

Swindon and Wiltshire Local Enterprise Partnership

ALIGNING LOCAL INNOVATION WITH GOVERNMENT AMBITION

Strategic Economic Plan March 2014



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FOREWORD

The Swindon and Wiltshire Strategic Economic Plan is an invitation to Central Government to invest in innovation. Innovation that is driven by our association with the British Army; by world-renowned companies like Dyson, Honda, BMW and Johnson Matthey Fuel Cells, and by local entrepreneurs. Innovation that leads to significant local growth.

Swindon and Wiltshire has long been associated with innovation. Our location, our access to regional, national and international markets and our excellent quality of life have inspired people to think differently. The artillery shells that were adopted by the British Army and the mechanical plough that revolutionised agriculture were invented here. Brunel, one of the world's leading engineers, was responsible for significant local rail developments whilst Fox Talbot is remembered as the holder of a patent which affected the early development of commercial photography in Britain.

Nowadays though, our companies produce the world's most energy-efficient semi-conductors, the brake control systems that are used on the London Underground and metro systems around the world, and the electro-catalysts for the fuel cell systems used in NASA's space programmes. They are responsible for websites that account for over 2% of global internet traffic and the UK's most secure cloud data centre, for controlling Europe's geostationary satellites, and for manufacturing the respiratory protection technology that is used by soldiers and fire-fighters. We are leading the way in establishing a major new national centre for the digital economy including facilities for learning, research and development, and enterprise.

The number of companies applying for patents in Swindon and Wiltshire is almost double the national average, and our businesses invest a higher proportion of turnover in innovation than the national average. In addition to these networks and clusters of cutting-edge companies, we are on our way to becoming the heart of the British Army. By 2020 we will be home to the largest number of troops in the UK, creating major economic opportunities.

For the preparation of this Strategic Economic Plan, we spoke extensively to local businesses, large and small. Our question was simple: "What can we do to help you grow more quickly, to innovate more radically, to expand even more?"

Following those conversations we identified four significant opportunities where concerted public-private effort could energise and enable greater economic growth:

- Innovation;
- Military;
- Town Centres;
- Urban expansions;

A fully connected, efficient and reliable transport system, as set out in our Transport Vision to the year 2026, will be crucial to unlocking these opportunities. We therefore propose to invest two thirds of our Growth Deal into transport schemes.

We are already achieving a lot in Swindon and Wiltshire and some additional support from Central Government would enable us to accelerate development and act on a bolder scale, including:

- Supporting the expansion of Dyson's R&D park, the digital cluster around Corsham, and the growth of Porton Science Park;
- Capitalising on over £1bn of MOD investment in infrastructure by developing incubation hubs to support Service Leavers and their families to start a business;
- Delivering a step change in the perception and visitor experience of Swindon Town Centre;
- Speeding up development at New Eastern Villages, the single largest urban expansion in England;
- Implementing a Skills Brokerage model to facilitate co-designed Higher Education provision with a focus on supporting Service Leavers.

The Swindon and Wiltshire Strategic Economic Plan is ambitious and sets out the opportunities we want to exploit, the numbers of new homes and jobs these will create, and the significant level of private sector leverage that these opportunities will attract.

Our commitment to driving economic growth is reflected in the deal that we are offering to Central Government. For every £1 we ask of the Local Growth Fund, public and private partners in Swindon and Wiltshire will contribute in excess of £3.

Our SEP amounts to a **£1.2bn investment programme** over the period to 2020/21, with local public sector contributions of £152m and a call on the Local Growth Fund of £275m to leverage over £774m of private sector investment. Initial estimates are that this would deliver over 40,000 jobs and 31,000 homes.

In **2015/16, the call on the Local Growth Fund is £44.7m** to begin projects that we estimate will eventually deliver 26,000 jobs, 173ha of employment land and 18,000 homes. The total cost of these projects is £719m with £522m leveraged from the private sector, local public sector contributions of £41m and a total call on the Local Growth Fund of £152.4m to 2021.

Our Strategic Economic Plan seeks Central Government investment and support that will deliver rapid yet sustainable growth.

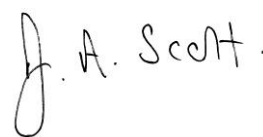
Signed



Nicky Alberry, Vice Chair



David Renard, Elected Leader



Jane Scott OBE, Elected Leader



EXECUTIVE SUMMARY

1. The Swindon and Wiltshire Strategic Economic Plan (SEP) sets out a bold vision and a transformational economic growth programme. By 2026, we want to be recognised as one of the UK's leading hubs of innovation, home to even more world-class businesses and entrepreneurs, with a digital infrastructure second to none and a thriving network of Higher Education centres. We will be known as the heart of the British Army where new Garrison Town communities have expanded sustainably to accommodate returning troops and where investment by the Military has generated significant new economic opportunities.
2. Our Plan has been developed over an intensive six-month period and builds on a considerable amount of work undertaken by the LEP, the Unitary Authorities and other local stakeholders. We have consulted widely with local business to understand their needs and developed a large body of evidence to understand the local opportunities and barriers to economic growth.
3. In their emerging Local Plans, the two Unitary Authorities – Swindon Borough Council and Wiltshire Council - have set ambitious targets to create a minimum of **47,000 jobs** and build **64,000 homes** between 2006 and 2026. Our Strategic Economic Plan is about accelerating the delivery of these new homes and jobs through a series of high impact investments. We are bidding for £275m of Local Growth Funding between 2015/16 and 2020/21 to bring forward existing growth plans, and to capitalise on a number of exciting new opportunities outside of the Local Plans.
4. **In 2015/16, the call on the Local Growth Fund is £44.7m** to deliver projects worth £719m with local public sector contributions of £41m and over £522m of private sector investment leveraged. The total call on the Local Growth Fund for these projects to 2021 is £152.4m. The projects we can begin delivery of in 2015/16 are:

Zone	Project
Swindon	Eastern Villages Infrastructure Sustainable Energy Sustainable Transport (LSTF)
A350 Corridor	A429 Malmesbury Access Improvements Corsham Digital Community Chippenham: Langley Park; Transport Package; A350 North Bypass Improvemens Melksham Growth Strategy Trowbridge Transport Package Westbury Bypass Feasibility Connecting Wiltshire (LSTF)
South Wiltshire	Porton Science Park Salisbury Transport Package
Skills	Creating Growth through Knowledge (City Deal) Swindon College – Sustainable Technologies Wiltshire College – Salisbury Campus Wiltshire College – Lackham Campus

5. The rest of this Executive Summary:

- Sets out the key opportunities for growth in Swindon and Wiltshire;
- Summarises the barriers to realising that growth and describes how our growth programme addresses those barriers; and
- Explains how the programme will be delivered through our three growth zones and a number of cross-cutting actions.

Key opportunities

1. Innovation



6. Innovation stands out as a defining feature of the Swindon and Wiltshire economy. The percentage of businesses applying for patents here is almost double the national average and we have the 4th highest number of patents per head of all LEP areas. Our businesses invest a higher proportion of turnover in innovation than the national average and nearby high performing areas of Thames Valley Buckinghamshire and Oxfordshire¹.
7. When we asked ourselves what is driving innovation here, we identified two key factors. The first is our collection of international businesses like Honda, BMW and Intel. These firms are **global innovators** in their respective industries, continually investing in product design and development to remain competitive.

¹ Community Innovation Survey (2011)

Dyson, a company synonymous with UK innovation, recently announced plans to expand its research facilities at Malmesbury, which could double the current workforce, adding up to 3000 new engineering jobs. The presence of these global players has led to the creation of spin-offs and opportunities for smaller companies along the supply chain.

8. A large number of our most innovative firms are located around the renowned high tech M4 Corridor to the north and along the A350, a key economic artery through the west of Wiltshire. **They are here because of the core competitive advantages our area offers** – our location and connectivity, the quality of the living and working environment, and the availability of skilled labour within the region. Through our Local Growth Fund investments we will invest in our core competitive advantages to attract more innovative companies like these and to ensure our existing ones continue to see Swindon and Wiltshire, and the UK, as their home.
9. The second key driver we identified is the **Military**, whose investment over the last century has generated exceptional commercial opportunities. A **unique ICT infrastructure** has built up around Corsham where the Ministry of Defence (MOD) has invested heavily in secure communications and data storage. Corsham now has the most secure cloud data centre and electrical power supply in the country and supports a growing cluster of digital industries.
10. As 'big data' and data security become even more important in the digital economy, it is easy to see the economic potential of this infrastructure and there is significant interest from investors. Private sector partners are establishing the Corsham Institute to provide an industry-centric **Higher Education modelled on Stanford University and Northeastern University** specialising in the digital economy, which will support 7000 students. This is just the start of a potentially transformational investment programme and we want to use Local Growth Funds to help realise its full potential.
11. The Military has also been influential in south Wiltshire at Porton, where there is a **rapidly growing cluster of Health and Life Sciences companies** adjacent to the Defence Science and Technology Laboratory (dstl) and Public Health England. Porton is recognised by UK Trade and Investment (UKTI) for specialisms in microbiology, immunisation and medical care and from consultation with businesses in the cluster, we know there is growth potential which we want to foster through the provision of suitable laboratory incubator and grow-on space at this key epicentre.
12. In that context, our Growth Deal is about maintaining and developing our unique innovation ecosystem by:
 - Investing in the transport and site infrastructure needed to support the growth of our most innovative firms;
 - Capitalising on the unique ICT infrastructure at Corsham, making land and premises available for the growth of technology firms;
 - Adding Higher Education to the innovation eco-system with new campuses in Swindon, Corsham and Salisbury;
 - Developing Porton Science Park;
 - Developing stronger links with the Technology Strategy Board and the Research Councils based in Swindon;
 - Ensuring our Unitary Authorities match the cutting edge innovation of local businesses, building on local success in public service transformation, and implementing a pilot initiative to accelerate development on public sector land.

2. Military

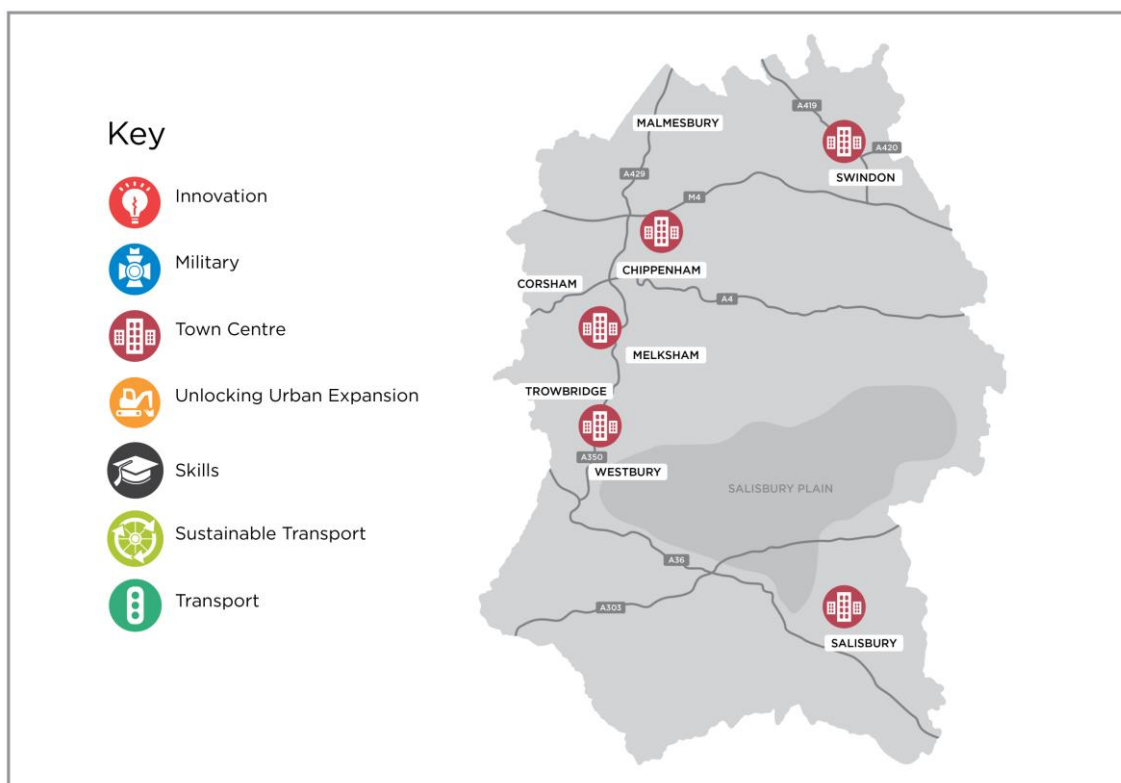


13. Government reforms to the British Army known as Army 2020 will have far-reaching implications for communities in Swindon and Wiltshire. There are currently 11,000 Army personnel stationed in the area and Army 2020 will mean over 4,000 more troops plus over 4,000 partners and dependants arriving in the area. The new tri-service Defence College of Technical Training at Lyneham opening in late 2015 will support some 5,500 students and staff on site by 2019. When these plans are fully operational, Swindon and Wiltshire will be the heart of the British Army.
14. The **MOD is investing over £1bn** in infrastructure in Swindon and Wiltshire in the coming years - £800m in Army Basing on and around Salisbury Plain, £230m at the Defence College of Technical Training at Lyneham, and more at its others sites across the area. This represents a huge injection of investment into the economy.
15. A **key challenge is accommodating the expansion of the Army sustainably** so that the homes, public services, community facilities and utilities infrastructure are in place for the expanded communities. We know that Army personnel have unique skills and experience to bring to the world of work and we need to ensure there are pathways to education and employment for Service Leavers and their dependants. Wiltshire is the second most popular county in the UK for Service Leavers to resettlement after leaving the Army.
16. The range of employment opportunities in the Military Towns of Tidworth, Larkhill, Ludgershall, Durrington and Bulford needs to be broader in order to create viable options for Service Leavers and Military Reservists to remain in the area and provide the partners and dependants of Military personnel with local employment opportunities.

17. Our Growth Deal is about accommodating the growth of the Military population sustainably and capitalising on the economic opportunities by:

- Working with Central Government departments and the Defence Infrastructure Organisation through Wiltshire's Military Civilian Integration Partnership to coordinate investment in infrastructure and local services;
- Working with the MOD to secure the release of land for employment use, providing incubation units for Army personnel and dependants wanting to start up in business;
- Implementing our City Deal proposals to provide pathways into Higher Education for Service Leavers, partners and civilian employees;
- Creating and maximising employment opportunities for Service Leavers and Military Reservists aligned to development at Corsham, Lyneham and Porton.

3. Town Centres



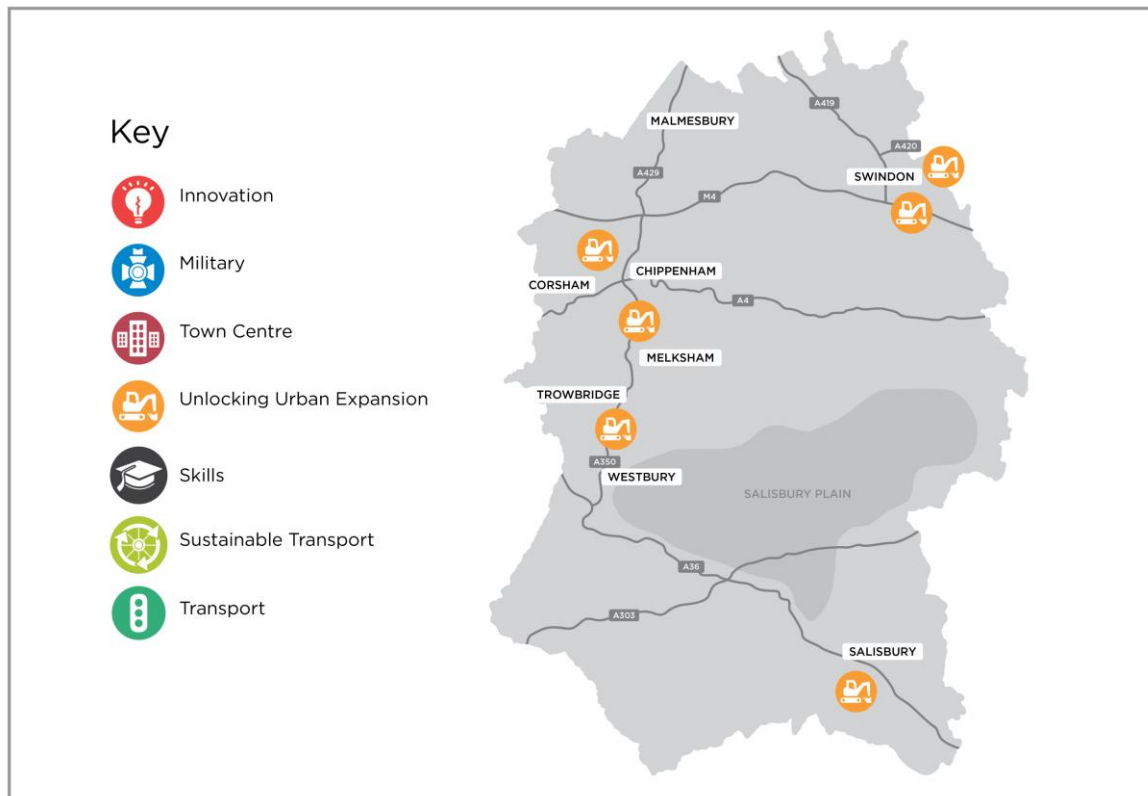
18. The quality of life on offer in Swindon and Wiltshire is a major part of our appeal to entrepreneurs and their employees. We are home to Areas of Outstanding Natural Beauty and international visitor attractions such as Stonehenge and Avebury World Heritage Sites. However, the retail, leisure and cultural offer in some of our urban areas are identified by businesses as poor and a barrier to growth, with leakage of expenditure to surrounding areas. **Investment is needed in some of our main Town Centres so they become more attractive places to live, work and visit.**

Swindon, our largest centre, is the clearest example of where a significant step change is needed in the perception and experience of the Town Centre. This will be critical not just for regeneration of the Town Centre itself but as a driver for accelerating growth in the major urban expansions.

The vision is for Swindon to become a regional leisure destination of choice anchored by the new Oasis Leisure Centre incorporating a 6000-seater arena and indoor ski slope, and a new Museum and Art gallery to showcase Swindon's fantastic collection of modern British Art, recognised as one of the best outside London. Education is also at the heart of this vision; a skills hub incorporating a new Higher Education centre will bring new vibrancy and creativity to the Town.

19. The **Chippenham** Masterplan aims to unify key development sites, improving access and connectivity and significantly expanding the retail and leisure offer including a major transport hub around the station, a redeveloped college site, hotel and community campus.
20. In **Melksham Town Centre**, housing will be developed alongside a new canal link creating a significant tourism and leisure attraction and opening up a nearby employment site.
21. **Trowbridge** is already undergoing significant transformation; momentum will be maintained through new leisure, health and community facilities and the regeneration of the station area.
22. The vision for **Salisbury** is based on the sustainable regeneration of sites such as the Maltings, Churchfields Industrial Estate and Southampton Road providing much needed office, retail, leisure and other employment space.
23. Enabling growth in Town Centres will help to build the critical mass of activity needed to support improved public transport and sustainable travel. Our Growth Deal is about accelerating the delivery of planned improvements that will enhance the experience and perception of our main Town Centres. We will do this by:
 - Funding the infrastructure needed to accelerate key developments in the Town Centres;
 - Investing in transport packages to improve access in and around the Principal Centres, including more sustainable forms of transport;
 - Investing in **employment site infrastructure** to enable businesses to relocate from Town Centre sites, freeing land for housing and providing them suitable space to grow;
 - Supporting the **creation of a new education hub** in Swindon and investing in new cultural and leisure facilities.

4. Unlocking urban expansion

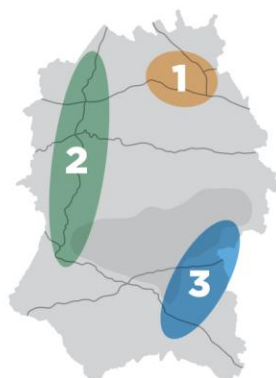


24. The New Eastern Villages in Swindon is the **single largest urban extension in England** with 8000 homes planned by 2026 and 40ha of developable employment land. A further 4500 homes and 12.5ha of employment land are planned at Wichelstowe to the south of Swindon. Through the A350 corridor there is potential for growth on large sites around Chippenham (2,700 homes) and Trowbridge (2,600 homes) and in South Wiltshire at Churchfields near Salisbury (1100 homes). These urban expansions are also locations for significant new allocations of employment land needed to support business growth.
25. A key objective is to improve the linkage between local communities and economic development opportunities, to reduce out-commuting and create more sustainable settlements where people live and work.
26. Our Growth Deal is about accelerating the delivery of these major urban expansions and ensuring that their growth is accommodated sustainably. We will do this by:
- Investing in infrastructure to unlock key developments;
 - Mitigating the impact of new development on the transport network to improve journey time reliability so crucial for businesses like our 'just-in-time' high value manufacturers;
 - Providing alternative travel options for residents in new (and existing) communities like rail, Bus Rapid Transit, and other sustainable forms of transport including safe cycling and walking routes.

27. Our Growth Programme is designed to realise these opportunities. The table below illustrates the logic chain underpinning the programme, summarising the growth opportunities, the barriers to realising those opportunities and the elements of our growth programme that are intended to address those barriers. The delivery of the programme will be through our growth zones and a number of cross-cutting actions.

