to embed consideration of Natural Capital within our operation and encourage

its partners to do likewise.

SWLEP has successfully completed its Local Growth Fund (March 2021) and Getting Building Fund (March 2022) capital investment programmes. This concludes SWLEP's current role in programme managing the allocation and award of major capital investment in the area on behalf of the government. This is a role which has been assumed by the two local authorities and their respective bids to national programmes in the future.

We will continue to advocate the work of our partners to progress their place-based priorities including:

- ▶ The Levelling Up priorities for our partners;
- ▶ Digital connectivity improvement plans and funding bids;
- ▶ The bid for the Headquarters of the Great British Railways to be located at Swindon; and
- ▶ Swindon's designation as a priority place by the Arts Council.





Output Summary 2022/23

Table 2 presents the output targets for our planned activity during the financial year delivered by the 31 of March 2023.

Table 2: SWLEP's output targets 2022-2023

Key Performance Indicators	Target by March 2023
Capital programme	
Growing Places Infrastructure Fund (loans)	
Value of new loans awarded	£3.25m
Income from loan interest payments	£610,000
Revenue programme: Growth Hub	
Number of businesses receiving light support	800
Number of businesses receiving medium support (3+hours)	290
Number of businesses receiving intensive (12+ hours)	216
Growth Hub Community membership reaches	2,800
Revenue programme: Business Cyber Centre	
Tenancy occupancy	90%
Job creation	100
Businesses assisted	20
Learners assisted	475
Number of Cyber Cluster members	200
Revenue programme: Skills and Talent	
Careers Hub:	
Minimum Gatsby Benchmarks for each school	3
Average Gatsby Score across the network	5
School upgrades to Compass	75%
SAP Programme delivery:	
Quarterly labour market reports	4
Number of businesses taking on an apprentice for the first time	50

4. RESOURCE MANAGEMENT

Business Planning Activities of the SWLEP Board

The Board will focus its attention on the long-term financial sustainability of SWLEP Limited to enable it to operate independently of government core funding. A five-year financial plan will be produced by September 2022 and activity to progress financial independence will form part of the Delivery Plan 2023/24.

Staff Retention and Development

SWLEP will continue to review its staff base to enable the business to flex and extend its commercial reach and offer career development opportunities within the organisation and through brokering secondment opportunities where there is mutual benefit.

Budget

2022/23 sees a 36% reduction in SWLEP’ public funding allocation to deliver the SWLEP’s core activities including the Growth Hub. Despite this SWLEP remains a going concern and we will develop plans to raise further commercial income. The budget for 2022/23 is presented in Table 3.

Board Recruitment and Retention

As part of its annual round of Board Director recruitment and induction, SWLEP will achieve a 50:50 gender balance by March 2023 in line with our original intentions and not take advantage of the offer by government to flex this arrangement. Alongside the review of the composition of the Board, a further round of recruitment will be undertaken to increase the business membership base of the SWLEP as a private sector company limited by guarantee.

Marketing and Communications

We will improve co-ordination and collaboration in delivering effective marketing and communications by creating a team of up to four people to work across the business, using existing personnel. The purpose of the marketing and communications team will be to promote our work and that of our partners. The focus of our activity will be our social media channels which include LinkedIn and Twitter and increasing the accessibility and reach of our websites. In addition, we will produce content for e-books, newsletters, business intelligence reports and press statements. Our annual conference ‘Doing Business Brilliantly’ will be held in October 2022, and we will also host conferences, network meetings and training at the Business Cyber Centre.

Table 3: Headline Budget 2022/23

Budget Headline	Income £ 2022/23					Expenditure £ 2022/23					Difference
	Q1 Apr-Jun	Q2 Jul-Sep	Q3 Oct-Dec	Q4 Jan-Mar	Year 2022/23	Q1 Apr-Jun	Q2 Jul-Sep	Q3 Oct-Dec	Q4 Jan-Mar	Year 2022/23	Year 2022/23
LEP (Core and Other LEP)	250,797	288,648	30,148	200,027	769,620	269,630	222,670	137,070	114,993	744,364	25,256
GPIF	144,319	152,875	153,184	147,107	597,485	9,583	9,583	9,583	0	28,749	568,736
Skills and Talent	0	55,000	0	0	55,000	0	5000	17,500	32,500	55,000	0
Cyber Cluster	48,806	14,116	15,941	16,904	95,768	49,595	14,616	16,441	17,404	98,055	(2,287)
Growth Hub (Core, plus and SME Competitiveness)	189,808	228,735	133,235	248,735	800,514	175,277	175,350	200,373	205,378	756,378	44,136
BCC	500,341	288,815	322,267	375,082	1,486,505	161,662	233,487	242,162	242,464	879,775	606,730
TOTAL	1,134,071	1,028,189	654,775	987,855	3,804,892	665,747	660,706	623,129	612,739	2,562,321	1,242,571