Swindon & Wiltshire Growth Programme 2015-2021

Opportunity	Barrier	Aspiration
 Innovation: Strengthening the Swindon and Wiltshire Innovation Ecosystem	Current offer is not integrated Infrastructure, site and laboratory requirements Under exploited opportunities e.g. links with Research Councils Lack of Higher Education presence	<ul style="list-style-type: none"> - Corsham Digital Community - Swindon Higher Education Centre - Porton Science Park - Swindon College Centre for Sustainable Technologies
 Military: Capitalising on Wiltshire's role as the heart of the British Army	Availability of employment land Services to accommodate population growth Need to up-skill Service Leavers and their families	<ul style="list-style-type: none"> - Release of MOD land - Military Towns incubation hubs - Government commitment to fund services - Creating growth through knowledge
 Town centres: Enhancing the area's attractiveness as a place in which to work, live, visit and invest	Need for step change in perception and experience of Swindon Town Centre Infrastructure and access requirements in Wiltshire Principal Settlements	<ul style="list-style-type: none"> - Swindon Town Centre regeneration - Chippenham, Trowbridge and Salisbury
 Unlocking urban expansion: Accelerating growth	Infrastructure requirements to unlock sites and mitigate impact of growth Funding gaps	<ul style="list-style-type: none"> - Eastern Villages - Wichelstowe - Ashton Park, Trowbridge - Churchfields, Salisbury - Investment in A350 corridor



Enablers

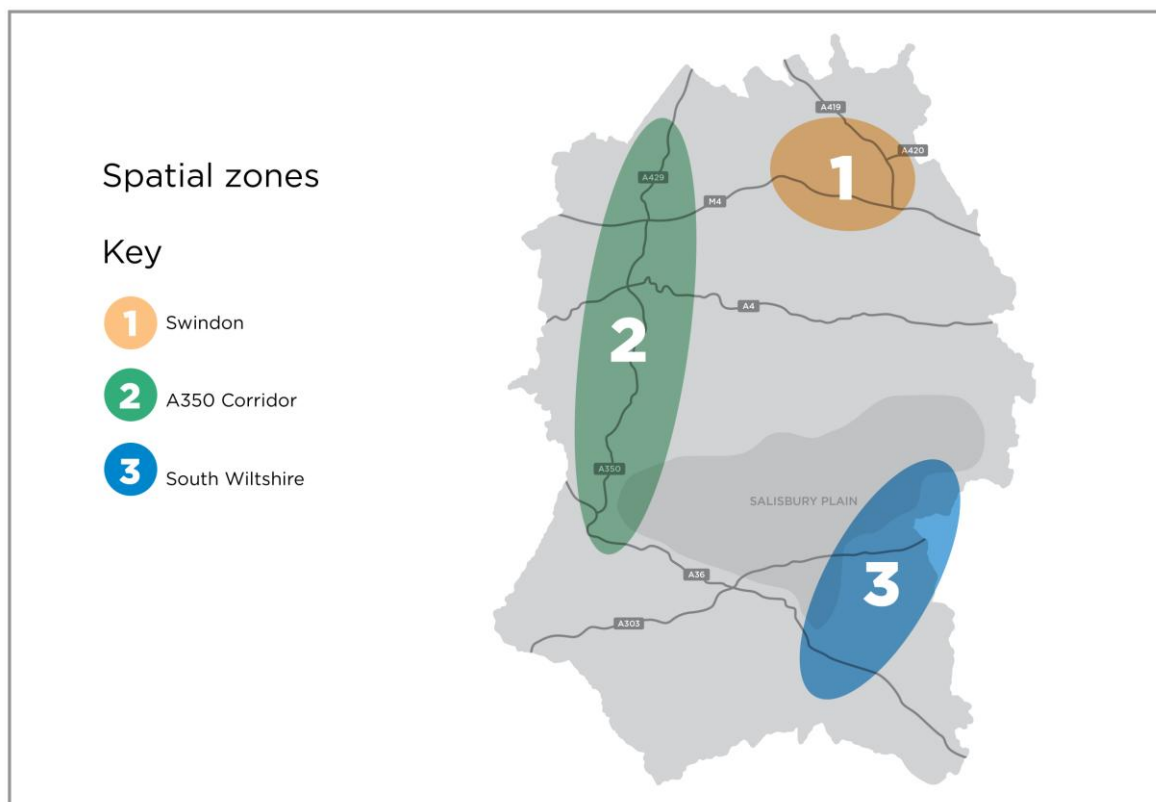


5. Growth Zones

28. We want to move away from seeing the local economy in terms of artificial Unitary Authority boundaries to an approach that recognises the functional economic geography of our area. We have **identified three growth zones** where there are currently large agglomerations of economic activity and where there is the greatest capacity for supporting sustainable growth in the future.

The three zones which provide the spatial focus for delivering our investment programme are:

- **Swindon** – where our Growth Deal will focus on the Town Centre, Wichelstowe and the New Eastern Villages;
- **A350 Corridor** – where our Growth Deal will focus on supporting growth around Malmesbury, Corsham, Chippenham, Melksham and Trowbridge;
- **South Wiltshire** – focusing on Porton, Salisbury and our Garrison Towns.

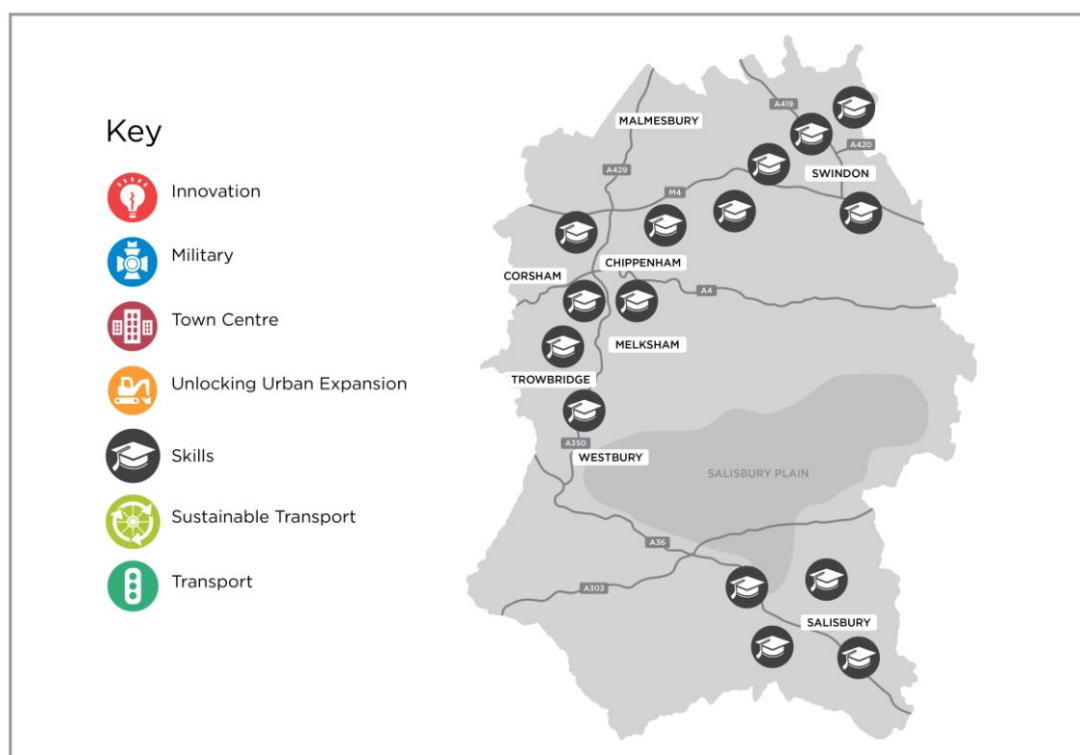


29. Recognising the importance of transport as an enabler of economic development and growth, we have undertaken a significant programme of work to prioritise investment building on the work undertaken by the Local Transport Body. In parallel we have prepared a long-term Transport Vision for the area to guide future investment. Please refer to Appendix 4.

6. Cross-cutting themes

30. We have identified a number of cross-cutting themes where coordinated action is needed across the area:

- **Skills.** We need an appropriately skilled and competitive workforce to achieve our growth ambitions. We are currently the only LEP in the country without a University campus and businesses identify this as a major barrier to growth.
- Economic projections through to 2020 forecast jobs growth at 5.1% for the UK; 7.2% for the South West region; and even higher at 8.9% for Swindon and Wiltshire. This equates to the creation of 30,000 new jobs requiring Level 4 plus skills in the SWLEP area, and with the replacement of staff, 83,800 jobs requiring Level 4 plus skills. The driver of growth will be a move towards larger numbers of individuals employed in more skilled and higher value-added roles in the following growth sectors – digital technologies, life sciences, advanced engineering, and finance and professional services.
- We will focus on developing higher level skills and shaping skills provision to ensure the current and future workforce meets the changing demands of employers. Our City Deal is about brokering better skills provision with a focus on supporting Service Leavers and our SEP reinforces the need for its early implementation.
- The Skills Funding Agency has indicated that Further Education college estate in our area is in need of significant investment. Our Growth Deal proposes the creation of new skills hubs including investments in new Higher Education facilities and in our college estates.



- **Inward investment, business retention and business support.** The two Unitary Authorities fund a number of programmes to support the needs of indigenous businesses and to attract new investment. With the new Gateway for Growth at its heart, we will provide joined-up services so local businesses know where to access the business support they need, working with the local Chambers of Commerce to provide simplified business support.

- Our Growth Deal is about the two Unitary Authorities working together more closely on inward investment and business retention issues and business support.
- **Housing.** The two draft Local Plans covering the area set ambitious targets for housing growth, a large proportion of which is in new urban expansions. We want to use additional borrowing capacity on the Housing Revenue Account available through the Growth Deal to fund additional affordable housing, in particular where it will help to unlock stalled sites.

Delivery and Implementation

31. We will establish a statutory Joint Committee to oversee the delivery of the SEP. We feel that the flexibility offered by this model will enable us to ensure that it is established in time to provide oversight of the Growth Deal negotiations and the use of the Local Growth Fund.
32. As part of their contribution to the local Growth Deal, the two Unitary Authorities will be dedicating significant resource to delivering it. We propose to establish joint teams, bringing together officers from the two Unitary Authorities, around the four opportunities areas identified in the SEP.
33. The teams will be responsible for overseeing delivery of each of the projects agreed through the Growth Deal.
34. The combined teams will identify the key delivery agents for each of the interventions, drawing on resources within the Unitary Authorities and external expertise and capacity. Each team will be led by a Project Manager drawn from one of the Unitary Authorities.
35. In addition we are proposing that:
 - The SWLEP Board will establish a Sub-group to have overall responsibility for each priority area;
 - A Programme Manager will be identified to ensure effective project management of the delivery programmes as a whole.

Non financial asks

36. Our Growth Deal is not just about a call on Local Growth Funds. We have identified a small number of non-financial asks, which would enable us to further drive growth in Swindon and Wiltshire. They are:
 - A pilot initiative to accelerate development of Public Sector Land;
 - Support to pursue discussions about potential sites with Network Rail and others owners;
 - Engagement with Network Rail and DfT on future planning of rail services and the First Great Western franchise;
 - Cross-departmental commitment to provide the utilities, infrastructure and local services needed to support population growth in the Garrison Towns;
 - Discussions with the MOD on the release of surplus land for employment use;



- Stronger collaboration with the Technology Strategy Board and the Research Councils on innovation;
- First refusal on MOD surplus land in the Corsham area over the next 5-10 years;
- Involvement of the MOD, HEFCE and Technology Strategy Board in the Corsham Institute business planning and feasibility study exercises;
- For the MOD and the Department of Business, Innovation and Skills (BIS) to allow flexibilities that will enable us to improve local skills provision, including provision for Service Personnel and Service Leavers.



1. INTRODUCTION

- 1.1. Swindon and Wiltshire Local Enterprise Partnership (SWLEP) is a private sector led partnership between Swindon Borough Council, Wiltshire Council and local businesses. Our role is to set the over-arching priorities for the area and to undertake activities that will drive economic growth and job creation. Taking advantage of our unique local skills mix, our Board has 14 members with private, public and Military backgrounds.
- 1.2. Our Strategic Economic Plan (SEP) sets out a bold vision and growth programme for Swindon and Wiltshire. It identifies the key economic ambitions for Swindon and Wiltshire, sets out what we are already doing to drive growth and puts forward the proposed basis for the Growth Deal with Central Government.
- 1.3. In their emerging Local Plans, the two Unitary Authorities have set ambitious targets to create a minimum of 47,000 jobs and build 64,000 homes by 2026. Our Strategic Economic Plan is about accelerating the delivery of these new homes and jobs through a series of high-impact investments.
- 1.4. We are bidding for £275m of Local Growth Funding over six years to bring forward existing growth plans, and to capitalise on a small number of exciting new opportunities.
- 1.5. We submitted our draft SEP in December 2013. Since then we have undertaken further consultation with businesses and public sector partners, taking advantage of the Board's wide networks with local businesses and entrepreneurs. Consultation on the SEP has involved one-to-one interviews and three structured workshops with local business people, investors and entrepreneurs. Board members have worked with small groups of officers from each of the Unitary Authorities to refine and develop a number of propositions.

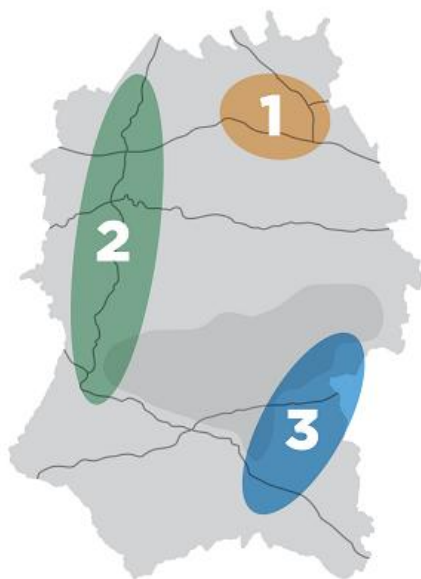
In arriving at our growth programme, we have undertaken a rigorous process of prioritisation. Transport schemes were independently assessed and scored using a model based on Department for Transport EAST appraisal framework. Non-transport schemes have been assessed based on the Government's three criteria for SEPs of ambition and rationale, value for money and delivery and risk. We held a 'Star Chamber' session with the Leaders and Chief Executives of the two Unitary Authorities, SWLEP Board members, and colleagues from the Homes and Communities Agency, the Skills Funding Agency and independent experts, to test each proposed intervention and to further prioritise.

- 1.6. Our SEP is focused on four significant opportunities for Swindon and Wiltshire:

	<p>Innovation – A defining feature of the local economy; the number of companies applying for patents here is almost double the national average and our businesses invest a higher proportion of turnover in innovation than the national average. We are home to global innovators like Dyson, Honda, BMW and Intel. Military investment is also a key driver of innovation in the area at Porton, Corsham and in due course, Lyneham.</p>
	<p>Military - Government reforms to the British Army known as Army 2020 will have far-reaching implications for communities in Swindon and Wiltshire. When these plans are implemented, Swindon and Wiltshire will truly be the heart of the British Army. The MOD is investing over £1bn in infrastructure Swindon and Wiltshire in the coming years. This represents a huge injection of investment into the economy.</p>

	<p>Town Centres - The quality of life on offer in Swindon and Wiltshire is a major part of our appeal to entrepreneurs and their employees. We are home to several Areas of Outstanding Natural Beauty (AONB) and international visitor attractions like Stonehenge and Avebury World Heritage Sites. However, the retail, leisure and cultural offers in some of our urban areas are identified by businesses as poor and a barrier to growth, with leakage of expenditure to surrounding areas. Investment is needed in some of our main Town Centres so they become more attractive places to live, work and visit.</p>
	<p>Unlocking urban expansion - The New Eastern Villages in Swindon is the single largest urban expansion in England with 8000 homes planned for 2026 and 40ha of developable employment land. A further 4500 homes and 12.5ha of employment land are planned at Wichelstowe to the west of Swindon. Through the A350 corridor there is potential for 17,000 new homes and 91ha of employment land including large expansions around Chippenham (2,700) and Trowbridge (2,600) and in South Wiltshire at Churchfields near Salisbury (1100 homes). These urban expansions are also locations for significant new allocations of employment land.</p>

1.7. *Spatial zones*



We have **identified three spatial zones** where there are currently large agglomerations of economic activity and where there is the greatest capacity for supporting sustainable growth in the future. A geographic concentration of people and business has been shown to contribute towards improved economic performance and productivity, delivering wider economic benefits as a consequence.

Transport has a key role to play in this; efficient transport networks can serve to increase the 'effective density' of an urban centre by increasing the number of people who can access the area quickly and easily. This expands the prospective pool of talent to businesses, creates opportunities for networking and helps to attract supporting services and amenities. We will focus investment in the spatial zones to exploit these agglomeration economies.

The three zones which will provide the focus for delivery are:

- **Swindon** – where our Growth Deal will focus on the Town Centre, Wichelstowe and the New Eastern Villages;
- **A350 Corridor** – where our Growth Deal will focus on supporting growth around Malmesbury, Corsham, Chippenham, Melksham and Trowbridge;
- **South Wiltshire** – focusing on Porton, Salisbury and our Garrison Towns.

Structure of the SEP

- 1.9. Section 2 sets out where Swindon and Wiltshire is today in terms of the economic strengths, opportunities, weaknesses and threats.
- 1.10. Section 3 sets out our vision for Swindon and Wiltshire in 2026, a set of SMART objectives and our strategic priorities for the Local Growth Fund.
- 1.11. Section 4 describes our proposed growth programme which will help to turn our vision for Swindon and Wiltshire into a reality, including the planned investment in the three priority spatial zones.
- 1.12. Section 5 sets out the cross-cutting actions we will take with regard to inward investment, business retention and business support, housing, and education and skills.
- 1.13. Section 6 sets out the proposed governance and delivery arrangements and summarises the non-financial asks that form part of the Growth Deal.

2. SWINDON AND WILTSHIRE TODAY

2.1. This section sets out:

- an overview of the area including headline economic indicators;
- the key sectors, with more information provided in the appendices;
- the connectivity and transport challenges; and
- the key strengths, weaknesses, opportunities and threats in a SWOT table.

2.2. Evidence is sourced from the Swindon and Wiltshire Local Economic Assessment which provides a more in-depth audit of the local economy.

2.3. Swindon and Wiltshire is a diverse area comprising the Principal urban centres of Swindon, Chippenham, Trowbridge and Salisbury, highly attractive market Towns, rural villages and outstanding countryside. It is home to 690,000 people of whom around 415,000 are of working age.

2.4. There are approximately 25,400 businesses, 22% in Swindon and 78% in Wiltshire².

2.5. **Total output of the economy was estimated to be £14.1bn in 2011³.** GVA per head⁴ in Swindon (£27,900) is among the highest in the country outside London and considerably above the UK average (£21,360) whereas in Wiltshire GVA per head is below the national average (£18,300).

2.6. Productivity, measured in terms of GVA per hour worked is 13.9% above the UK average in Swindon, and in Wiltshire 3.4% below the UK average.

2.7. It is important to note that these measures do not necessarily reflect the relative economic wealth or spending power of the local population. In Wiltshire many people commute to well-paid jobs outside the area like Bristol and Bath but spend their earnings locally in Wiltshire.

2.8. The unemployment rate for the LEP area as a whole is 6.7%, below the Great Britain rate of 7.7% but above the South West (6%)⁵.

² UK Business Activity, Size and Location, ONS

³ Headline GVA at current basic prices, 2011

⁴ Headline GVA per head (workplace based) at current basic prices, 2011.

⁵ ONS Annual Population Survey (2013), Unemployment rate aged 16-64 Oct 2012-Sep 2013

Spatial Portrait

- 2.9. Swindon and Wiltshire is strategically located in the South West with connections east to London and Reading, west to Bristol, Bath Cardiff and Exeter, north-east to Oxford, north-west to Gloucestershire and the Midlands, and south to Southampton and Portsmouth. It is a cost competitive location where house prices and prime commercial rents are lower than many parts of the Greater South East within reach of London.



- 2.10. Modern Swindon was established on Brunel's vision, when he chose it as the location of his railway works in the 1840s and a special and significant heritage remains from this Victorian era. The 1950s and 1960s saw considerable migration from the rest of the UK, particularly from London. Swindon has transformed itself from a Town dominated by the railway industry into a prosperous economy with a mix of modern industries. It has attracted considerable inward investment from national and international businesses, including Honda, BMW, Intel, Zurich, and Nationwide.
- 2.11. Swindon is a key node on the M4 Corridor, a nationally significant corridor of high tech firms. North of Junction 17 is Dyson and to the south is the A350 corridor, a key north-south route through the west of Wiltshire and a major agglomeration of economic activity, which connects the settlements of Chippenham, Corsham, Trowbridge, Melksham, Westbury and Warminster.
- 2.12. Swindon and Wiltshire has some of the richest and most varied natural historic and built environments to be found across the country. There are three Areas of Outstanding Natural Beauty (covering one third of the area), including parts of the Cotswolds to the north of the county, Cranborne Chase and West Wiltshire Downs in the south west of Wiltshire, and parts of the New Forest National Park and the North Wessex Downs. The quality of the environment is an important competitive advantage, which together with the urban centres offers a lifestyle which appeals to modern businesses and their employees. A key challenge facing Wiltshire is to improve self-containment so more people are able to live and work in the county.

- 2.13. South Wiltshire is home to the Stonehenge and Avebury World Heritage Sites, and the cathedral city of Salisbury. Our tourist attractions are of international significance and generate around 20 million visitors each year. The A303 is another key strategic transport corridor through the county with links down to the south coast via the A36 linking London to the South West.. This area includes the research triangle, incorporating the important cluster of life sciences businesses around Porton, which sees academic institutions (e.g. Southampton University), other public institutions, and business innovating together to generate new growth.

Swindon and Wiltshire is a hub for innovation

- 2.14. Businesses in Swindon and Wiltshire invest heavily in the introduction of new or significantly improved products, services or processes. According to the Community Innovation Survey⁶ businesses in the LEP area invested 8.7% of their turnover in such innovation activity in 2011, **around 3.5 times the national average** and well above levels of investment in comparator LEP areas.

Figure 1: % of business turnover invested in Innovation.

Area	% turnover invested in innovation
Swindon and Wiltshire	8.7%
Buckinghamshire Thames Valley	3.1%
Heart of the South West	0.7%
Northamptonshire	0.5%
Oxfordshire	3.2%
England	2.6%

Source: Community Innovation Survey 2011

- 2.15. The manufacturing sector and professional, scientific and technical services sector are particularly focused on innovation. Manufacturing businesses in Swindon and Wiltshire invested 14.9% of turnover in innovation in 2011, compared with the national average of 4.2%. Businesses in the professional, scientific and technical services sector in Swindon and Wiltshire invested 39.9% of turnover in innovation, compared with 22.9% in England.
- 2.16. Businesses in Swindon and Wiltshire are more likely to protect their innovation with patents. **7.3% of business in Swindon and Wiltshire applied for a patent in 2011, almost double the national average of 4.0%**⁷. Swindon and Wiltshire ranked 4th of 39 LEPs in terms of the number of patents granted per head of population in 2009⁸. Among the four comparator LEPs, only Oxfordshire generates more patents.
- 2.17. Our strengths in innovation reside in a number of areas, most visibly in:
- our major employers in high tech sectors like advanced manufacturing and information and communications technologies;
 - the Health and Life Sciences cluster; and
 - defence-related activities.
- 2.18. The SEP sets out a package of measures to capitalise on these strengths.

⁶ The Community Innovation Survey (CIS) provides the main source of information on business innovation in the UK. It is conducted once every two years, as part of a Europe-wide CIS. A business is defined as being active in innovation if it has recently introduced (within the study period) or is introducing a new or significantly improved product, service or process; if it has engaged in longer term innovation activities such as basic R&D or technology watch; if it has had expenditure relating to innovation; or if it has formally co-operated with other enterprises or institutions on innovation.

⁷ Community Innovation Survey 2011.

⁸ OECD Patents by Region, cited in LEP Network Annual Review of LEP Area Economies 2013 (<http://www.lepnetwork.org.uk/lep-network-annual-review-of-lep-area-economies-2013.html>)

Population is growing rapidly

- 2.19. Between 2001 and 2012, population grew by 75,200, an increase of 12.3%. This is well above the national increase of 7.8% and the third highest increase of any LEP. Whereas in some areas population growth reflects the impact of an ageing population, this has not been the case locally and there has been a 10% increase in the working age population over the same period (+37,700) suggesting that people are moving in to the area attracted by employment and the lifestyle on offer.

Strong jobs growth is forecast

- 2.20. There are strong prospects for employment growth in the area according to econometric forecasts⁹. 30,000 additional jobs are forecast between 2010-2020 across Swindon and Wiltshire, twice the rate predicted nationally owing to strong representation in sectors predicted to perform well, such as professional services. This forecast is consistent with the rate of growth being planned for in Local Plans.
- 2.21. The employment projections indicate that occupational profile of the area is predicted to continue to shift towards higher-level occupations, with the greatest levels of growth expected among Managers, Professionals and Associate Professionals.

Declining competitiveness

- 2.22. While there are good prospects for economic growth in Swindon and Wiltshire, there is evidence that competitiveness over the last decade has been in decline. The UK Competitiveness Index benchmarks the relative competitiveness of individual local economies using a basket of indicators. The 2013 index shows Swindon and Wiltshire to be ranked 14th out of 39 LEPs in England. Between 2010 and 2013, its ranking slipped from 12th position to 14th.
- 2.23. Looking at economic output over the ten-year period 2001-2011, the evidence is reinforced. Whereas the national economy saw nominal GVA growth of 48% in that period, Swindon and Wiltshire saw growth of 44%. Over the period 1998-2011 Swindon and Wiltshire has fallen from having the 8th highest GVA per head in England to 11th. LEP areas that overtook it during that period were: Greater Cambridgeshire and Greater Peterborough; Oxfordshire and West of England. Local businesses indicate that the area is losing ground to better performing neighbours and that it is failing to attract its fair share of new inward investment.

The recession has hit hard, particularly in Swindon

- 2.24. The UK is emerging from its longest and deepest recession in the post-war era. There is evidence that the effects have been particularly marked in Swindon where the employment rate fell from 82% in March 2008 to 72% in March 2013. However, there is also evidence that Swindon recovered more rapidly than other parts of the country because of the strength of the private sector.
- 2.25. In Wiltshire, the employment rate fell from 77% to 74.5% in the same period. Ensuring that the economy is once again operating at, or close to, full employment is a priority so that the local economy operates at capacity and so living standards continue to rise.

⁹ Working Futures Forecasts for the Local Economic Assessment.

Youth unemployment is high

- 2.26. Nationally, young people have been particularly affected by the recession and this is also the case in Swindon and Wiltshire. Around 8,700 people aged 16-24 are unemployed in the area, representing 28.2% of all unemployment.

Educational attainment at 16 is a concern

- 2.27. 56.4% of young people in Swindon achieve five GCSEs A*-C (including English and Maths) below the 59.2% national average. Performance has improved in recent years but this remains a key issue to address. The figure in Wiltshire (61.0%) is slightly above the national average.

Low rates of Higher Education participation in Swindon, higher rates in Wiltshire

- 2.28. Local businesses have identified the lack of a ready workforce with higher level skills as a major barrier to future growth. In Swindon, the Higher Education participation rate among 18 year olds is just 25%. Wiltshire has above average participation in Higher Education among young people - 36% of 18 year olds compared with 35% in England, yet evidence shows only a third return to the area after graduating. The number of graduate level jobs in the local economy is forecast to increase from 33.6% to 41.1% meaning 83,000 more people with a Level 4 qualification or above will be needed. In the events we held with local businesses, the Higher Education gap was frequently cited as a barrier to growth.

Low rates of firm formation but good survival rates

- 2.29. In 2011, Swindon and Wiltshire had a below average number of business births (3.9 per 1000 of the population) in comparison with England (4.4). Of those firms that do start up however, business survival rates are strong, consistently above the national average for firms surviving 1, 2 or 3 years.
- 2.30. For a more detailed analysis of the characteristics of the local economy, please see the Swindon and Wiltshire Local Economic Assessment on our website which benchmarks performance against comparator LEPs with similar characteristics.

Sectors with growth potential

- 2.31. We have identified a number of key sectors and industries in the area where there are good prospects for growth. While our SEP includes investments that will directly support some of these key sectors, we are not attempting to 'pick winners', recognising the risks of a wholly sector-based approach. Initiatives to support specific sectors need to go hand-in-hand with 'horizontal' policies that address area-wide challenges and opportunities. The LEP is keen to support innovation and the creation of entrepreneurial culture in the business community no matter what sector.
- 2.32. In keeping with the Government's approach to sectors embodied in the UK Industrial Strategy¹⁰, we see the value of identifying sectors for the purposes of understanding the dynamics of the economy, and the need in some cases to plan proactively to support their growth where there are opportunities to capitalise upon or market failures to address.

¹⁰Speech by Vince Cable, Imperial College London, 11 September 2012.

2.33. The key sectors we have identified are:

- Advanced engineering and manufacturing;
- Military and defence:
- Health and Life Sciences;
- Information economy – including digital industries and information technology;
- Professional and business services:
- Tourism;
- Land-Based industries including food.

2.34. Appendix 1 provides an analysis of the key sectors including the number of businesses and people employed and the opportunities for growth. The **transition to a low carbon economy** is identified as a key driver of change that will create new opportunities in many sectors, for example, energy generation and manufacturing and sustainable construction.

Access and movement

2.35. Connectivity, both physical and virtual, is a key enabler of economic growth and is central to our SEP. Swindon and Wiltshire's position in the wider transport network provides access to London, neighbouring economic centres like Bristol and Reading, and international gateways like London Heathrow. However, businesses in the area encounter a number of significant transport related barriers which will worsen over time without sustained targeted investment. In a series of workshops convened to support a new Transport Vision for the area, stakeholders identified the following transport barriers.

Connections to National and International Markets

- Major delays on the A303 to the greater Southwest region
- Major delays on connections to Cheltenham, Gloucester and West Midlands on the A419/A417
- Indirect and infrequent north and south rail connections
- Poor southeast–northwest links between the south coast and Bristol
- Delays and journey time unreliability on the M4 corridor
- Limited routing options for rail movements, constraining rail capacity
- Poor connectivity to Bristol Airport
- Delays on the A420 to Oxford

Swindon

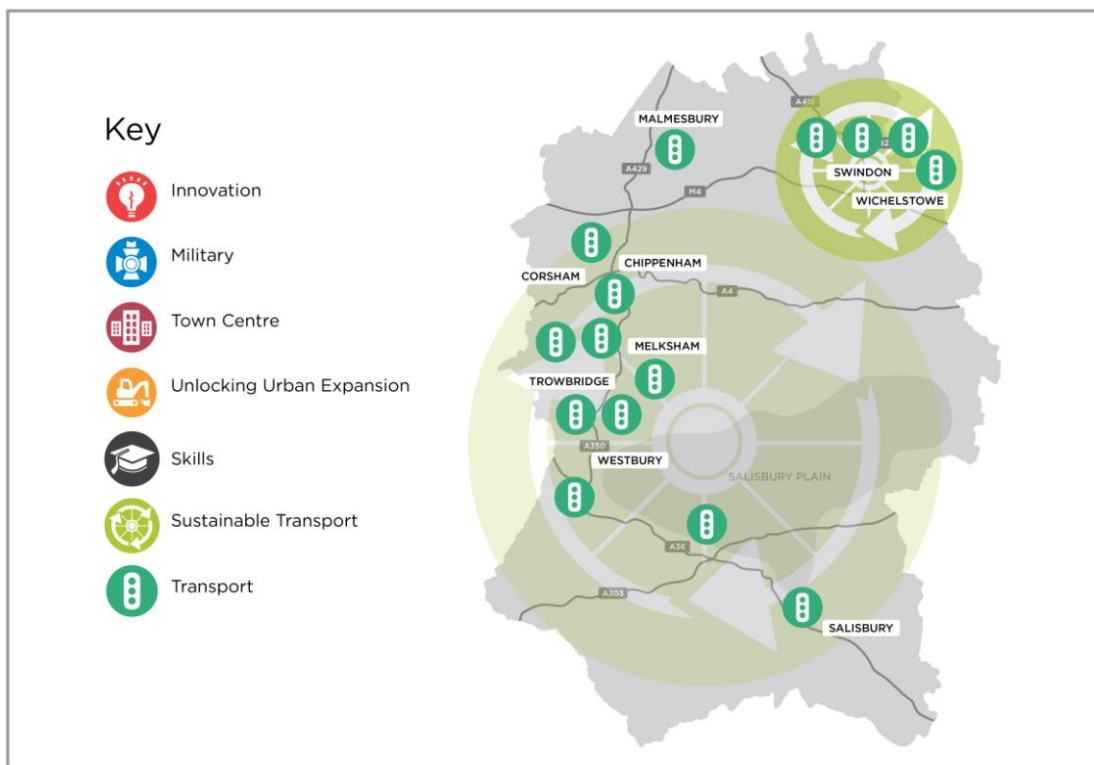
- Severance through the Town Centre
- Capacity issues across the highway network
- Public transport journey times unattractive compared to cars
- Car parking supply draws traffic into the heart of the Town Centre
- Poor Town Centre bus waiting facilities
- Declining journey to work trips by walking and cycling
- Poor air quality

Wiltshire

- Areas of localised congestion and capacity constraints on the strategic transport network, impacting on journey time reliability.
- Rising car usage
- Pockets of poor air quality
- Rail network capacity constraints and lack of rolling stock
- Comparatively high traffic levels through settlements along core roads
- Limited capacity on the A350, a key north-south freight route
- Limited bus services outside core hours
- Rising out-commuting and diminishing self-sufficiency of rural areas
- A36 provides a poor southeast-northwest link between the south coast and Bristol.

2.36. These barriers, and proposed investments to address them, are explored further in relation to the three zones.

2.37. This SEP serves as the LEP's means of making a case for additional funding for transport by setting out a clear strategy and articulating a range of interventions. It primarily focuses on how we can deliver infrastructure that will stimulate economic growth at the same time as ensuring network resilience. In essence, we want an affordable, low carbon, accessible, efficient and reliable transport network to achieve a more competitive economy, better connectivity, more active and healthy communities.



Further information is provided in the Swindon and Wiltshire Transport Vision 2026 in Appendix 4.

SWOT Analysis

2.38. The SWOT analysis overleaf summarises the strengths, opportunities, weaknesses and threats in the local economy. It draws on data from the Local Economic Assessment, evidence from the two emerging Local Plans and discussions with local business.

Strengths	Opportunities
<ul style="list-style-type: none"> • Innovative, globally significant firms in UK priority sectors. • Largest Military presence in the UK and large innovative Defence sector. • Internationally significant tourist attractions. • High quality natural environment / Areas of Outstanding Natural Beauty. • High productivity in Swindon. • High proportion of workers employed in the knowledge economy, especially business and professional services. • Innovation - high patent registrations per capita / high % of business turnover invested in innovation. • Good business survival rates. • Large high tech manufacturing/engineering sector. • Cost competitive location (commercial rents and house prices) relative to competing Greater South East locations. • Strong track record attracting FDI. • High and rising number of Apprenticeship starts. • Employment rate above UK average. • Unemployment rates below UK average. • Relatively low rates of long-term unemployment. • Population growth above national average since 2001. • Connections to the M4 corridor. 	<ul style="list-style-type: none"> • Military – ‘Super Garrison’ at Salisbury Plain. Basil Hill at Corsham, Defence College of Technical Training at Lyneham. • Army-rebasing – 4,000 additional personnel. • Life sciences cluster around Porton Science Park. • ‘Big data’/ICT infrastructure at Corsham. • Expansion of advanced manufacturing in M4 Corridor. • Large urban expansions planned in Swindon, Chippenham, Trowbridge and Salisbury. • Low carbon economy – a focus for the planned Bath University research park. • Major expansion of Dyson and planned capital investment by other major businesses. • Growth Hub proposals to simplify business support. • Strong employment growth forecast, especially in professional services. • Leisure sector in Swindon Town Centre. • Proposed multi-campus University model. • University Technology Colleges opening shortly. • Major construction projects, e.g. Defence Technical College and Swindon Town Centre regeneration plans. • SME supply chain opportunities from large firms and Defence sector. • Electrification of the railway line between London and Bristol.
Weaknesses	Threats
<ul style="list-style-type: none"> • Low proportion of population in Swindon with higher level skills. • Low rates of participation in Higher Education in Swindon. • Low productivity in Wiltshire. • Limited University presence. • Below average attainment levels at GCSE. • High % of firms reporting skills gaps. • High % of firms reporting young people poorly prepared for work. • Average business start-up rate. • Fragmented business support offer. • Image of Swindon Town Centre. • North-South transport links. • High levels of out-commuting in Wiltshire. • Pockets of deprivation. 	<ul style="list-style-type: none"> • Declining competitiveness. • Lack of housing, employment and learning opportunities for Service Leavers and their dependants. • Congestion and capacity issues on the strategic road network. • High proportion of employment in the public sector in Wiltshire. • Growing demand for graduates/skilled labour but low Higher Education participation rates in some areas. • Connectivity improvements to London (e.g. Crossrail, HS2) at competitor locations. • Ageing population, especially in rural areas. • Increase in youth unemployment post-recession. • Decline in employment rate since the recession, particularly in Swindon. • Decline in FDI enquiries.

3. OUR VISION, OBJECTIVES AND STRATEGIC PRIORITIES

3.1. This section sets out:

- our vision for Swindon and Wiltshire in 2026;
- the SMART objectives that we will use to monitor progress; and
- the key growth opportunities for the SEP where Local Growth Fund investment will be focused.

3.2. We want to be bold and ambitious in our plans, retaining and capitalising upon the economic assets that are here already and seizing new opportunities.

Swindon and Wiltshire in 2026...

3.3. Swindon and Wiltshire in 2026 is world-renowned as a hive of innovation and entrepreneurialism that offers a great quality of life. Its blend of vibrant urban centres, busy market Towns and outstanding rural landscape make it the best place in Britain to live and work.

3.4. Visitors and shoppers arrive at the **revitalised Swindon Town Centre** with its bustling shops, cafes and restaurants. The Oasis North Star development, incorporating the fantastic new indoor ski centre is a **regional leisure destination** of choice. The new Art Gallery showcases one of the best collections of 20th Century British Art in the country and together with the new museum and theatre there is a now a broad range of cultural activities for all to enjoy.

3.5. There is a new vibrancy about the Town Centre. 3000 students come to learn and enjoy themselves in the Town Centre at the new Higher Education campus. The new Kimmerfields office development has brought a fresh wave of investment from financial and professional services firms and office workers pack the cafes and restaurants.

3.6. Travelling out from the Town Centre, Swindon has grown sustainably through a number of integrated urban expansions, particularly to the east of the Town. 13,000 new homes and 6,000 jobs have been created in the **New Eastern Villages**, the largest urban extension in England. A range of well-designed, affordable and executive homes for sale and for rent have been provided here and across the sub-region. The expansion of Swindon has seen another new community emerge at Wichelstowe, home to the many senior executives and managers that now choose to live and work in the area. All residential properties in Swindon are powered by low carbon electricity and Swindon is recognised as a UK centre of excellence for hydrogen energy technologies.

3.7. Going further west, and linking Swindon and Wiltshire, the M4 Corridor has enhanced its reputation as a high tech corridor and a major contributor to national economic growth. It is one reason why Swindon and Wiltshire is a by-word for innovation and continues to have one of the highest rates of registered patents in the country. Significant collaboration between the two Unitary Authorities on planning issues in this zone and funding for infrastructure at junctions 15, 16, and 17 has unlocked new development and was exemplar in the first years of delivery. The hydrogen highway runs along the motorway and is just one example of how businesses in the region are responding to the opportunities of the low carbon economy.

- 3.8. Heading south into Wiltshire, the Towns along the **A350 Corridor**, including Malmesbury, Chippenham, Melksham, Trowbridge, Westbury and Warminster create an interlinked series of local employment hubs which, in combination, are a major driver of economic growth. Strategic development of the corridor, which also includes three campuses of Wiltshire College as well as business parks and trading estates, has created a coherent economic zone that has attracted significant inward investment. The Masterplans for Chippenham and Trowbridge have been delivered resulting in vibrant, dynamic centres meeting the needs of businesses and residents in the wider area.
- 3.9. Chippenham has grown through sustainable mixed-use urban extensions at a number of key sites. M4 Junction 17 has been improved and the Chippenham Western bypass has been dualled, making journeys more reliable through this area.
- 3.10. We are recognised nationally as a key location for digital industries in the M4 Corridor and now famously at the Corsham Institute. The Corsham Institute welcomes 7,000 students through its doors every year, helping to **meet the UK's need for data scientists** and related creative professionals. Digital Corsham's research park and technology park is home to dozens of thriving companies.
- 3.11. As a consequence, fewer people need to travel outside the area to work, reducing pressures on the transport network and the impact on the environment, and there is less congestion, **resulting in greater connectivity and improved business performance**. Over £1bn of mostly private investment has been unlocked.
- 3.12. Linking the Home Counties with the South West, the A303 in the **South Wiltshire Zone** is still a major arterial route and home to a cluster of innovative sectors. At Porton, the internationally **recognised science park goes from strength to strength**, driven by a buoyant life sciences cluster linked to a network of Higher Education and research institutions, and our University Technical Colleges (UTCs).
- 3.13. The historic Stonehenge and Avebury World Heritage Sites attracts even more international tourists who stay longer and spend more. They also come to visit the historic cathedral city of Salisbury, a key employment centre in its own right particularly for business and professional services firms.
- 3.14. Salisbury Plain is now home to the Army's largest Super Garrison, one symbol of the proud Military history that continues to shape the area, along with Royal Wootton Bassett, Corsham and Lyneham. Our 'Garrison Towns' remain special places for Armed Forces personnel and their families. Even more now call the area home following implementation of Army 2020, the Rebasing Plan, the Defence College of Technical Training at Lyneham, and MOD Corsham at Basil Hill.
- 3.15. Army-rebasing has brought an additional 4,000 personnel to the area and is seen as an **exemplar of successful Military-civilian integration**. Service Leavers now have clear pathways to new skills and flexible learning, ensuring that the experience they have built up is recognised and capitalised upon by local employers. Swindon and Wiltshire is now truly **the heart of the British Army**.
- 3.16. A well-connected, attractive, vibrant place, our population continues to grow at a rate that out-strips many parts of the country, while more people choose to live and work locally. Bold decision-making and strong leadership from the LEP and collaboration between the two Unitary Authorities has been highly influential in enabling this growth, together with support from other key stakeholders. Extensive collaboration with other authorities and LEPs has also supported growth.
- 3.17. **Our transport network is a resilient, affordable, accessible and efficient system, and is a key enabler of economic growth**. Real mode choices are available for people to safely access employment and essential services, and to enable the efficient movement of people and goods within the LEP area and beyond its boundaries.

New development and growth has been focused in and around principal settlements, in sustainable locations, reducing the demand for travel, and creating the critical mass to support a more sustainable transport network. The rail network provides improved onward connections to key economic centres, and wider access to rail services. Motorised transport continues to play a key part to play in much of the area, but there has been a rapid transition to low emission vehicles, car clubs and car sharing, reducing transport related greenhouse gas emissions.

- 3.18. Across Swindon and Wiltshire, the challenge of **safeguarding our high quality environment**, a major economic asset, whilst accommodating growth, has been met. We continue to boast of our **Areas of Outstanding Natural Beauty**, parts of The Cotswolds to the north of the county, Cranborne Chase and West Wiltshire Downs in the south west of Wiltshire, parts of the New Forest National Park in the south and the North Wessex Downs in the east.
- 3.19. The **rural economy is flourishing**, spurred on by the investment made in superfast broadband over the last ten years, which has diversified economic activity and improved resilience. More entrepreneurs than ever are being created in rural areas thanks to the Rural Growth Network. Meanwhile, our land-based industries are thriving, responding to consumer demand for more food to be sourced locally from 'farm to fork'.
- 3.20. We have a **skilled and competitive workforce**, meeting the needs of employers and driving business development and growth. Employers report that they are able to recruit locally and skills gaps have been reduced through closer partnerships between business and skills providers to deliver flexible training.
- 3.21. New capital investment in Further Education has delivered dynamic, innovative and responsive vocational skills provision in partnership with employers, with a focus on Science, Technology, Engineering and Maths (STEM). The workforce is now appropriately qualified and skilled to meet the needs of our priority sectors.
- 3.22. The UTCs have contributed to improving the supply of STEM skills by cultivating interest in learning with support from schools, colleges, business, and Higher Education. More of our young people gain good qualifications between 16 and 19, particularly in the core skills in English and Maths, and more progress into Apprenticeships, Higher Education and employment. Innovative approaches to working with young people not in education, employment or training has led to our youth unemployment rate being well below the national average.
- 3.23. **Young people are optimistic about their future** and demonstrate this by staying in the area to make their livelihood here. They have a positive attitude to work and the underpinning knowledge and skills. They aspire to work in the many high tech firms in the area. Information, advice and guidance have improved so they are able to make informed decisions about their futures. By facilitating collaborative education and business partnerships, we have transformed the curriculum which aligns with the needs of local employers and has also instilled an entrepreneurial mindset so more young people aspire to pursue their own business ventures.
- 3.24. We have developed a creative approach to working with employers and skills providers to up-skill the current workforce to Level 3 combined with the City Deal model which focuses on Level 4 and above.
- 3.25. There is a far stronger **Higher Education** presence in the area. Students can choose between a number of campuses across the area and a range of courses that equip them to compete in the modern labour market. Participation in Higher Education is now above the national average and demand for degree-level qualified employees is being met.