5. GOVERNANCE AND OPERATION

Activity undertaken by SWLEP will comply with our Governance Framework 2021 and delivery will be overseen by the three Board Subgroups which meet every two months and report directly to the SWLEP Board (Figure 1). In addition, task and finish working groups will continue to operate to develop and oversee the day-to-day delivery of SWLEP's projects and programmes according to business need. We will also continue to run our two business reference groups: the Business Intelligence and Networking Group and the Rural Economy Sector Group.

Unless joint activity is directly funded, or programme managed, by SWLEP, the work of our partners sits outside our governance structure and is subject to the arrangements in place within their respective organisations.

During the year, the Governance Framework will be refreshed in line with any updated guidance from government. Our activities will be reviewed by the Cities and Local Growth Unit team to ensure we meet national requirements against governance, delivery and strategy for the delivery of our publicly funded activity at our mid-term and end of year annual performance reviews. SWLEP Limited also works within the Company Law Act 2006. As the business extends its commercial activities, legal advice will be sought in year to review SWLEP's articles of association. SWLEP's financial accounts will be audited and they will be published on Companies House and headline information will be included in our Annual Report 2021/22 which will be published by the end of July 2022. We will also hold our Annual General Meeting in the fourth quarter of the financial year.

6. MONITORING, RISK MANAGEMENT AND EVALUATION

Monitoring

Where financial resources have been allocated by, or awarded to, SWLEP, a highlight report will be completed in line with the performance management arrangements. Performance reports will be presented to the Board after the end of each financial quarter.

Risk Management

At an organisational level, a risk register is maintained and managed by the SWLEP CEO. Potential risks to the programme delivery, such as overspend or delays to timescale are notified to the Board through the programme highlight reports. The highlight reporting will include information on how a risk which manifests will be managed.

Evaluation

Where external funding is secured for delivery, SWLEP will follow the monitoring and evaluation requirements specified by the funder. This may extend from an informal internal evaluation or a formal, independent evaluation exercise. If no evaluation is required, this will be undertaken by SWLEP internally. In addition, the Joint Scrutiny Panel may, at its discretion, request to undertake a deep-dive review into delivery. As a minimum, SWLEP will publish its Annual Report and the Growth Hub Evaluation Plan by 31 July 2022.

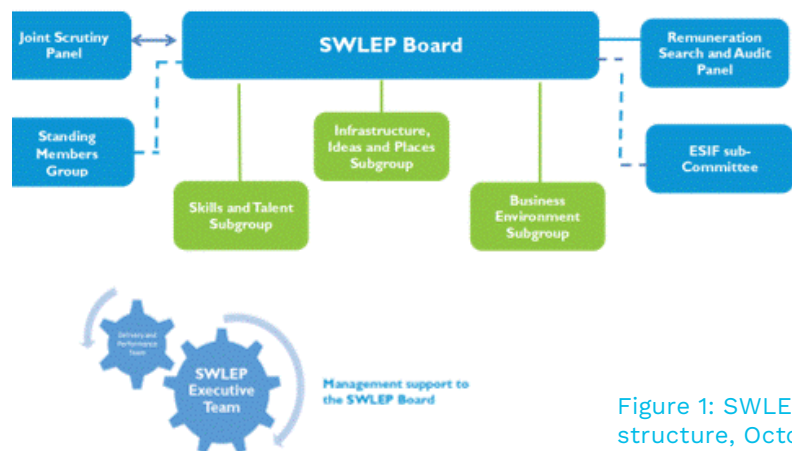


Figure 1: SWLEP's governance structure, October 2021





JOIN US IN GROWING OUR LOCAL ECONOMY

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Swindon & Wiltshire
LOCAL ENTERPRISE PARTNERSHIP