- 3.26. **We have married innovation with inclusivity.** Our economy offers jobs and opportunities for everyone, with different skills and qualifications, and regardless of age or personal circumstances. Levels of individual and area-based deprivation are low, and we are pushing them down further through the constant creation of new economic opportunities and the promotion of aspiration and enterprise. There is active collaboration between the public and private sectors, with the Third Sector also playing an important role in ensuring that opportunities are open to everyone.
- 3.27. Entrepreneurs starting up or looking to expand a small-medium enterprise know the **Gateway to Growth** is where to go for **high-quality business support**. Incubation units are available across Swindon and Wiltshire including those provided by The Enterprise Network (TEN). More SMEs are accessing larger contracts locally through the supply chains of larger firms and public sector contracts.
- 3.28. In this supportive environment, the list of innovative firms with a long history here - Honda, Intel, Dyson, BMW Mini, Knorr-Bremse, Cooper Tires, Alcatel-Lucent, Johnson Matthey Fuel Cells, Nationwide - continues to grow. Large and small businesses alike know that Swindon and Wiltshire offers fast and reliable access to national and international markets, quality office and industrial accommodation, and a highly skilled and highly motivated pool of labour.

SMART Objectives

- 3.29. We recognise the importance of setting SMART objectives to set the scale of ambition and in order to monitor progress.
- 3.30. The two Local Plans set targets to create 47,000 additional jobs¹¹, provide 297.5 ha of additional employment land¹² (B-use class) and build at least 64,000¹³ homes by 2026.
- 3.31. Our SEP aims to accelerate the delivery of these homes and jobs, and identifies some exciting new opportunities. Initial estimates indicate that our SEP investment programme will enable the delivery of: **40,600 jobs, 31,200 homes and 318ha of employment land**. Using a standard Government model, we estimate that the programme could add over **£3 billion in GVA**.
- 3.32. In addition, the LEP has set some aspirational objectives to 2026 to:
- **Raise the employment rate** to its pre-recession level from 74.7% today to 80%;
 - Sustain the proportion of businesses applying for **patents at twice the national average**;
 - Increase the proportion of the workforce (resident and non-resident) with a **degree level qualification** from 33.6% today to 52%, equivalent to 83,000 more people with a Level 4 and above qualification.;
 - Improve young people's **attainment at 16 and 19 including in English and Maths** to beyond the national average;
 - Ensure 100% **superfast broadband coverage** across the area including all strategic sites.
- 3.33. To deliver on these objectives, we have identified a number of strategic priorities where Local Growth Funds will be focused.

¹¹ Based on emerging Local Plan figures of 27,500 jobs in Wiltshire (2006-2026) and 19,600 jobs in Swindon (2011-2026)

¹² Based on emerging Local Plan figures of 178ha of employment land in Wiltshire (2006-2026) and 119.5ha in Swindon (2011-2026).

¹³ Based on emerging Local Plan figures of 22,000 homes in Swindon (2011-2026) and 42,000 homes in Wiltshire (2006-2026).

Growth opportunities

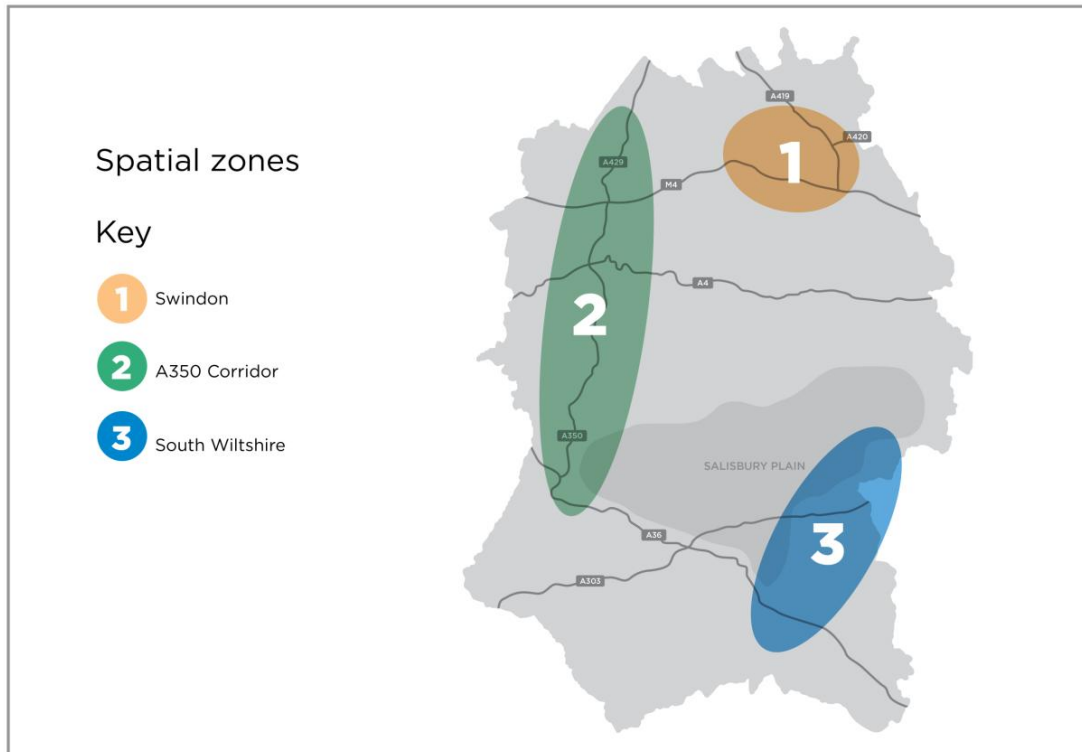
- 3.34. Delivering our vision and objectives will require concerted action by a wide range of public and private sector stakeholders active in Swindon and Wiltshire. The Local Enterprise Partnership has a key role to play in coordinating the activities of these stakeholders so that investment is directed towards delivering the vision in those areas where it can have the greatest impact. The LEP itself has access to a limited number of funding streams including the Growing Places Fund, the European Structural Investment Fund (ESIF) and now the Local Growth Fund.
- 3.35. The rest of this document focuses on how we propose to make best use of the Growth Deal and Local Growth Funds towards making our vision a reality. We are bidding for £275m over six years within the context of a £14bn local economy so we need to ensure our investments have maximum impact. We will target funds where the market is failing or where there are opportunities that are too good to miss.
- 3.36. The table below sets out the growth opportunities in Swindon and Wiltshire, the barriers to realising that growth and how our growth programme addresses those barriers.

Opportunity	Growth potential	Barriers to growth	Growth programme
Innovation	<p>Innovative firms in growing sectors – ICT, High Value Manufacturing, Financial Services - with plans to expand.</p> <p>ICT infrastructure and digital cluster at Corsham.</p> <p>Health and Life Sciences cluster.</p>	<p>Low % of residents with Level 4+ qualifications, no University presence and poor quality college estate.</p> <p>Land, infrastructure and highways improvements needed to support growth.</p> <p>Lack of laboratory space to support growth of the cluster.</p>	<p>Capital investment in colleges</p> <p>New Swindon Higher Education Centre.</p> <p>Corsham Digital Community – transport and infrastructure investments to capitalise on the growth opportunity.</p> <p>Development of Porton Science Park.</p>
The Military	<p>Army re-basing and Military investment.</p>	<p>Public services, utilities, employment opportunities needed to accommodate population growth sustainably.</p>	<p>Confirmation from Central Government departments of funding for services and infrastructure.</p> <p>Release of MOD land for employment.</p> <p>Military Towns incubation hubs.</p>

Opportunity	Growth potential	Barriers to growth	Growth programme
Town Centres	<p>Potential to revitalise Swindon Town Centre as regional leisure destination and education hub.</p> <p>Attractive Principal Town Centres.</p>	<p>Poor cultural and leisure offer and severance in Swindon Town Centre.</p> <p>Negative perceptions impact on ability to attract high value firms and skilled workers.</p> <p>Leakage of retail and leisure spend to stronger neighbouring centres like Bath and Bristol.</p>	<p>Investment to accelerate Swindon Town Centre regeneration plans including new cultural and leisure facilities. Landmark bridge.</p> <p>Transport packages to improve the Town Centre experience.</p> <p>Accelerate regeneration of Chippenham, Trowbridge and Salisbury retail and housing sites.</p>
Urban expansions	<p>Major urban expansions including Eastern Villages and Wichelstowe.</p> <p>Delivering major housing and employment sites along the A350 Corridor.</p> <p>Large concentration of Innovative businesses with plans to expand.</p> <p>Potential for growth of Salisbury.</p>	<p>Infrastructure investment needed to mitigate impact on transport network cannot be funded by developer contributions alone.</p> <p>New sustainable forms of transport needed to connect communities to jobs and services.</p> <p>Land, infrastructure and highways improvements needed to support growth.</p> <p>Expansions/relocations cannot be funded by private sector alone.</p> <p>Businesses report congestion and journey time reliability on the A350 strategic route and M4 Junction 17 capacity constraints.</p> <p>Remediation and infrastructure requirements at Churchfields site a deterrent to investors.</p>	<p>Transport and infrastructure investments to accelerate urban expansions and ensure that growth is sustainable.</p> <p>Transport and infrastructure investment to unlock sites for expansions and relocations.</p> <p>Package of road and rail improvements through the A350 corridor.</p> <p>Upfront investment to unlock Churchfields</p>

4. OUR GROWTH PROGRAMME

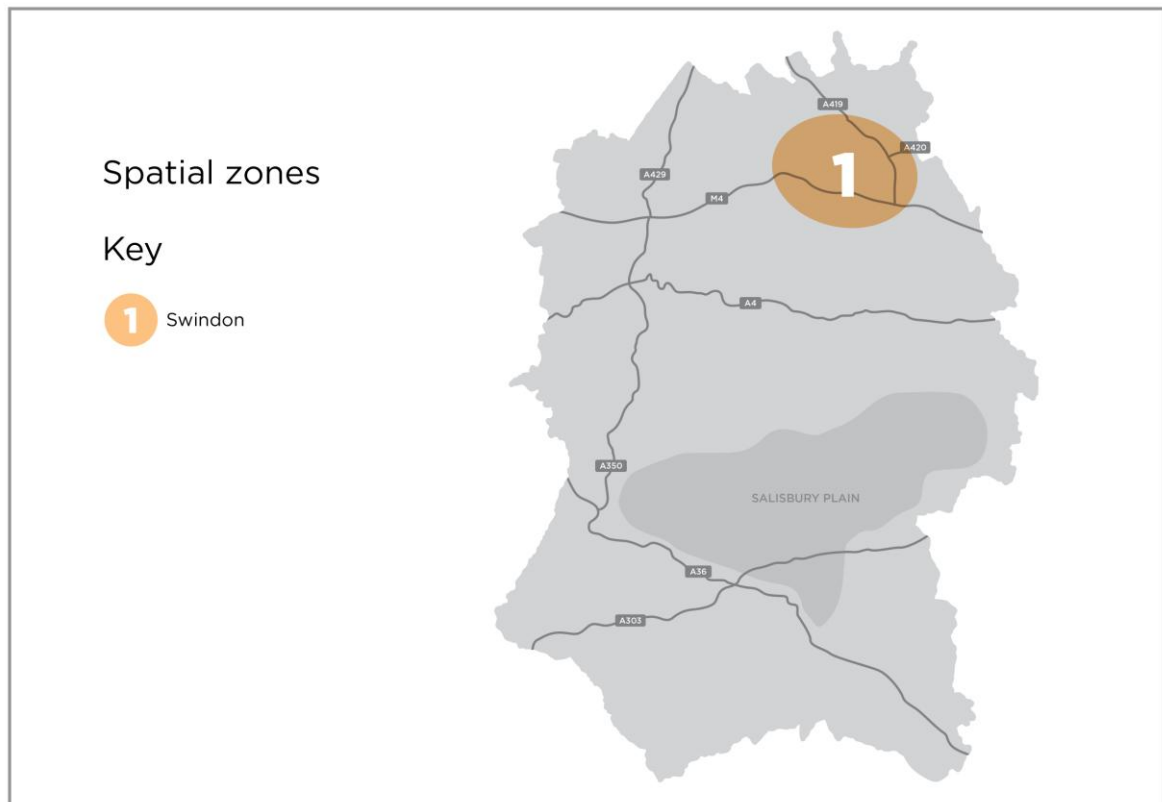
- 4.1. Our Growth Programme sets out a programme of investment that will help to realise our vision for Swindon and Wiltshire. We are proposing a spatial focus for our investment on three growth zones.



- 4.2. These zones currently support the largest agglomerations of homes, jobs and businesses and have the greatest capacity for sustainable growth in the future. The following section sets out for each zone:
- the opportunities and barriers to growth;
 - the current growth plans and investment taking place; and
 - the projects which we are seeking Local Growth Fund to deliver and the non-financial 'asks' of Government that collectively form the Growth Deal.
- 4.3. Each project has an ID number which refers to the supporting proforma, where further information can be found¹⁴.

¹⁴ The proformas contain commercially sensitive information and are therefore not available in the public domain.

Zone 1: Swindon



- 4.4. Swindon is a business-driven Town. There are four private sector jobs to every one in the public sector, the third highest of 63 cities in the recent Centre for Cities Outlook 2014¹⁵. The level of planned growth provides a once in a lifetime opportunity to redefine Swindon's image as a place to live, visit and do business. Swindon Borough Council has set a clear agenda for growth in the draft Local Plan with **22,000 dwellings** and **19,600 additional jobs** planned by 2026 with population forecast to increase by 10% to more than 230,000. The jobs target represents a considerable uplift over the recent trajectory and if this acceleration is to be delivered it will require concerted action from public and private partners.
- 4.5. A significant proportion of new homes and jobs are planned for the new Eastern Villages (8000 homes and 6000 jobs) – the largest single urban extension in England – and at Wichelstowe (4500 homes). The success of these urban extensions is highly dependent on creating a new buzz about Swindon as a thriving urban centre for retail and leisure activities, business and professional services, and as a key node along the high tech M4 corridor.
- 4.6. The key elements of our Growth Deal for Swindon are:
- Accelerating the delivery of homes and jobs in the Eastern Villages and at Wichelstowe;

¹⁵ Centre for Cities (2014) 'Cities Outlook 2014'. <http://www.centreforcities.org/research/outlook14.html>

- Accelerating the delivery of existing regeneration plans in Swindon Town Centre and investing in new opportunities for a Higher Education Centre;
- A pilot initiative to give the Unitary Authority the freedom to take a development option agreement on surplus land owned by public bodies. This land would then be progressed to development on 'build now, pay later' (deferred receipts) terms with the original public sector land owner realising the agreed book value plus a proportion of the uplift in gross development value upon completion (this proposal is discussed later in the SEP under Delivery and Implementation).

Opportunities and Barriers to Growth

4.7. Swindon is served by excellent strategic road and rail links, which have been a key factor in its success. The Great Western mainline provides fast and frequent connections to London, Reading, Bristol and South Wales. Oxford, with its cluster of innovative firms, is only 30 miles away and the A419 provides a key link to Gloucestershire, the M5 and the West Midlands.

4.8. Swindon has proved in the past to be an attractive location for **financial services companies** with large employers like Nationwide and Zurich based in the Town Centre. Just to the north of the railway station, there is a collection of important public agencies including the Technology Strategy Board (TSB), UK Research Councils and the UK Space Agency. Swindon is also a centre for administration for heritage with both the National Trust and English Heritage headquartered in the Town.

4.9. To the east of the borough along the A419, there are **internationally significant firms** in the automotive sector including Honda, BMW and their suppliers. The hydrogen refilling station at Honda is part of a new Hydrogen Highway stretching from London to South Wales.

This cluster of firms in the automotive industry extending to Oxford is a key part of the UK **high value manufacturing sector**. The strength of Swindon's business base and the number of high value-added firms in the area is reflected in the high levels of productivity and GVA per head.

4.10. Development of central Swindon has failed to match the economic success of the rest of the borough. The Town Centre is split by the Great Western Mainline. To the north is the vibrant Designer Outlet Centre, the best performer in the McArthurGlen portfolio, soon to be joined by the largest snow zone in the country as part of 1million sq. ft. of new retail and leisure at North Star. To the south is an underperforming traditional Town Centre, which lacks the "wow" factor to attract new retail offers. Although Swindon is the 30th largest settlement in England, the Town Centre is ranked 67th in the retail hierarchy and has a vacancy rate above the national average.

4.11. The **physical fabric, retail, leisure and commercial offers do not reflect current ambitions** and strongly influence negative perceptions of the Town. Not only does this threaten prospects for growth in the Town but also the future success of urban extensions at Wichelstowe and in the Eastern Villages.

4.12. Over the past decade, Swindon has not provided **housing for the upper end of the housing market** in sufficient quantities. The residential market is currently focused on relatively low cost terraced homes, which are successful in their function as starter and family homes, but the offer needs to be broadened to attract a new cohort of high earners, some of whom may work in the area but currently choose to live elsewhere.

4.13. The **lack of Higher Education facilities** is a major barrier to future growth. Our ambition to create well-paid jobs in growing sectors in Swindon and Wiltshire will mean more people needing higher-level qualifications.

Yet today, the proportion of residents with Level 4+ skills in Swindon is significantly below average and there is an estimated shortfall of about 9800 adult Swindon residents with Level 4 qualifications. In the 2012 Employer perception survey, 26% of local employers reported skills gaps. Looking forward, it is forecast that 13,700 employees with Level 4 qualifications will be needed by 2030.

- 4.14. On the transport network, **delays affecting journey time reliability on the M4 corridor** are a concern, as they erode the locational advantages of Swindon and impact on the national network. Junction 16 exhibits peak hour capacity problems and the scale of planned growth will add further pressure with an acknowledged need to mitigate future impacts. Journey time reliability issues are also a concern from congestion at M4 Junction 15 particularly from the A346 arm.
- 4.15. A high number of links are over capacity, including operational issues at the Whitehart Diamond interchange in future years, and severance between areas east and west of the A419. These impact on the reliability and punctuality of buses and community transport services. Major delays occur on connections to Cheltenham, Gloucester and the West Midlands on the A419/A417. These inhibit movement on this strategic connection, forcing lengthy detours via M4 J20. Delays are caused by the Hot Air Balloon junction bottleneck and HGVs on uphill sections. The route carries 28,000-33,000 vehicles per day, yet has a theoretical capacity of 18,000. Congestion also occurs at the junction of the A419 with B4019/B4534 during peak time.

Our Growth Deal for Swindon

- 4.16. Our Growth Deal for Swindon is focused on accelerating the delivery of growth in Swindon Town Centre, the Eastern Villages and Wichelstowe, and is also looking to capitalise on new opportunities around sustainable energy.

Swindon Town Centre

- 4.17. A bold vision for comprehensive regeneration is set out in the Swindon Town Centre Masterplan and adopted Central Area Action Plan. The vision is for the Town to become a regional leisure destination of choice, a hub for education and a centre for financial and business services. It will offer a diverse range of services and facilities to serve local people and the wider LEP area. Overall, it is estimated there is potential in the Town Centre for 1000 new homes and 4000 additional jobs, including 90,000m² of additional office floor space and at least 53,700m² of retail.
- 4.18. The Masterplan aims to create a balanced and sustainable Town Centre with key areas for development identified as follows:

Swindon Central	The Railway Corridor including a Higher Education Centre for a total of 3000 students by 2017/18 (1000 students a year) and the Mechanics Institute – a mixed use scheme, encompassing commercial (15,000sqm – 1250 jobs), leisure (5000sqm), residential (400 units).
Kimmerfields	56,500m ² of commercial office space, 125 bed hotel, 450 homes and 12,000m ² of ancillary retail.
Regent Circus	Leisure led development at the junction between new and Old Town, central to the fortunes of Commercial Road and Theatre Square area. The scheme comprises a multi-screen cinema, 8 restaurants and 5000m ² food superstore delivering 140 new jobs.

Swindon Designer Outlet	The largest designer outlet in the South West. First phase re-launch Spring 2014, second phase 50,000sq ft additional retail floor space comprising 30 new stores to be completed in October 2014. The scheme will deliver 350 new jobs.
North Star	A new regional leisure destination comprising a 6000 seat concert arena, cinema, leisure related retail and indoor ski centre with 200m slope. 1700 new jobs (including construction)
Swindon Corn Exchange	Restoration of Grade II listed buildings complemented by new residential and commercial space. Leisure 1150sqm, Retail 530m², 4 Restaurants 1910m², 82 bed hotel and 47 homes creating 215 jobs.
The Promenade	The location for the cultural heart of Swindon including a new Swindon Museum and Art Gallery of 3750m² with 100 jobs, supported by enabling development in the form of residential, and restaurants cafes and bars. A new theatre capable of accommodating 1200 people.

- 4.19. Regeneration of the Town Centre is already gathering pace driven by Forward Swindon Ltd (FSL) and private sector partners. 2014 will see the completion of Regent's Circus, a development which includes the first cinema in Town for 30 years, a major supermarket and a range of restaurants that will transform this area and provide an early signal of change to the market. Other key developments being progressed include the first phase of Kimmerfields, North Star and Swindon Corn Exchange. Swindon University Technical College will open in the Town Centre with a focus on engineering. 68 business partners have been engaged with key sponsors including Johnson Matthey Fuel Cells and Oxford Brookes University.
- 4.20. The Council is committed to delivering new facilities to showcase Swindon's fantastic art collection, one of the best collections of modern 20th century British art in the country, together with a museum. The facilities will help to diversify the cultural and leisure offer. Philanthropic contributions are being sought along with contributions from the Arts Council and Lottery Fund with the addition of £5m from Swindon Borough Council.
- 4.21. In the Town Centre, we plan to use Local Growth Funds to accelerate existing regeneration plans and to support the delivery of a number of new opportunities. The key projects are as follows:

Swindon Town Centre - Higher Education	Project ID: 001
<p>Swindon is the largest urban centre in England without a University presence within 30 miles. A physical University presence would act as a catalyst for regeneration, bringing new vibrancy and expenditure to the Town Centre. It would help to raise the profile of Higher Education so residents see progression to higher level studies as a real option for them, addressing the low proportion of residents with Level 4 qualifications. The Centre would be business-led, providing courses shaped by local employers, providing access to the skilled workforce and research capabilities they need to drive innovation. Potential specialisms include business and professional services, digital industries and high value manufacturing. The Higher Education centre would be part of a wider skills hub in the Town Centre including the local colleges and the UTC. The Growth Deal would create a University presence in Swindon where previous attempts have failed. Local Growth Fund is sought to supplement a commitment to leveraging tuition fee income to raise capital for the initial build.</p> <p>As part of the Growth Deal, we would welcome support to pursue discussions about potential sites with Network Rail and others owners.</p>	

Swindon Town Centre Bus Exchange	Project ID: 002
<p>The quality of public transport nodes in Swindon is recognised as a barrier to growth and the ageing bus exchange is a particular blockage. The Unitary Authority recently completed work to revamp the station forecourt but the bus exchange is an ageing facility acting as a poor gateway to the Town and discouraging access by means other than the car. It also detracts from the value of land in the surrounding area.</p> <p>In close proximity is Kimmerfields, a key scheme designed to address the shortage of high quality office space needed for the retention, expansion, and attraction of business and professional services companies with potential to support 3000 jobs.</p> <p>Relocation of the bus exchange and clearance of the existing site for new development is needed for phase 2 of Kimmerfields and to act as a wider catalyst for change. The developer of Kimmerfields has made significant commitments to funding the bus exchange but the development is stalling with the upfront cost of the bus exchange an obstacle. New occupiers will not commit to pre-lets without certainty surrounding the removal of the existing dual carriageway (Fleming Way) and the relocation of the Bus Exchange.</p> <p>The re-grading of Fleming Way will be delivered using Growing Place Fund, but there remains a need to deliver the Bus Exchange for which a contribution from the Local Growth Fund is sought.</p>	

Swindon Town Centre Railway Crossing including railway station parking	Project ID: 003
<p>This project is to provide a new pedestrian and cycle route over the Great Western mainline linking the Town Centre, station, and proposed leisure development at North Star, plus the provision of a new 400 space multi-storey car park. The Great Western Mainline railway was critical to the development of Swindon and contributes to its communications and locational advantages, but it has left a significant structural legacy that has severed central Swindon, isolating development on the northern side of the railway from the facilities and services of the main shopping area. The few crossings that do exist are of a poor quality and do not provide effective links.</p> <p>Regeneration is highly dependent on this severance issue being addressed as it would change the way people get to and from the centre, promoting more trips to the retail core by students at Swindon College and workers based to the north of the railway. A pedestrian and cycle route over the Great Western Mainline from the station to the North Star development would extend the functional area of the Town Centre. The crossing would also link up Swindon College with the UTC and the potential Higher Education centre. The railway crossing and associated car park will facilitate the decanting of the rail parking at the station, releasing land for development by the railway. Swindon station car parks have approximately 600 bays with occupancy of 97% so there is a lack of capacity for the forecast growth in rail passenger numbers, which has been identified as a barrier by the operating company First Great Western.</p> <p>The scheme is currently unaffordable and without it, planning permission may not be granted for development at North Star putting £70m of new investment and 1700 new jobs at risk. Local Growth Funding is therefore sought to contribute to the delivery of these key pieces of infrastructure.</p>	

LSTF Swindon Sustainable Transport Package	Project ID: 004
<p>The Swindon Sustainable Transport Packages is a series of measures focussed on encouraging walking, cycling and better use of public transport throughout the Town. By reducing traffic congestion and improving the reliability of journey times within the Town it will perform an important role in supporting the local economy and encouraging growth. Part of the package is focussed on improving access to Swindon's colleges, encouraging the use of sustainable transport and removing transport barriers to education and skills. This is an important priority for the LEP.</p> <p>Key elements of the package include:</p> <ul style="list-style-type: none"> • Installation of Wi-Fi on buses across the Borough, including those routes that serve the colleges and secondary schools; • Installation of Real Time Information systems and screens at key town centre destinations, including the colleges; • Installation of next stop audible announcements on buses; • Enhancements to footways and cycle routes across the town, including on routes to schools and colleges; • Addition of new and improvement of existing crossing facilities for pedestrians and cyclists; • Extension of our innovative cycle loan scheme ReCycles, to include additional cycle hubs, including at the colleges. <p>This package is scalable and can be adjusted depending on the outcome of the Growth Deal negotiations.</p>	

Rapid Transit	Project ID: 005
<p>The delivery of a rapid transit scheme is important for supporting the sustainable growth of Swindon. Alternative travel methods need to be provided to connect new communities with jobs and services and to mitigate the impact of development on the road network. The key features of the scheme are:</p> <ul style="list-style-type: none"> • High quality bus services with localised bus priority measures; • Real time information (RTI) and Wi-Fi enabled vehicles; and • High frequency modern buses with limited stops to the Town Centre. 	

Wichelstowe

- 4.22. Wichelstowe is a 300ha green field site approximately 75% owned by Swindon Council offering good access to the Town Centre, the M4, major local employers and open countryside. The development will eventually provide **4500 homes and 12.5ha of employment land** with potential for a high quality business park serving high tech, low carbon and R&D activities. 830 dwellings are near completion as part of the first phase of development at East Wichel. Swindon Borough Council has already invested £43m in infrastructure in Wichelstowe and a joint venture partner is now being sought to take forward the rest of the development. Waitrose has been secured to anchor the district centre.
- 4.23. Wichelstowe is very specifically conceived as **a high quality development** that will support both housing and economic growth in Swindon and Wiltshire. The vision for this area is to create desirable neighbourhoods and business locations with character and connectivity, integrated with their surroundings.

A new district centre is planned as the most central, urban and active part of the development. Local employers are highly supportive of the rationale for Wichelstowe and its aim of providing high quality housing and community facilities for their executives.

- 4.24. Our Growth Deal for Wichelstowe is about funding the necessary infrastructure to accelerate housing development and the release of employment land for new jobs. Investment is also needed to mitigate the impact of new development on the motorway network supporting sustainable development.

LTB Scheme - M4 Junction 16	Project ID: 006
<p>M4 Junction 16 is an important intersection of the highway network where improvements are needed to mitigate the effects of development at Wichelstowe. Funding has already been allocated through the Local Transport Body and the business case is being developed.</p> <p>There are a number of complex agreements to be entered into prior to commencement due to the nature of the works and the fact that the site covers three separate Highway Authorities – Swindon, Wiltshire and the Highways Agency. Without the planned improvements, development cannot proceed beyond 1100 dwellings due to the conditions of the planning consent.</p>	

Wichelstowe Infrastructure	Project ID: 007
<p>This scheme consists of the latter phases of the infrastructure required to unlock development at Wichelstowe, which is a condition of the outline planning consent. The planning permission requires strategic access to the west of the site to be provided before development can proceed past 2500 units. Without Local Growth fund, the additional homes would either be significantly delayed (in all likelihood beyond 2025) or not otherwise achieved.</p> <p>The scheme will support and enable further development in the Wichelstowe strategic site, providing more suitable access for development traffic to access M4 Junction 16. An alternative link to junction 16 would serve to mitigate impacts on other local routes between Swindon and J16, particularly Great Western Way, which is key to aspirations for improving Swindon Town Centre. The scheme provides access from Wichelstowe to the employment areas in West Swindon such as Lydiard Fields, Windmill Hill and Blagrove. As such the scheme would contribute directly towards delivering additional employment land, jobs and new homes.</p> <p>The western access scheme is dependent on the LTB priority M4 Junction 16 scheme being completed.</p>	

New Eastern Villages / A419

- 4.25. There are major opportunities for growth to the east of Swindon around the A419 corridor where the vision is to create a vibrant mixed economy of hi-tech, advanced engineering and manufacturing businesses along with distribution facilities supported by high quality transport infrastructure. Nearly **13,000 homes** are planned across a number of the key sites, most significantly the New Eastern Villages.

- 4.26. The following form the key sites for development – all either have extant permission or are allocated in the emerging Local Plan.
- New Eastern Villages – 8,000 homes, 40ha employment land
 - Tadpole Farm – 1,695 homes, 5ha employment land
 - Kingsdown – 1,650 homes
 - G Park – 40,000m² floor space still available
 - Commonhead 890 homes, 15ha employment land
 - North Development Area – 589 plots remaining with extant permission
- 4.27. The New Eastern Villages is a major urban expansion of some 8,000 new homes, 40ha of additional employment land and potential to support up to 4,000 jobs. The employment sites at the Eastern Villages, Commonhead and the existing site at G Park adjacent to the highway network are prime sites within Swindon. Together with Kimmerfields in the Town Centre they will help to address the current shortage of Grade A offices and also larger industrial stock (60,000 sq/ft +).
- 4.28. There are a number of challenges for delivering this scale of growth, not least the need to ensure development is planned sustainably. New communities need good transport links to employment opportunities and local services. The scale of planned growth means there are opportunities to be innovative in the planning of these new sustainable communities. There will be a focus on low carbon, local energy generation and distribution enabling well-designed and affordable communities to be delivered.
- 4.29. The A419 is managed by the Highways Agency in recognition of its importance as a nationally significant route and growth needs to benefit new communities without impacting on the performance of the highway network. The route is particularly important for high value 'just-in-time' manufacturers like BMW and Honda.
- 4.30. Our Growth Deal for the Eastern Villages/A419 area is about accelerating the delivery of new homes and jobs by funding the infrastructure needed to unlock development. A number of other transport investments are proposed to ensure growth is sustainable and the impact of development on high value manufacturers and other firms in the area is mitigated.

New Eastern Villages Infrastructure	Project ID: 008
<p>A significant infrastructure package is needed to open up and service the major urban extension to the New Eastern Villages. This includes improvements to the existing local and strategic highway network, new public transport infrastructure, schools, community and social infrastructure.</p> <p>Much of this new infrastructure will be paid for and delivered by the landowners/developers as development comes forward. The enabling infrastructure can be directly provided by developers where it is clear that they correspond to single land ownership or agreed joint arrangements. However, there are elements that require public sector funding as a result of the cumulative effect of several developments with multiple landowners.</p> <p>Funding is sought for the following transport improvements needed to support the completion of the whole urban extension:</p> <ul style="list-style-type: none"> • White Hart Diamond Interchange - significant improvement of the existing White Hart junction of the A419/A420 as agreed with the Highways Agency; 	

- A420 Junction Improvements - improvements along the length of the existing A420 to accommodate the impact of increased traffic from development and to preserve journey time reliability on the strategic route;
- Improvements to the A419 to accommodate the impact of increased traffic from the development and to preserve journey time reliability on the strategic route;
- The Green Bridge - a new bridge dedicated to support new public transport provision through a rapid transit link to the Town Centre;
- Commonhead Link - a new link road connecting the new development to the Commonhead roundabout.

The improvements will be capable of accommodating the extra traffic from the Eastern Villages, maintaining journey time reliability along the A419 and A420. Both are strategic routes linking the M4 Corridor with the Midlands via Gloucester and Oxford respectively. It is likely that without these interventions, 4,000 homes would be undeliverable and the employment allocation of 40ha would be threatened. The schemes also help to ensure there are more sustainable transport links woven into the fabric of the Town.

Current viability work estimates the total cost of the infrastructure to be in the region of £180m but the current estimate of the s106/CIL contributions that can be afforded from the various developers leaves a funding gap of £58.6m for the schemes above. If the contribution is secured, a high deal of uncertainty surrounding the project would be resolved allowing all land owners and developers to focus on the delivery of much needed housing and jobs making a significant contribution to the economy of the LEP.

LTB Scheme - M4 Junction 15

Project ID: 009

This scheme has been allocated funding by the LTB and the business case is being developed. The scheme provides capacity improvements to M4 Junction 15 beyond those proposed to mitigate the development at Commonhead, which comprise dedicated left from A419 to M4 Eastbound, third lane southbound between Commonhead and M4 J15 and circulatory carriageway improvements.

Sustainable Energy

- 4.31. A successful future economy will be underpinned by secure and sustainable supplies of low carbon energy. There are opportunities in Swindon to develop the skills and jobs associated with the low carbon economy, capitalising on local strengths in engineering and high value manufacturing.
- 4.32. By 2020, Swindon aims to generate sufficient low carbon electricity to power all residential properties and be recognised as a UK centre of excellence for hydrogen energy technologies, creating new job opportunities by building on emerging strength in hydrogen energy storage.
- 4.33. Innovative energy projects are already progressing throughout Swindon and Wiltshire focused around the production of low carbon heat, electricity and hydrogen. Swindon Council is implementing a Low Carbon Local Development Order (LDO) which will ease planning requirements on certain renewable technologies, an innovative mechanism and the first of its kind in the UK. The LDO will extend permitted development rights for: micro-generation and energy conservation measures at commercial and residential properties; for hydrogen and electric car fuelling infrastructure; and for solar arrays at suitable locations.

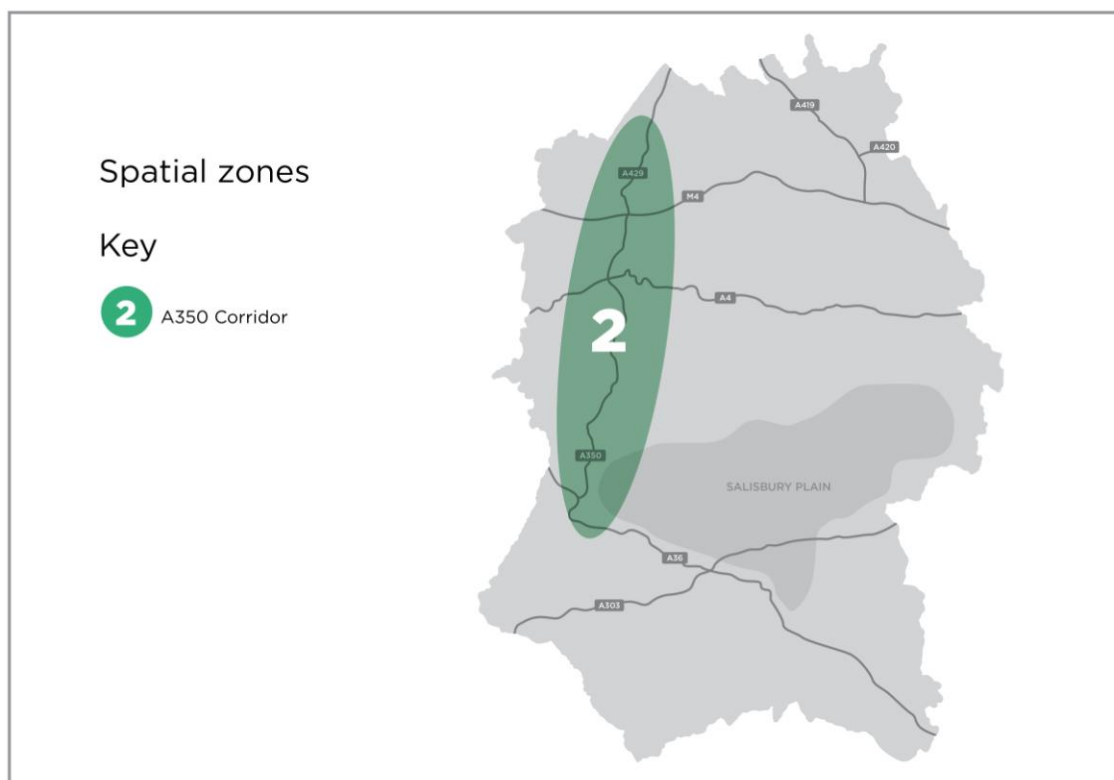
- 4.34. Hydrogen technologies are an important opportunity for the LEP and a Hydrogen Roadmap has been adopted. The Roadmap paves the way for the Town to benefit from an increased share of economic activity in the hydrogen technologies sector, built on an attractive and dedicated inward investment offer, a bespoke programme of education and training opportunities, and a diverse range of related demonstrator projects.

Sustainable Energy	Project ID: 010
<p>Local Growth Funds are sought to accelerate progress toward a smarter, more integrated energy system for Swindon and Wiltshire by delivering a number of high impact “catalyst” opportunities. These not only demonstrate the benefits of innovative low carbon technologies and how they can be integrated in new ways, but also act to demonstrate the new jobs and skills available in the low carbon economy. The catalyst projects are part of a package set out below.</p> <p>The package of energy projects which will act to accelerate low carbon infrastructure delivery comprises:</p> <ul style="list-style-type: none"> • Design of a Solar Noise Barrier along the M4. <p>Building on the feasibility work undertaken for the A419, feasibility funding is required to unlock a key opportunity to deploy a “self funding” solar noise barrier along the M4 corridor, increasing development potential at Wichelstowe and delivering a visible and innovative renewable energy generation scheme, the revenue from which can be used to fund the construction and ongoing maintenance of the noise barrier.</p> <ul style="list-style-type: none"> • Deployment of a power to hydrogen facility at Wichelstowe. <p>With a link to a Council commissioned solar farm south of the M4, this project accelerates Swindon’s aspirations around hydrogen technologies and the M4 hydrogen highway concept. The project can work in isolation, later converting to a hydrogen refuelling facility when demand escalates.</p> <ul style="list-style-type: none"> • Feasibility and coordination district energy project across SWLEP. <p>Co-ordination and feasibility of district energy networks at the Town Centre, Wichelstowe, New Eastern Villages and Porton Down. This element has a particularly good fit with the Swindon College Sustainable Technology Centre proposition (see skills chapter).</p> <p>Funding has recently been secured from the Department of Energy and Climate Change for Wiltshire Council and partners to carry out an energy mapping exercise and test the technical and financial feasibility of a district energy scheme at the Porton campus. The study will identify more efficient ways to heat, power and cool the operations at the site through the local generation of energy and reuse of waste heat in buildings.</p> <p>Wiltshire Council is working in partnership with Finnish and Canadian partners to submit a research proposal to the International Energy Agency in respect of District Energy. If successful we will be sharing knowledge and experience to address barriers to District Energy delivery in smaller communities.</p>	

Zone 1 Swindon: Projects seeking Local Growth Funding

	Total Cost	Local Contributions (public and private)	LGF Funding Sought	Jobs	Employment Land	Homes
Swindon Town Centre Higher Education	£30,000,000	£22,500,000	£7,500,000	190	0	500
Swindon Town Centre Bus Exchange	£6,000,000	£2,500,000	£3,500,000	3640	5	400
Swindon Town Centre Railway Crossing including railway station parking	£11,300,000	£6,900,000	£4,400,000	340	13	0
LSTF Sustainable Transport	£4,375,000	£625,000	£3,750,000	0	0	0
Rapid Transit	£14,748,000	£4,898,000	£9,850,000	0	0	0
LTB Scheme M4 Junction 16	£8,000,000	£2,100,000	£5,900,000	0	0	0
Wichelstowe Infrastructure	£118,185,000	£95,295,000	£22,890,000	3879	13	2000
Eastern Villages Infrastructure	£162,600,000	£104,000,000	£58,600,000	4000	40	8000
LTB Scheme M4 Junction 15	£5,000,000	£1,300,000	£3,700,000	0	0	0
Sustainable Energy	£7,050,000	£4,900,000	£2,150,000	0	0	0
Swindon Total	£367,258,000	£245,018,000	£122,240,000	12049	71	10900

Zone 2: The A350 Corridor



- 4.35. The A350 is a key economic artery in Wiltshire incorporating the Towns of Chippenham, Corsham, Melksham, Trowbridge, Westbury and Warminster. Malmesbury is also linked by the A429 to Junction 17 from the north and included in the zone. With a population and economic output equivalent to Swindon (£3.4bn in GVA), the area is home to many of our most important businesses with 60% of the 'Wiltshire 100' in the corridor including Siemens, Herman Miller, and Knorr Bremse.
- 4.36. In the last year, jobs were created in the zone at a rate three times faster than the rest of Wiltshire. A number of businesses in the zone have told us they want to expand and are seeking space to grow. In addition there is significant MOD presence at Corsham and Warminster, and around 2,500 Military personnel stationed in the area, 17% of the total.
- 4.37. If current plans are implemented, 17,000 new homes and 91ha of employment land could be developed through a strategic programme of infrastructure provision in the Zone.
- 4.38. Our Growth Deal for the A350 Corridor focuses on:
- supporting the expansion of key firms in the corridor, including Dyson, IXYS and Cooper Tires;
 - capitalising on the ICT infrastructure and digital cluster at Corsham;
 - accelerating the regeneration of Chippenham and Trowbridge Town Centres;
 - accelerating the delivery of new homes and jobs in urban expansions at Chippenham and Trowbridge;

- a number of transport improvements along the A350 to address capacity constraints, congestion and journey time reliability on this strategic route, and also rail improvements to provide alternative travel options.

Opportunities and Barriers to Growth

- 4.39. There are a number of exciting opportunities for growth in the A350 corridor. In the north of the corridor, **Dyson** recently announced plans to develop new technology research and development facilities at Malmesbury, creating up to 3,000 new engineering jobs. This is major vote of confidence in Swindon and Wiltshire and the UK from one of our most innovative home-grown companies. A number of other firms have specific expansion requirements in the area including Cooper Tires, an important part of the automotive supply chain, and also the semi-conductor manufacturer IXYS UK Ltd.
- 4.40. At **Corsham**, investment by the Military in the ICT infrastructure has created unique opportunities related to secure data and data science. MOD Corsham is the global communication centre for the Armed Forces, and will employ over 2,000 people once fully operational. There is a cluster of firms in information and communications industries and advanced manufacturing including: BT, Atlas and Paradigm. One company, Aerian, is responsible for websites that account for over 2% of global internet traffic. Corsham also houses one of the most secure power systems and data storage systems in the country.
- 4.41. There is major investor interest in the area and proposals for the **Corsham Institute** are being taken forward. This is a private sector led charitable initiative to establish a new industry-focused University, incubator space and research and technology park specialising in the digital economy. There are opportunities to develop the digital cluster by making more land and sites available to support the growth of the sector.
- 4.42. There are further growth opportunities in the Principal Towns along the A350. The Masterplans for **Trowbridge** and **Chippenham** both provide evidence of significant need and opportunity for growth. The quality of the retail, leisure and cultural offers needs to evolve so they become more attractive places for skilled workers and businesses.
- 4.43. Chippenham has grown rapidly over the past 15 years and is home to a large number of key businesses including life sciences firms like Vectura and Alliance Pharma; IT companies Scisys and IXYS Semi-Conductors and a range of service companies like Good Energy, Expolink and Fleet Support. Chippenham Town Centre experiences high levels of footfall but struggles to satisfy consumer demand as a result of the currently constrained offer. The railway in Chippenham cuts across the centre of the Town severing employment land and development opportunities from the main retail and services offer.
- 4.44. Outside the Town Centre, the proposed urban expansion of Trowbridge at Ashton Park and the development of Langley Park in Chippenham, offer significant potential for new development. The area north of Chippenham up to where the A350 meets the M4 Motorway has the potential to develop a number of sites for new employment facilities which would be highly attractive to high tech firms looking to be part of the M4 Corridor. The new Defence Technical Training College at Lyneham represents a £250m investment by the MOD in this corridor, one of the largest construction projects in the UK.
- 4.45. Significant barriers to growth in the A350 corridor exist in the form of highways capacity, journey time reliability, quality of rail connections and frequency of rail services. There are pinch points at a number of points along the A350.

The single carriageway sections of the A350 currently experience peak period congestion, particularly the Western Bypass around Chippenham, and journey time unreliability due to the high traffic volumes. The congestion is exacerbated by the high volume of heavy goods vehicles on the route and its role as the primary route connecting Poole/South Coast to the M4.

Our Growth Deal for the A350 Zone

- 4.46. The long term vision is that the A350 Corridor is nationally recognised as a highly productive economic zone that effectively responds to business needs whilst maintaining a high quality of life and environment. The corridor has potential to develop as an economic assembly line adding value to materials and products as they travel up through the country from the ports of the south coast through to the major settlements and markets of Bristol, Swindon, Cardiff, and Gloucester.

Malmesbury

- 4.47. Dyson has acquired land adjacent to its site for the phased development of a new research and development centre and technology campus. This would provide opportunities for new technology enterprises to establish and grow around Dyson's facility. Phase 1 would see a multi-million pound capital investment which would open up 11.5ha of employment land and deliver 250-300 new skilled jobs year on year from 2015/16 to 2017/18, with the long-term ambition to increase headcount by up to 3000.
- 4.48. Investment in this location also would unlock a further 4ha employment site at the nearby Malmesbury Garden Centre, providing an indicative 200 new jobs in 2017/18. Currently, Dyson is engaged with the local community and the local planning and Highways Authorities over the development of its proposals.

A429 Malmesbury Access Improvements	Project ID: 011
Our Growth Deal is about funding the additional infrastructure required to unlock this investment. In 2015/16, the A429/B4014 interchange must be upgraded to a roundabout and the roundabout outside the Dyson site on the B4014 would also be upgraded.	

M4 Junction 17 Capacity Improvements	Project ID: 012
Planned growth and development in north Wiltshire, especially at Chippenham, will increase pressure on M4 Junction 17. A junction improvement would mitigate this pressure by increasing the circulating capacity of the roundabout and by reducing queues on the approach slip roads which can impact on the operation of the main M4 carriageway. In turn, this will support economic development in both the M4 and A350 corridors by improving journey times and reliability from the M4 onto the A350 corridor. Improvements to the junction would also help enable access to new employment sites along the A350 corridor.	

Corsham

- 4.49. Corsham forms a key part of the M4 and A350 corridors where there is a high concentration of jobs in the information and communications industries. Information and communications account for 10.2% of employment in Corsham compared to 3.8% in Wiltshire and 4.0% in England and Wales, reflecting local specialisms in ICT, media and design.¹⁶
- 4.50. Corsham has the physical and logical infrastructure associated with big and fast data (in terms of power capacity and data networks). It has a respected reputation and experience of handling sensitive data securely (and the assurance and trust of Government) and it has the logical assets (in terms of skilled people and strong institutions). It is well placed to develop new institutions to reshape and further enhance its current role, develop complementary economic activities based on its assets and relationships and, importantly, establish significant new capacity and ideas to develop the UK's digital economy. Furthermore, these can be market ready in relatively short time.
- 4.51. Corsham now has one of the most secure data centre campuses, assured cloud platforms and resilient networks and electrical power supply in the country. This investment presents Corsham as a very attractive location and an opportunity for business growth especially for technology firms. It also presents a significant opportunity for education in the digital technology sector and the provision of 'data scientists' for not just the SWLEP region but also the UK. In short, Corsham has all the attributes of an innovation region where the right measure and timing of interventions by local and central government, businesses and academics could bring significant economic benefits. Furthermore, these can be market ready in relatively short time.
- 4.52. Our Growth Deal is about capitalising on these opportunities through the development of the Corsham Digital Community.

Corsham A4 Access / Junction Improvements

Project ID: 013

Despite Corsham's proximity to the M4 and A350 transport corridors, the local transport network is generally poor, characterised by a rural road network with no rail connectivity. This intervention would significantly reduce delays at relevant A4 junctions and improve journey time reliability.

Corsham Digital Community

Project ID: 014

Working in partnership with private investors, the SWLEP will seek to implement a package of measures that will establish a Higher Education facility known as the Corsham Institute to provide industry-centric Higher Education focused on inter alia cyber security, data science, creativity and the digital economy. The Corsham Institute, in partnership with UK and International Higher Education providers, will be the institutional vehicle for establishing the UK Centre for digital society learning, research, development and enterprise, with a mission to establish the Corsham Digital Community as a globally renowned and respected digital and information economic cluster comprising a Higher Education campus, a Research Park with incubation, innovation, business and services accommodation for digital, information economy and related companies

¹⁶ BRES data 2011, employment by sector rounded to the nearest 100

The Corsham Institute is very well placed to play a significant role in developing the Alan Turing Institute and would welcome discussions with Central Government about potential partnerships to host and deliver this exciting new project. Over the next ten years, the Institute will develop academic facilities, student residential accommodation and related facilities for up to 5,000 students, together with a research park, technology park, secure data centres and a Knowledge Exchange platform to support over 20 companies employing 1500 staff together with an online education platform supporting a wider community of undergraduate students. The investment programme is expected to be £325m over five years and £500m over ten years.

SWLEP and Wiltshire Council will work in partnership with the Corsham Institute to progress the master plan for the Corsham area and further feasibility work including the potential to deliver the Corsham Institute campus. A Memorandum of Understanding between Corsham Institute and Wiltshire Council has recently been agreed to enable Corsham Institute to develop as a major contributor to the educational and economic development ambitions of the Council.

The delivery of the Corsham Institute is privately financed and therefore there is no call on the Local Growth Fund. However, to leverage this investment for the wider LEP area, we want to install fibre capabilities that require an upfront Local Growth Fund investment of £12.7m. There is also an important role for public sector partners to help deliver the vision and **our asks as part of the Growth Deal are:**

- **First refusal on MOD surplus land in the Corsham area over the next 5-10 years, particularly to include land known as Thorney Pits and Gorse Farm and the site between Basil Hill and Katherine Park.**
- **Involvement of the MOD, HEFCE and Technology Strategy Board in the Corsham Institute business planning and feasibility study exercises that will secure:**
 - **Support for the recently announced Alan Turing Institute initiative**
 - **Implementations of the information economy and big data strategies**
 - **Defence Growth Partnership ambitions.**

Unlocking development sites in Corsham	Project ID: 015
<p>There are currently around 40ha of surplus ex-MOD sites, in the Corsham area where development is planned. Development on these sites, some of which have planning permission is not deliverable in the short term due to constraints in the form of required site infrastructure and improvements. These sites could support the expansion plans of businesses both local and inward investors. Early investment in site infrastructure will address those constraints thereby enabling growth. Frontloading infrastructure will assist in accelerating the delivery of these sites, providing an opportunity to develop a high-tech communications and digital economy hub in the LEP area. Accelerating the delivery of these sites will also enable the early creation of jobs, homes, employment land, and education provision.</p> <p>The first step in harnessing this opportunity is through the production of an effective Masterplan to support the management and co-ordination of this process. The Masterplan element of this intervention will be funded by Wiltshire Council.</p> <p>Investment in site infrastructure could help accelerate the delivery of a number of nearby developments.</p>	

Corsham Rail Station	Project ID: 016
<p>Re-opening the rail station at Corsham would be a significant enabler of growth, making the Town more accessible to students, staff and others as well as improving access to the MOD and other employment areas.</p> <p>The service could call at other settlements, thereby unlocking jobs in the economic zone. Network Rail has indicated a willingness to discuss the possibility of re-opening the station. There is also potential for future connections into the Bristol Metro.</p>	

Chippenham

- 4.53. Chippenham is identified as a Principal settlement in the emerging Wiltshire Core Strategy. There are a number of Principal employment locations in the Town including Bumpers Farm, Methuen Park, Parsonage Way and Langley Park. 19 of Wiltshire's top 100 businesses are located in the Town. Over the period 2006 to 2026 Chippenham will provide 26.5ha of additional employment land and 4,500 new homes.
- 4.54. A comprehensive Masterplan for the Town Centre has been produced to accommodate the needs and demands of its residents and businesses.
- 4.55. The Masterplan sets out a plan for delivering 15,000m² of retail and leisure and 250 homes. Significant development is already underway. Wiltshire College has secured over £20m for the redevelopment of its campus, Langley Park has now received outline planning permission, and the Bath Road site is in pre-application stage with Wiltshire Council.
- 4.56. The total value of Town Centre regeneration is around £150m. It creates significant employment opportunities for local people and opportunities for business to grow and attract further inward investment.
- 4.57. There is essential infrastructure needed to support this growth of which some contributions are anticipated from individual developers, for example, the northern link road and the railway crossing. Both the Chippenham Transport Strategy and SWLEP LTB prioritise the investment in improvements to the A350 Chippenham by-pass.

This is the beginning of a catalyst to improve journey times/reliability on the A350 to generate certainty for investors.
- 4.58. Unlocking investment in highways infrastructure is a key challenge in Chippenham as peak hour congestion and the nature of the road network which requires all traffic from the east to channel through the centre of the Town act as barriers to growth.
- 4.59. Our Growth Deal for Chippenham comprises is focused on: accelerating the development of a new Station Hub; unlocking the growth of Langley Park; and transport investments to support growth across the area.

Chippenham Station Hub	Project ID: 017
<p>The investment is centred on the Chippenham Station hub development, including enhanced car parking, retail offer, pedestrian links, cycle and transport links over the railway. The proposal responds to the anticipated growth of Chippenham which will lead to an increase in rail passengers using the station by 40%. There will be an increased demand for interchange facilities with cars, cycles and bus and coach services.</p>	

The preferred scheme responds to engagement with Network Rail and local community consultation on the development of the Chippenham Masterplan and the Wiltshire Core Strategy. The scheme will deliver two new multi-storey car parks linked across the railway via a bridge, improving access choice to the station for drivers and, through an additional link over the railway, direct access to the platforms from the car parks. A new station square will be created around which retail and commercial development will take place. This will accelerate the regeneration of Chippenham and provide access to over 2,000 job opportunities.

Local Growth Fund support is needed to deliver the opportunity because of the abnormal costs of development associated with construction in close proximity to the railway and within constraints set by Brunel's historic rail buildings.

The Great Western Route Utilisation Strategy (RUS) states that "if the cost of the bay platform at Chippenham could be met by another funding source, the Bristol Temple Meads to Chippenham service would provide medium value for money and meet the funding criteria with a BCR of 1.5". A report by Steer Davies Gleave for Network Rail (2011) indicates that substantial station improvements can support increases in property values in the immediate vicinity of a station of 30% or more.

Chippenham Langley Park

Project ID: 018

IXYS UK makes semi-conductors on a site at Langley Park and is a key part of the local economy; it currently exports 91% of its turnover. The state of repair and running costs of its existing operations are a barrier to growth. Wiltshire Council, UKTI and the TSB have engaged with IXYS to explore options which could retain and enhance its operations in the UK. Through a strategic investment at Langley Park, there is an opportunity to facilitate the redevelopment of the current site to enable IXYS to modernise and add further value to its UK activities. Specifically, there are potential future partnerships around power electronics for resilient energy systems.

These are particularly important in renewable energy technologies. The redevelopment would enable the retention of 200 highly skilled jobs and the maintenance of local/national supply chains (with an estimated value of £7.8m). It would act as a catalyst for the wider regeneration of the whole Langley Park site and deliver land for up to 50 houses.

The new facilities will enable the development of future partnerships by IXYS to further support the existing TSB collaboration and create the scope for collaboration with other LEPs.

Chippenham Transport Package

Project ID: 019

The Chippenham Transport Package has been designed to unlock the strategic development of sites, protect the strategic role of the A350 and put in place a comprehensive and integrated set of demand management and sustainable transport measures. The package includes Town Centre and key corridor improvements, traffic management measures, public transport enhancements, targeted cycling improvements and a comprehensive approach to walking.

This package is scalable and can be adjusted depending on the outcome of the Growth Deal negotiations.

LTB Scheme - A350 North of Chippenham Bypass Improvements	Project ID: 020
<p>The LTB has previously prioritised improvements to the A350 Chippenham bypass at the A420 Bumpers Farm junction and A4 Chequers Junction. An Outline Business Case is currently being developed for submission to the LTB in July which shows a benefit-cost ratio of 4.9, demonstrating that the scheme offers very high value for money.</p>	

A350 Dualling Chippenham Bypass	Project ID: 021
<p>The proposed scheme is to dual the A350 Chippenham Bypass between the Badger Roundabout and Chequers Roundabout (A350/A4), along with junction improvements. The scheme would improve the capacity of this strategically important north-south connection, and onward connections to the Bath/Bristol functional economic area, whilst also enabling and supporting the large-scale development proposed both within Chippenham and in the wider A350 corridor area. As such the scheme would contribute directly towards delivering additional employment land, jobs and new homes.</p> <p>By better enabling the route to function as key north-south link between the coast and west and northwest, particularly in terms of freight, the A350 corridor would become an increasingly attractive location for business, building on the already evident demand for freight movements between the international gateways along the South coast and Bristol/Wales, and onto the Midlands and Northwest. The adjusted benefit-cost ratio of this scheme is 3.9, as set out in the Outline Business Case, demonstrating that the scheme offers high value for money.</p>	

Melksham

- 4.60. Melksham has been identified as having an important strategic employment role in the A350 corridor. The Town Centre is in need of regeneration with the retail offer having suffered for a number of years. The Town has the capacity for employment growth, and against a background of a high degree of economic out-commuting, the regeneration of existing employment sites remains a priority.

Melksham Growth Strategy	Project ID: 022
<p>Cooper Tire & Rubber Company operates one of the largest manufacturing operations in the region, employing 750 people in Melksham. The current 32 acre site is no longer fit for manufacturing high technology tyres and the company has a bold project option to relocate locally.</p> <p>Local Growth Fund infrastructure investment is key to unlocking Cooper's plans and making regeneration of their current site possible. Herman Miller has advanced plans to consolidate their UK production facilities at Bowerhill. In order to bring the extension to Bowerhill forward, essential infrastructure investment is necessary.</p> <p>This intervention provides a once-in-a-generation opportunity that will enable:</p> <ul style="list-style-type: none"> • Redevelopment of a major site in Melksham to deliver direct benefits including much needed housing, long-required flood mitigation measures, and town centre regeneration; • Economic growth by retaining significant high-value manufacturing employment and providing a platform for jobs/GVA growth in re-located and re-engineered state-of-the-art production facilities; 	

- Unlocking further development at Bowerhill Industrial Estate by providing sites and/or practical infrastructure support to attract strategically important business investment within the A350 corridor;
- Securing in the UK high quality tyre manufacturing of strategic importance to national/global automotive OEM supply chains;
- Leveraging a very high level of private sector capital investment;
- Delivery of Melksham Link Waterway (Wilts & Berks Canal Project) including 3 km of new waterway/towpath, and adaption of 2 km section of the River Avon to make it navigable to canal craft.

Melksham Signal Improvements

Project ID: 023

Installing intermediate signals on the single track through Melksham would remove the current capacity barrier to achieving an hourly Trans Wilts (Salisbury/Westbury to Swindon) train service. In doing so this would enable a north south train service more commensurate with the A350 corridor's strategic importance and improve connectivity between Salisbury, the west Wiltshire Towns and Swindon. The improvement would also provide wider rail industry benefits through increased available paths for other passenger and freight services, and diversions.

Improving the rail network is important to the success of the A350 corridor as better connectivity and journey time reliability will enhance the interlinked nature of the Towns.

A350 Avon Roundabout, Melksham

Project ID: 024

High traffic volumes, particularly in the peak periods, result in congestion, delays and unpredictable journey times in this area. Long queues commonly form on the A350 corridor to the west of Melksham during the morning and evening peak periods, with queuing and delays remaining throughout the inter-peak.

The scheme would fully signalise the West of England Farmers Roundabout on the A350 in Melksham and new signal communication technology would link it to the existing signalised ASDA superstore and A365 junctions.

The objectives of the scheme are to:

- Improve connectivity between Melksham, the west Wiltshire towns and the A36/M4;
- Reduce queue lengths and delays, improving journey time reliability on the A350 at Melksham;
- Facilitate housing and employment growth along the A350 corridor and encourage inward investment by addressing known and forecast congestion pinch-points; and
- Protect the strategic role of the A350, minimising the potential for traffic reassignment away from the corridor.

Trowbridge

- 4.61. Trowbridge Town Centre serves a resident population of 33,000 and a wider area including the Towns of Bradford on Avon, Westbury, Melksham and Devizes and a large number of villages including Hilperton, Staverton, North Bradley, Semington, Southwick and West Ashton. Over the period to 2006 to 2026 Trowbridge will provide 25ha of additional employment land and 6,800 new homes.

- 4.62. The Town Centre has also grown with a number of significant retail developments completed recently. To date development has been piecemeal resulting in a series of poorly connected development sites. This results in conflict between pedestrian and vehicle uses and a high number of largely unnecessary car journeys.
- 4.63. A comprehensive Masterplan has been produced for the Town which aims to overcome these constraints enabling the Town Centre to grow and accommodate the needs and demands of its residents and businesses. The Masterplan sets out a plan for delivering 15,000m² of retail and leisure and 100 homes.
- 4.64. The growth strategy for Trowbridge includes a significant opportunity for development at Ashton Park, an urban expansion which could deliver 2,600 homes and 15ha of employment land, creating about 1,500 jobs.

A350 West Ashton/Yarnbrook Junction Improvements	Project ID: 025
A new single carriageway link road between the A363 and A350 and an offline single carriageway improvement running north of the existing A350. The scheme will reduce queues and delays on the A350 corridor thus enhancing north-south connections, and enables housing and employment growth in the Ashton Park (Trowbridge) urban expansion and the longer term growth of Trowbridge as a Principal Town Centre.	

Trowbridge Transport Package	Project ID: 026
A Transport Package for Trowbridge is proposed to enable planned development, helping to address peak hour transport constraints and delivering significant benefits to public transport, walking and cycling. This will include a comprehensive set of measures including improvements to pedestrian routes and cycle routes on key corridors, cycle parking, improved bus services, bus priority measures, improvements to Trowbridge railway station, travel plans, traffic demand management and traffic calming, and selected road improvements. The measures, which have been developed as part of the Trowbridge Transport Strategy will help to overcome issues relating to route and junction capacity in key locations in Trowbridge, which act as a constraint on new development.	
This package is scalable and can be adjusted depending on the outcome of the Growth Deal negotiations.	

A350 Corridor Transport Improvements

- 4.65. Businesses report journey time reliability as a major constraint on their activities along the A350. The route suffers from congestion resulting from capacity constraints and from a relatively high volume of HGV movements. In addition to the schemes highlighted above, our Growth Deal proposes a number of improvements along the route to address these barriers. The improvements will help to accelerate the delivery of employment and housing sites, improve north-south connectivity and encourage the use of more sustainable forms of transport.

The A350 currently passes through the centre of Westbury with residential properties and business fronting directly onto the road. The alignment is substandard for the volume and type of traffic, with sharp bends, mini-roundabouts and narrow footways. The removal of through traffic would enable widespread traffic calming, cycle and pedestrian measures to be implemented in the Town. The scheme would provide traffic relief for Westbury, allowing road space in the Town to be re-allocated to other modes and improve journey time reliability on the A350.

While an A350 Eastern Bypass route around Westbury was rejected by the Inspector following a public inquiry in 2008, the issues that the scheme was seeking to address remain the same. Therefore, it is proposed that a study is undertaken to consider all issues and options.

This project, which extends beyond the A350 corridor to the rest of Wiltshire, would deliver more integrated travel options by walking, cycling and public transport, and enhance the end-to-end journey experience in order to better connect people to job opportunities, education/skills training and other essential services. It builds on the success of Wiltshire Council's current LSTF project which has included the delivery of an improved Trans Wilts (Westbury – Swindon) train service and a range of complementary measures. A comprehensive capital and revenue package to 2020/21 is proposed comprising further improvements to walking / cycling infrastructure connected to rail stations and other key interchange points, enhanced travel information, travel promotion and integrated / combined ticketing initiatives.

Key outcomes include:

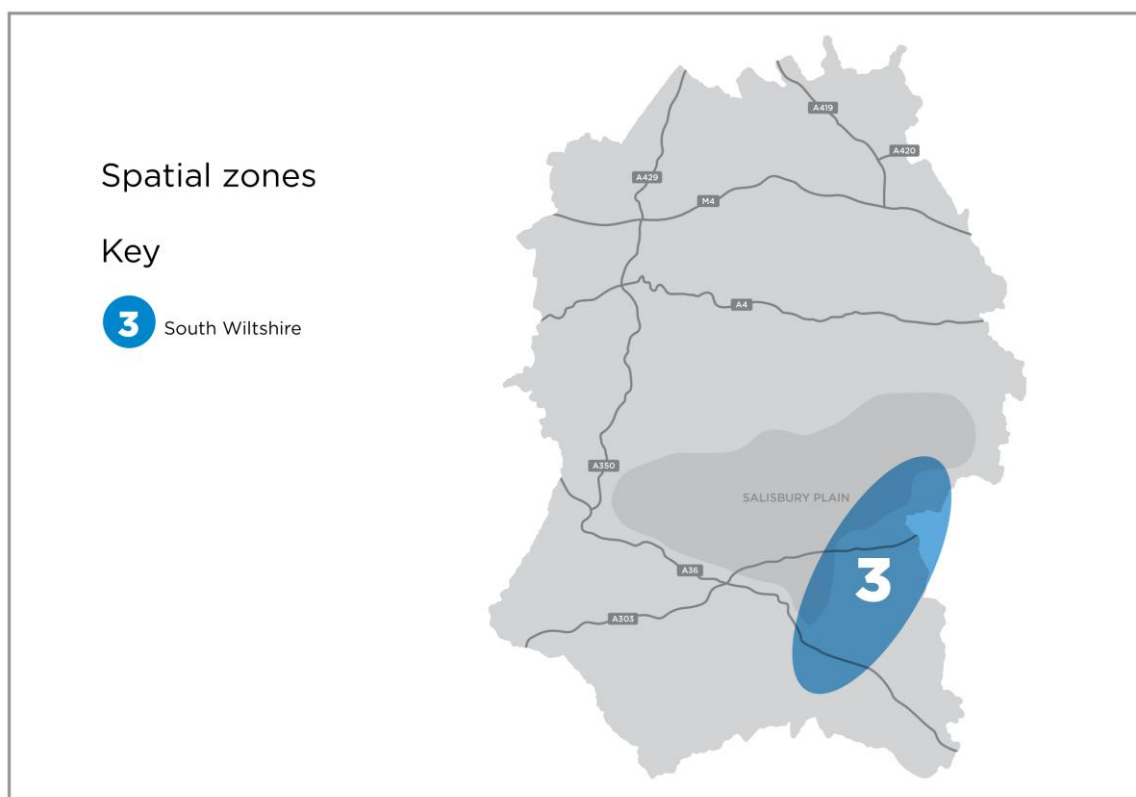
- strengthened connectivity and wider access to rail services, particularly within the key transport corridors and to wider core functional economic areas;
- reinforcing the interlinked nature of the Towns along the A350 corridor so improving the effective density of agglomeration economies;
- modal shift, thus contributing to maintaining journey time reliability on key corridors, which is vital to support planned growth in housing and jobs;
- improved access to education and training, which will support the attainment of key skills necessary to enable growth in key sectors;
- increased opportunities for sustainable visitor travel, supporting growth in the tourism sector; and
- increased business networking associated with travel planning and opportunities to improve business productivity / efficiency and economic competitiveness.

This scheme is scalable and can be adjusted depending on the outcome of the Growth Deal negotiations.

Zone 2 A350 Corridor: Projects seeking Local Growth Funds

	Total Cost	Local Contributions (public and private)	LGF Funding Sought	Jobs	Employment Land	Homes
A429 Malmesbury Access Improvements	£2,000,000	£600,000	£1,400,000	3000	10	413
M4 J17 Capacity Improvements	£2,100,000	£1,100,000	£1,000,000	0	0	0
Corsham						
A4 Access/Junction improvements	£2,500,000	£800,000	£1,700,000	300	10	88
Digital Community	£275,150,000	£262,450,000	£12,700,000	5190	50	0
Infrastructure site improvements	£5,550,000	£1,550,000	£4,000,000	600	3.5	700
Rail Station	£10,000,000	£1,500,000	£8,500,000	600	6	100
Chippenham						
Station HUB	£34,000,000	£18,000,000	£16,000,000	600	7	150
Langley Park	£15,000,000	£12,600,000	£2,400,000	240	3	50
Transport Package	£11,800,000	£5,200,000	£6,600,000	2925	16	2320
LTB Scheme A350 North Bypass Improvements	£2,250,000	£600,000	£1,650,000	0	0	0
A350 Dualling Chippenham Bypass	£11,100,000	£4,000,000	£7,100,000	1550	14	5079
Melksham						
Growth Strategy	£74,500,000	£67,000,000	£7,500,000	1050	10	350
Signal Improvements	£1,500,000	£500,000	£1,000,000		0	0
A350 Avon Roundabout	£1,500,000	£500,000	£1,000,000	400	6	
Trowbridge						
A350 West Ashton/ Yarnbrook Junction Improvements	£13,800,000	£8,000,000	£5,800,000	1470	14.7	2600
Trowbridge Transport Package	£3,780,000	£840,000	£2,940,000	2500	12	2850
Westbury Bypass Feasibility Work	£2,000,000	£1,000,000	£1,000,000		0	0
LSTF - Connecting Wiltshire	£7,085,000	£2,550,000	£4,535,000	0	0	0
A350 Corridor Total	£475,615,000	£388,790,000	£86,825,000	20425	190.2	14700

Zone 3: South Wiltshire



- 4.66. The South Wiltshire zone is home to 113,750 people, with around 51,500 employees employed by just over 4,900 businesses. It generates a total **GVA of around £2.1bn**, equivalent to 15% of the LEP's GVA.
- 4.67. The main sources of employment in the zone are Health, Professional, Scientific and Technical, Military, and, Accommodation and Food, which gives it quite a different profile from the other LEP growth zones. The zone has particular strengths in the Health and Life Sciences, where it accounts for more than 1 in 2 jobs in the sector across the LEP, and the Military sector, where Army Rebasing in the Salisbury Plain area will positively impact on communities and the local economy.
- 4.68. It is also a significant visitor destination, benefiting from the World Heritage Site (WHS) at Stonehenge and Avebury, the Cranbourne Chase and West Wiltshire Downs AONB, the New Forest National Park and the cathedral city of Salisbury. There are plans for almost **8,000 new homes** and create **7,550 new jobs** in this zone.
- 4.69. The key elements of our Growth Deal for South Wiltshire are:
- Supporting the sustainable growth of our Garrison Towns including the provision of utilities infrastructure, public services and the creation of new employment opportunities;
 - The delivery of Porton Science Park to support and maximise the potential of the Health and Life Sciences cluster;
 - Accelerating the growth of Salisbury, in particular at Churchfields.

Opportunities and Barriers to Growth

- 4.70. Government reforms to the British Army known as Army 2020 will have far-reaching implications for communities in Swindon and Wiltshire. There are currently 11,000 Army personnel stationed in the area and Army 2020 will mean over 4,000 more troops plus 3,000 to 4,000 partners and dependants arriving in the area. The new tri-service Defence College of Technical Training at Lyneham opening in late 2015 will support some 5,500 students and staff on site by 2019. When these plans are introduced, **Swindon and Wiltshire will truly be the heart of the British Army.**
- 4.71. The Army also estimates that more than 11,000 personnel will leave nationally, either through redundancy or natural outflow. Of these, 2,555 are expected in the South West and research suggests that Wiltshire will be the first choice for a substantial number of these Service Leavers and that we attract a significantly higher proportion of officers than other areas.¹⁷
- 4.72. While these changes create economic opportunities, it is vital to ensure that population growth is supported sustainably with local services, utilities infrastructure and employment opportunities in place.
- 4.73. Currently, the employment mix in the Military Towns is dominated by the MOD, meaning there is a narrow employment offer in the area. New employment opportunities in the Military Towns are needed in order to create viable options for Service Leavers and their partners. The MOD is also a significant landowner in the area and there is a shortage of potential development land outside of this stock.
- 4.74. The provision of utilities infrastructure in the Garrison Towns is a further potential barrier to growth. Current water, power and sewerage infrastructure is at or near capacity. An impact assessment of Army Rebasing on these services will need to be carried out, and subsequent capital investment in the infrastructure made.
- 4.75. There will also be a need to develop public service provision including schools, health services and leisure facilities. Wellington Academy is currently near capacity for delivering 11-18 education. The current and ongoing increase in primary school numbers in the area will result in additional pressure on the Academy and a considerable risk for the Council in placing children in their local school. There will be an estimated short fall of 600 places by 2025.
- 4.76. Wiltshire Council is working with the Defence Infrastructure Organisation and Army 2020 through the Military Civilian Integration Partnership to ensure that local provision is adequate for an increasing population.
- 4.77. **At Porton Down, UKTI recognises the potential of the Health and Life Sciences cluster based around the epicentre** as a major asset and opportunity for growth. This emergent cluster boasts specialisms in fields such as infectious diseases, vaccinology and pandemic preparedness. The MOD has a globally recognised research facility at Porton Down where the Defence Science and Technology Laboratory (Dstl) is found. This facility is complemented by the Tetricus Science Park, which hosts Ploughshare Innovations amongst a number of other innovative companies, maximising the economic benefits of science and technology developed for the defence and security of the UK by deploying intellectual property commercially.
- 4.78. The Dstl facility at Porton sits alongside Public Health England (PHE) which undertakes both basic and applied research into understanding diseases, as well as translational research in collaboration with partners in industry and academia in the region and beyond.

¹⁷ Source: Career Transition Partnership data, September 2013

A diverse range of clients contract research, development production and manufacturing to develop new vaccines and therapeutics through Porton. However, uncertainty surrounding the potential relocation of PHE has been identified as a key barrier in articulating the strategy for the future of the Health and Life Sciences in the area.

- 4.79. The influence of the Health and Life Sciences Sector in south Wiltshire extends from Porton, southwards through Salisbury, where it is centred around Salisbury NHS Foundation Trust. This is a specialist regional centre in genetics and other medical fields, and closely associated with the University of Southampton through the Wessex Regional Genetics Laboratory. 50% of Wiltshire's Health and Life Sciences companies are located around Salisbury including the Inspire Foundation, Nanosight, Odstock Biomedical – an NHS spin-out company, and QinetiQ, the major defence science and technology contracting company, which seeks to offer services to partners in the Health Life Science sector.
- 4.80. As a whole, this extended cluster of life science activities totals 140 companies and more than 30 public sector organisations. The area also has one of the largest concentrations of high-level containment facilities in Europe which provides a unique and specialist resource which can be used to support growth and innovation in the Health and Life Sciences sector.
- 4.81. These assets and capabilities are complemented by activities in the north of the LEP area up to Swindon, and beyond, to the Oxford bioscience community. Immunology and vaccinology have been identified as a particular strength in the area, with the Universities of Oxford, Southampton and Surrey, linking up with Porton Down and the Pirbright Institute to create a world-class network of capabilities. Looking forward, there are major growth opportunities in sub-sectors related to personalised healthcare, e-health, mobile health, medical devices and augmentation.
- 4.82. There is however a general lack of recognition outside the region of the depth of assets and capabilities that exist as well as the enormous potential for growth in this sector. A Health and Life Sciences Business Plan for the area is being prepared to raise the profile of the cluster in the local area and to encourage more businesses to take advantage of this under-recognised offer.
- 4.83. There are **significant transport barriers** to growth in this zone, including connectivity and journey time reliability problems. The A303 is the gateway to the far South West and a key strategic route through South Wiltshire. However, it also acts as a barrier to growth owing to journey time unreliability and flooding issues.
- 4.84. The highway network in and around Salisbury is constrained by capacity of the A36 junctions at various points. Around 30% of traffic currently on Salisbury's roads (and an even higher proportion of HGV traffic) is through-traffic which has to be accommodated at the same time as local traffic. Congestion also impacts on the local environment - the entire city is an air-quality management area.
- 4.85. The A36 Southampton Road is constrained by a combination of narrow carriageway width and turning traffic generated from adjacent developments which results in insufficient link capacity for through traffic. This particularly limits access to and from the city via the south and east. Further challenges exist in the city at pinch points on the local highway network and public transport options are limited for many types of trips. Parking provision and Park and Ride are not currently optimised to manage demand into Salisbury.

Our Growth Deal for South Wiltshire

- 4.86. There is already a great deal of activity in this zone, which the additional measures set out in this SEP will build on.

Our Growth Deal focuses on supporting the sustainable growth of the Military Towns, accelerating the growth of the Health and Life Sciences cluster, and accelerating growth in Salisbury.

Military Towns

- 4.87. Wiltshire Council's Local Plan identifies strategically important sites for growth. Land at Ludgershall, Amesbury and Tidworth will be brought forward for a potential 3,000 dwellings, while 12ha at Castledown in Ludgershall will be further developed as employment land, with potential investment of £25m providing accommodation for 1,000 new jobs. This will all be additional to the mixture of family homes and single living units which the Military are bringing forward to accommodate Army Rebasing at strategic locations in Larkhill, Bulford, Tidworth and Perham Down.
- 4.88. The first phase of development at Castledown Business Park, Ludgershall, was completed in 2008 and comprises 21 units from 700 to 3,200 sq ft. These buildings are in the ownership of Wiltshire Council which leases the units to small businesses and are currently fully let. This first phase has prioritised local businesses with growth potential.
- 4.89. Also occupying the site is Castledown Enterprise Centre, part of The Enterprise Network funded through SWLEP. The Centre comprises a range of modern business facilities accommodating micro and start up businesses. As these businesses grow to require their own units they may take advantage of the units available through the first phase.

To meet this demand, the second phase of development has just completed. Comprising 33,650 sq ft, Brydges Court is designed for office, storage and industrial use and is being marketed to new occupants with immediate availability for lease or long-leasehold purchase.

This wider project is supported by the Wiltshire Business Support Service, the Enterprise Network and the Gateway to Growth, which helps Service Leavers, their dependants and others achieve their employment and enterprise aspirations through business advice and support, incubation space, and grant funding. This is offered in collaboration with the MOD's Career Transition Partnership for those seeking employment across the SWLEP area.

Military Towns	Project ID: 029
<p>In the Military Towns, our Growth Deal is about working with Government to ensure the early release of funding from Central Government departments to upgrade existing service capacity.</p> <p>Wiltshire Council is working with the Defence Infrastructure Organisation and Army 2020 through the Military Civilian Integration Partnership to ensure that local infrastructure provision is adequate for the swift and substantial increase in the local population. This will enable the managed and sustainable growth of the area during Army Rebasing both in terms of improving the capacity of local utilities and transport, and the provision of public services.</p> <p>We are looking for confirmation from Central Government departments that funding will be made available for the provision of infrastructure and services and to enable sustainable growth as part of the Army Rebasing 2020.</p>	

Our ask of Government is that:

(a) those departments provide some form of guarantee that public funding will be made available for these purposes;

(b) that relevant Government officials work with the Military Civilian Integration Partnership and Army Rebasing Steering Group to ensure that individual funding programmes are aligned with the programme for welcoming and integrating the Army with the local community and business community.

Military Towns Incubation Hubs

Project ID: 030

Existing employment opportunities in the Garrison Towns tend to depend on Military movements and the services in place reflect the need to accommodate the peaks in the Military population and their dependants, rather than servicing permanent civilian residents. As a result, employment is concentrated in food outlets, education, property services and public administration and defence. The project is designed to diversify the employment opportunities by providing new business incubation and start-up employment space in Larkhill and Bulford to support Army Rebasing. This will provide employment space for newly qualified Army Leavers either to start their own business or to benefit new employers with their skills and experience.

We have also identified a need for additional employment space to provide Service Leavers and Army families the appropriate range of opportunities to work. To achieve this, we envisage either a transfer of MOD land assets to bring forward additional employment sites; or agreement from MOD to develop surplus MOD estate to accommodate new employment land in the vicinity of the Military Towns. Around 10ha of land will be required.

Such an intervention will need to be done in a timely fashion in order to tie in with Military rebasing through 2017 – 2019 and will provide the opportunity for making the Military more sustainable and self contained as well as directly benefiting Service Leavers and dependants.

Overall, development supported by the Local Plan will lead to the delivery of 2,990 homes and 1,000 jobs.

Through the SEP, we are looking for confirmation from MOD that it will transfer land assets, or agreement from MOD to develop surplus estate for employment purposes.

Porton

- 4.90. Outline planning permission has been granted for 355,502 sq ft of research and development accommodation to support the development of Porton Science Park. Detailed planning permission has been secured for the first phase of development comprising a 45,000 sq ft (Gross Internal Area) innovation building and 'grow-on' space with related infrastructure to enable the delivery of subsequent phases.
- 4.91. Close links are already established between the Porton Health Life Science (HLS) cluster (including PHE and Dstl), Southampton University and Salisbury NHS Foundation Trust. Southampton University has confirmed its commitment to Wiltshire Council.

- 4.92. Tenants of the existing Tetricus facility have strongly expressed their interest in a new 'outside the wire' incubator and would account for half of the proposed new accommodation. Some of these tenants are keen to expand and intensify their operations, and the development of the grow-on space would enable this to happen at Porton. Through UKTI and the baseline analysis undertaken by Wessex AHSN in developing the business plan for the sector, we know that there is demand for both incubation and larger inward investment opportunities in the pipeline. At the Health and Life Sciences cluster event held in Salisbury in early 2014, business representatives identified the new science park at Porton as a key USP.
- 4.93. Plans to develop this laboratory space are complemented by the commissioning of a detailed business plan for the Health and Life Sciences sector which the LEP has commissioned Wessex AHSN to deliver. This project aims to build long-term sustainable growth through Health and Life Sciences companies and other high-tech sectors that lead to economic growth, value-creation and job-creation. It will harness innovation and focus on key research, service and commercial strengths which are emergent from within the zone and competitive in the global economy.
- 4.94. Furthermore, funding has recently been secured from the Department of Energy and Climate Change for Wiltshire Council and its partners at DSTL and PHE to carry out an energy mapping exercise and test the technical and financial feasibility of a district energy scheme at the Porton campus. Identifying more efficient ways to heat, power and cool the operations at the site would mean significant savings for the public purse and reinforce the case for consolidation and further investment in Health and Life Science activity at Porton.
- 4.95. Catalysing the delivery of the Porton Science Park is critical for unlocking the growth of the unique Health and Life Sciences cluster which exists in the area. The project to deliver Phase 1 of a new science park presents a unique opportunity for research-based business to locate adjacent to a major centre of UK expertise that is recognised as a global leader in its field.
- 4.96. This intervention will also enable us to leverage the impact of the Army Rebasing Plan with respect to skills retention and re-skilling and the crossover between healthcare developments and Military needs. It also complements the SWLEP's ESIF strategy for smart specialisation which includes provision of revenue activities to support innovation at Porton Science Park.

Porton Science Park	Project ID: 031
<p>The LEP is seeking capital match funding to bring forward the first phase of the development. In the long term, further phases will be developed through the private sector to deliver 2,000 high-value jobs and between £64m and £72m in private sector investment.</p> <p>Further work is underway to enable SWLEP to better understand the precise nature of the provision which will have the greatest impact, but Wessex AHSN have given an early indication that the annual cost of creating the cluster would be £0.25m per annum over the first three years, subsequent to which the cluster would be self-financing. As well as supporting the innovation activities of SME's, these initiatives will provide opportunities for SME's, large companies, Higher Education institutes and research agencies to work together to achieve more.</p>	

Salisbury

- 4.97. Salisbury is a Principal Settlement where 6,060 houses are proposed to 2026. Significant sites which are coming forward include the regeneration of the former UK Land Forces HQ in Wilton, which will provide a significant number of new homes matched by employment opportunities and veteran accommodation for Service Leavers, and the Churchfields Industrial Estate.
- 4.98. A vision for Salisbury is in place to reinvigorate the city so that it continues to be a tourism destination of international significance, a business centre of regional importance, and a sub-regional centre for retail, culture, housing and further education.
- 4.99. Churchfields is a 33ha site where a housing-led mixed-use development of around 1,100 dwellings is planned. In addition, the site proposes 5ha of employment land in a manner which complements the existing community and makes a significant contribution to meeting local housing and business needs. This will involve relocating the majority of existing businesses from the site to more sustainable locations with room for growth. Business engagement has shown that companies on Churchfields want the room to grow and innovate and would benefit from the advantages of clustering similar and complimentary uses in a more suitable location with better connectivity and infrastructure.
- 4.100. Over £3m of investment has been made by Wiltshire Council in the civic heart of Salisbury to deliver a comprehensive refurbishment of the medieval Market Place and Guildhall Square. This follows on from the £1.2m refurbishment of the Guildhall. Wiltshire Council has also appointed Stanhope plc as its developer partner to transform the Maltings and Central Car Park to the northwest of the city into a major retail-led mixed use scheme that will greatly enhance Salisbury's position as a sub-regional shopping and cultural centre. The first phase of this development will deliver £75m of private sector investment into the city centre.
- 4.101. Salisbury benefits from a Business Improvement District which was established in November 2013 and will bring £2m investment into the city. This is complemented by Salisbury's accreditation as a Purple Flag City, recognising the high standard of quality, variety and safety of the night-time economy.
- 4.102. Salisbury is also increasing its training offer, through its new University Technical College (UTC) specialising in Science and Engineering for around 600 14-18 year olds, which will open in September 2015 with close links with employers in the defence, technology, engineering and Health Life Science sectors as well as academic links to Southampton University. The UTC offer will be aligned with Army Rebasing, using real-world challenges from the Defence and Scientific Protection industries to prepare students for careers in science, engineering and the Armed Forces.
- 4.103. Wiltshire Council's Transport Strategy for Salisbury is being developed through the Salisbury Vision partnership, with the goal of overcoming constraints in the highway network, tackling air quality issues, encouraging walking, cycling and the use of public transport, and managing the existing Park and Ride scheme to address the high level of car use and related problems in the city centre.

The Salisbury transport package will help to enable the planned growth of Salisbury as set out in the emerging Local Plan. It will address problems of journey time unreliability, congestion and lack of network capacity, which threaten Salisbury's economic vibrancy.

The package includes:

- Park and ride service enhancements
- Demand management measures
- Public transport service enhancements
- Smarter choices
- Walking and cycling
- Traffic management measures
- Network improvements
- Intelligent Transport System

Taken together, these improvements will help ensure that the significant additional growth planned for Salisbury is accommodated sustainably by: enabling more people to enter the city thus supporting the vitality, viability and resilience of Salisbury's economy; reducing congestion and improving the performance of the most critical junctions on the highway network; and encouraging the use of more sustainable modes of travel. They will also help to ensure Salisbury retains its status as a thriving tourism destination. The package also includes improvements to the A36 Southampton Road.

The combination of narrow carriageway width and high turning traffic levels generated from adjacent developments along Bourne Way results in insufficient link capacity for westbound traffic along the A36 Southampton Road between Bourne Way Roundabout and College Roundabout. This situation results in significant traffic congestion along the route during peak periods. The scheme seeks to widen this section of the A36 to increase traffic capacity and reduce congestion along a key road corridor to the City.

Due to the high traffic demand generated from developments along Bourne Way, the Bourne Way Roundabout on the A36 currently operates at overcapacity with long traffic queues experienced for A36 Southampton Road westbound traffic. The scheme seeks to provide capacity improvements and thus alleviate traffic congestion at the roundabout. The scheme would have a positive impact on journey times and reliability on the congested section of key strategic route through Salisbury with material relevance to the Churchfields and Maltings major development sites.

This package is scalable and can be adjusted depending on the outcome of the Growth Deal negotiations.

The project involves freeing up a key city centre industrial site for redevelopment, by relocating existing businesses, upgrading the physical infrastructure, and building the first phase of housing development. This will act as a catalyst for private sector investment to redevelop the remainder of the site for mixed housing and employment use, whilst at the same time securing the retention and potential for the expansion of local businesses.

A delivery strategy commissioned by Wiltshire Council and the Homes and Communities Agency has identified the need to deliver an early phase of development on the site to build market confidence in the private development sector needed to bring the site forward in its entirety. Enabling and remediation works will greatly diminish any uncertainty of possible abnormal costs and ensure that physical infrastructure is of the quality and capacity necessary to support this scale of development.

This intervention will deliver around 1100 new homes, around a third of which will be affordable.

Zone 3 South Wiltshire: Projects seeking Local Growth Funds

	Total Cost	Local Contributions (public and private)	LGF Funding Sought	Jobs	Employment Land	Homes
Military Towns Incubation Hubs	£30,000,000	£27,500,000	£2,500,000	320	18.5	0
Porton Science Park	£68,600,000	£64,600,000	£4,000,000	2000	8	0
Salisbury Transport Package	£19,700,000	£6,900,000	£12,800,000	2000	24	4046
Salisbury Churchfields	£138,000,000	£129,750,000	£8,250,000	800	7	1100
South Wiltshire Total	£256,300,000	£228,750,000	£27,550,000	5120	57.5	5146

5. CROSS-CUTTING THEMES

5.1. There are some economic challenges and opportunities that need to be addressed across of the LEP area. We have identified three cross-cutting programmes:

- Skills
- Inward investment, business retention and business support
- Housing

Skills

5.2. Developing a highly educated, highly skilled and entrepreneurial workforce will be crucial if we are to deliver our ambitions for innovation-led growth. We need a workforce that meets the current and future skills requirements of local businesses, many of which are operating in globally competitive markets.

5.3. Our Growth Deal for education and skills is focused on:

- creating a network of specialist skills hubs;
- implementing our City Deal (Creating Growth Through Knowledge) proposals to address the higher level skills gap and the education and training challenges arising from Army 2020;
- capital investment in Further Education colleges with facilities specialising in land-based industries, sustainable construction, and engineering.

Specialist skills hubs

5.4. Our vision is to create a network of specialist skills hubs at different levels from post-16 through to graduate and post-graduate. The network will incorporate the new University Technical Colleges (UTCs), new Further Education college facilities, new centres for Higher Education, and Military training facilities. As discussed previously in relation to three zones, through the Growth Deal we are seeking support to bolster Higher Education provision in the following areas:

- The **Swindon Higher Education Centre** - part of the Town Centre regeneration programme, it will forge close links with local businesses and specialise in financial and business services and high value manufacturing. 1000 students per year will attend the Centre, making a significant contribution to our goal of getting more of our residents into better and higher-paid jobs;
- The **Corsham Institute** – which will become the UK's centre for digital learning, research, development and enterprise. It will provide industry-focused Higher Education centred on cyber security, data science, creativity and the digital economy. The business model will build on and exploit close links with industry and students will gain experience from placements in global organisations specialising in data science and digital technology;
- **Porton Science Park** - building on the rapidly-growing cluster of Health and Life Sciences companies, close links have already been established between the Southampton University and Salisbury NHS Foundation Trust and the Porton Health Life Science (HLS) cluster (including PHE and Dstl).

- 5.5. In addition, we want to use Local Growth Funds to support the development of specialist facilities within our Further Education colleges, which also provide some Higher Education (see below).
- 5.6. Other elements of our vision for specialist skills hubs are being delivered outside the Growth Deal including:
- **University Technical Colleges** – offering technical courses for 14-19 year olds sponsored by local business and Universities. The Swindon UTC will specialise in engineering with links to major local manufacturers and the South Wiltshire UTC at Salisbury will focus on science and engineering linking to the life sciences and defence industries;
 - The new tri-service **Defence College of Technical Training at Lyneham**, opening in late 2015, which will deliver training in electronic and mechanical engineering, aeronautical engineering, and communication and information systems. Equipped with purpose-built teaching facilities and a large outdoor training area, the college will have 5,500 students and staff on site by 2019;
 - **The Hive** - a unique facility in Swindon that will allow researchers and construction companies from across the country to develop and explore innovative building materials. The University of Bath led project is situated at the Science Museum in Wroughton and will focus on low carbon, low impact construction materials.

Creating Growth Through knowledge

- 5.7. This proposition is based on our earlier City Deal bid - it is a transformative proposal designed to address two challenges:
- the sizeable and growing higher level skills gap; and
 - the greatest concentration of Army resources in the country with high levels of redundancy expected in the short-term as the Army restructures under the Army 2020 strategy, and a higher base level of Service Leavers in the medium to long term from the 'Super Garrison' to be located on Salisbury Plain.
- 5.8. Economic projections to 2020 forecast GVA growth for the South West region of 30.5% (in line with the UK average). Jobs growth forecasts for the same period are 5.1% for the UK; 7.2% for the South West region; and even higher at 8.9% for Swindon and Wiltshire. This equates to a requirement for 30,000 new jobs at Level 4 and above in the LEP area, and with the replacement of staff, 83,800 jobs requiring Level 4 plus skills. More people will be employed in skilled and higher value-added roles in growth sectors like digital technologies, life sciences, advanced engineering, and finance and professional services. For example, we already know there will be considerable demand for engineers from Dyson's expansion plans.
- 5.9. While demand for highly skilled labour is growing rapidly, there is a concern among local businesses that the lack of a University, and under-provision of Higher Education in the area, means labour supply is failing to keep up.
- The proportion of people with Level 4 qualifications is particularly low in Swindon, with low rates of participation in Higher Education. The risk of all this being that firms will look outside of the area for labour adding to commuting pressures on the transport network, or will simply move their operations elsewhere where they can source skilled labour more easily. We have good reason to believe that this is already a factor in our declining competitiveness.

- 5.10. At the same time, the significant restructuring under Army 2020 means we need an education and skills system that supports our Service Leavers to progress into the labour market, and which capitalises on their unique skills and experience for the benefit of the local economy.
- 5.11. By 2018, the MOD forecast that a quarter of the Army will be located in Swindon and Wiltshire. In addition, many will be accompanied by spouses/partners and other family members. Under the Army 2020 reconfiguration, SWLEP is seeing significant numbers of service personnel being made redundant, alongside a drive to recruit more Reservists; and in the medium and long term, a higher baseline of Service Leavers undergoing transition and resettlement in the area. In order that Service Leavers do not face any disadvantage when seeking employment locally during transition, it is vital we support their higher level skills development - a key underpinning element of the Armed Forces Covenant.
- 5.12. Service Leavers offer a highly desirable potential labour pool from which to address the local skills gap, however, analysis by Army Resettlement Centres has shown that Service Leavers often need to increase their current skills levels to a full higher level qualification to meet the needs of civilian employers.

Service Leavers typically have low participation rates in the uptake of higher level skills opportunities provided by the MOD and the Department for Business, Innovation and Skills (Standard Learning Credits, Enhanced Learning Credits, and the Further Education and Higher Education Support Scheme); with evidence suggesting that eligibility criteria are a barrier to uptake, along with a need for enhanced Information, Advice and Guidance.

Creating Growth Through Knowledge	Project ID: 034
<p>The flagship project is to establish a SWLEP Skills Brokerage model which will support the creation of co-designed Higher Education provision. The SWLEP Skills Brokerage will increase support to Service Leavers as they transition into civilian life and provide learning opportunities to a wider set of learners through an innovative and customised model in the Swindon and Wiltshire area through collaboration with Higher Education Institutions and Further Education Colleges.</p> <p>The SWLEP Skills Brokerage will support and work alongside local employers to match skills and provide opportunities for local employees to gain access to part-time Higher Education provision.</p> <p>First, the proposition will give Armed Forces Service Leavers in the area a guarantee of an opportunity to extend their skills to a full higher level qualification, to support their transition out of the Armed Forces into civilian life, extending the Armed Forces Covenant and supporting local recruitment of Reservists.</p> <p>Second, it will help reverse the decline in part-time Higher Education participation, by providing part-time, flexible Higher Education, for Service Leavers, spouses, civil partners, dependants and civilians (local employees), through the University Campus of Swindon and Wiltshire.</p> <p>To achieve this, partners will:</p> <ul style="list-style-type: none"> • Establish a SWLEP Skills Brokerage to incubate stronger partnerships between local employers and Higher Education Institutions; and also to provide a centralised resource for enhanced Information, Advice and Guidance for local Service Leavers and other individuals to access information on part-time higher level skills development in the local area; 	

- Develop a University Campus within Swindon and Wiltshire that allows existing Higher Education Institutions (from outside the area) to deliver part-time provision for learners to study towards a higher level qualification. This will utilise existing infrastructure available from the Armed Forces, Further Education Colleges, University Technical Colleges (UTCs) and employer facilities;
- Provide a guarantee to Service Leavers of an opportunity to achieve a full Higher Education qualification, and extend the Armed Forces Corporate Covenant, supporting Reservist recruitment locally;
- Widen participation by ensuring that learners wishing to undertake part-time study for a higher level qualification have multiple funding and financing options available within the existing policy mechanisms. Focusing the offer initially on Service Leavers (facing redundancy and / or planned transition), but widening participation to local civilians who wish to study part-time for a higher level qualification.

Our Ask

For the MOD and BIS to confirm their agreement to:

- allow retrospective eligibility for all Service Personnel to access Standard Learning Credits and Enhanced Learning Credits;
- remove the requirement for Service Personnel to have signed up for Enhanced Learning Credits in order to access the Further Education/Higher Education Support Scheme;
- remove the requirement for the Further Education/Higher Education Support Scheme to be for a first qualification at that level if not held in a course aligned to a local growth sector; and
- reduce the course intensity requirement for Service Leavers accessing funding for part-time study to 25% from the current level of 50%.

Further Education capital investment

- 5.13. Further Education colleges offer a valuable mix of academic, occupational, and vocational education and have a unique role to play in delivering the national skills agenda. Poor estate condition adversely affects college operations and the learner experience.
- 5.14. Three of our colleges have received capital grant support of £33m since April 2001. Despite this investment, further capital investment is still required in the Further Education estate to address poor building condition issues and create space which is fit for purpose.
- 5.15. According to the Skills Funding Agency, **Swindon and Wiltshire Colleges have one of the highest percentages of estate in poor or inoperable condition**, when compared to all other LEP areas. Continued investment is essential to enable increased learner participation and improved employer engagement to support the Government's economic and social priorities.
- 5.16. Investment in college capital from the Skills Funding Agency has been available through the Enhanced Renewal Grant (ERG) and College Capital Investment Fund (CCIF). A £550m CCIF has been made available over two years, 2013-14 and 2014-15, to target those colleges in the greatest need of help and to support growth in the economy. Wiltshire College successfully developed a detailed application as part of CCIF Round 4, resulting in £17.7m grant support to rebuild the Chippenham Campus.

Wiltshire College also benefitted from the Agency's previous Enhanced Renewal Grant capital support programme, with around £4.7m of grant support, enabling a two phase development and refurbishment of the Trowbridge Campus. Swindon College also received £874k of support to develop a £2.6m Construction Centre at the North Star Campus.

- 5.17. Nationally, £330m of funding will be linked to the Single Local Growth Fund in 2015-16 with a presumption that skills capital funding will be made available through the Local Growth Fund in future years.
- 5.18. Continued investment is essential to enable increased learner participation and improved employer engagement to support the priorities in the SEP. The bids being taken forward aim to develop the network of specialist skills hubs in the area focusing on a number of key sectors.

Skills Capital - Swindon College – Sustainable Technologies	Project ID: 035
<p>The proposal for Swindon College is to develop a Centre for Excellence in Sustainable Technologies to meet the needs of the construction and advanced engineering industry. The facility will offer an innovation centre for partners to share and develop expertise in new and emerging technologies. This will build on the significant progress already made in Swindon and Wiltshire linked to research and commercialisation of technologies with the priority sectors, particularly low carbon and high-value manufacturing. The Centre will be located at Swindon College, where the existing facilities will be expanded and modernised, forming an important ingredient of the regeneration of the Town Centre and Swindon Town Centre education hub. The project will consist of the refurbishment of a 2,880m² building used for engineering and construction teaching and demolish an existing tired facility used for engineering provision. The new facility will be a 900m² building and will include world-class equipment to deliver an innovative technology-based curriculum.</p> <p>The offer will include delivery of full- and part-time programmes of learning for 14 – 19 year olds and apprenticeships, apprenticeships, higher apprenticeships and other Level 4+ qualifications.</p>	

Skills Capital - Wiltshire College, Salisbury Campus	Project ID: 036
<p>The proposal for Wiltshire College's Salisbury campus is for the re-development in two phases of the Salisbury campus to create a Construction Skills Centre, and enhance Higher Education provision with Life Sciences, Environmental Technologies in refurbished space. The proposal builds on the SWLEP's acknowledged local and national strengths in Life Sciences and innovation; and will be a key lever in delivering the local higher level STEM skills needed for business growth; productivity and competitiveness.</p>	
Skills Capital - Wiltshire College Lackham Campus	Project ID: 037
<p>The proposal is to redevelop in 3 phases the 1700 acre Wiltshire College Lackham campus and estate (including a working farm and dairy) to create a Centre of Excellence in Agricultural Education and Training with the co-location of a Higher Education institute, a Higher Apprentice delivery Hub and a University Technical College. In total, the project will significantly achieve growth and skills priorities for the region.</p>	

ESIF Alignment

- 5.21. While our SEP is primarily focused on capitalising on growth opportunities in the area, there are important challenges related to deprivation, worklessness and social exclusion in the area that need to be addressed. SWLEP has an important role to play in addressing these challenges through the European Structural Investment Funds Strategy (ESIF). Our strategy sets out activities of support in the following areas:
- **Raising the aspirations of young people** – a programme aimed at 16-24 year olds designed to promote STEM skills and progression to Higher Education;
 - **Younger workless people** – measures to address the rise in youth unemployment in the area targeted at 16-24 years olds Not In Education Employment and Training (NEET);
 - **Adult workers trapped in low wage employment** – a programme designed to support workers in low paid often part-time work through better quality information, advice and guidance;
 - **The ageing workforce** – a programme of activity designed to provide support for the over 50s who wish to remain in work or return to work following redundancy, recognising the national challenge of an ageing population, one which is particularly acute in Swindon and Wiltshire;
 - **Support for social sector organisations with social inclusion objectives** – a programme to support the development and capacity of social enterprises primarily engaged with tackling social exclusion.
- 5.22. ESIF funds will also be used to support the delivery of the objectives of the SEP. The ESIF strategy includes a programme of activities to improve links between employers and skills providers in order to deliver industry-led education and training.

Inward investment, business retention and business support

- 5.23. In order to deliver our economic vision and growth ambitions, we need to attract a greater share of foreign and domestic investment to Swindon and Wiltshire, and provide a supportive environment for our existing businesses to grow. Businesses are attracted to the area for a number of reasons, most fundamentally the strategic connectivity to national and international markets and the quality of life on offer. Businesses also see the supply chain opportunities of being located near some of the UK's largest, most innovative firms and the commercial opportunities associated with the Military.
- 5.24. While we have a strong offer to business, and a strong track record of firms reinvesting in the area, there is evidence that in recent years we have failed to attract our fair share of inward investment. A number of different reasons have been put forward to explain the recent failures, in the case of Swindon, perceptions about the Town Centre are seen as presenting a negative image to investors. More widely, there is evidence that Swindon and Wiltshire has not adequately provided a supply of high quality sites and premises for modern business¹⁸.

¹⁸ See the Wiltshire Workspace and Employment Land Review and Swindon Workspace Strategy.

- 5.25. We will strive to improve our offer to national and international investors so that businesses, large and small, are able to capitalise upon the economic opportunities of being located here. This will be realised by delivering our economic vision in the round; however, there are some specific inward investment and business retention priorities we have identified:
- delivering a steady supply of quality office, industrial and distribution sites and premises in the priority corridors and zones;
 - building strong relationships with the existing business community and inward investors;
 - raising the external profile of Swindon and Wiltshire and selling our strengths as a business location.
- 5.26. SWLEP and the two Unitary Authorities already deliver a number of activities and services in these areas, predominately through Forward Swindon Ltd (FSL) and Wiltshire Council and with the support of UKTI. FSL was established by Swindon Council in March 2010 as an 'arms length' delivery organisation with a remit to focus on the regeneration of Swindon Town Centre and to raise the level of business investment from new and existing firms. Wiltshire Council delivers a number of economic development support activities including programmes to promote inward investment and business retention.
- 5.27. A Memorandum of Understanding was agreed between UKTI and SWLEP in June 2012. Quarterly meetings were established to ensure collaboration on a range of Foreign Direct Investment activities including sharing of enquiries, developing investor relations, and coordinating support for existing investors. The national team has been on reconnaissance visits to the area to learn about our advanced engineering and health and life sciences offer. **Moving forward, we want to further strengthen the relationship with UKTI as we develop our Growth Deal, particularly around the automotive sector and digital industries.**

Bringing forward sites and premises

- 5.28. We need to offer a range of high quality sites and premises in the right places at the right time to meet investor expectations and to allow for the expansion and relocation of businesses in the area. It is critical that sufficient land is made available to accommodate the projected scale of economic growth, which is a key challenge addressed by the two emerging Local Plans. Research to inform the Plans indicates that the property offer at present needs to be improved to meet the needs of modern business¹⁹. This includes redevelopment or upgrading of existing older employment areas.
- 5.29. There is a key role for the two Unitary Authorities in putting in place a simplified planning regime, supportive of sustainable development as set out in the National Planning Policy Framework. However, land availability and a flexible planning system are necessary but not sufficient conditions for development in instances of market failure. Public sector intervention and/or investment are needed in some places to deliver the necessary infrastructure to unlock development where there are prohibitively large upfront infrastructure costs to the private sector or coordination failures. Through the SEP we have prioritised three spatial zones where there is the greatest potential to bring sites forward for development to meet the needs of investors. **We will strive to accelerate development in the priority zones to attract and retain more investment.**

¹⁹ See the Swindon Workspace Strategy; Swindon Employment Land Review; Wiltshire Workspace Study and Employment Land Review.

Strengthening investor relations and attracting inward investment

- 5.30. Both FSL and Wiltshire Council run key inward investment and business retention programmes to manage new and existing investor relations, and members of the SWLEP Board also play a key role. The relationship with the business community is a real strength as evidenced by the enthusiasm and willingness to engage shown by business towards the UTCs and the work we have done on the key sectors.
- 5.31. Wiltshire 100 is a programme to support the growth of Wiltshire's strategic employers through engagement and account management, with the aim of understanding their needs and retaining them in the area. A similar programme is run by FSL. Key activities include:
- Offering of a single point of contact with the Council and seeking to avoid burdensome and uncoordinated consultation exercises;
 - Understanding the needs, plans and development issues of individual companies;
 - Practical assistance and advice from single-issue resolution to partnership working;
 - Providing an opportunity for businesses to help shape future policies and programmes;
 - Working together to promote Swindon and Wiltshire as a location of choice to do business.
- 5.32. UKTI's investor services are also an important part of the offer. Following the MOU with UKTI, there have been a number of joint company visits and/or exchange of visit reports where these take place separately. A working list of more than 100 foreign investors to be account managed has been identified, a number of which are identified as being strategically important to the national economy. We will continue to work together, and with UKTI, to strengthen the relationships with existing businesses and respond to their various investment needs as part of our investor development services.
- 5.33. Handling enquiries from new foreign and domestic investors looking to locate in the area is also a core activity for Wiltshire Council, FSL and UKTI. Converting enquiries to successes is often about building long-term relation, which can see the first engagement take place several months and sometimes years, before the company makes its relocation decision. A package of cross service and inter-agency support is developed to meet the need individual needs of investors. As well supporting the larger companies it is important to understand and respond to the needs of smaller businesses, particularly those with high growth potential. To this end, we will work with the chambers of commerce and other business networks to actively engage with the many small and medium sized companies that operate in the area.

Marketing and profile

- 5.34. As well as managing enquiries, FSL and Wiltshire Council undertake activities to generate leads and increase the number of investor enquiries. A key part of this is raising the profile of Swindon and Wiltshire as a great place to locate by providing a first class information and support service to help businesses make their decisions. This includes, for example, running promotional campaigns at trade shows and our investor-facing websites InvestInWiltshire.org.uk and Swindon.uk.com. Both organisations have had considerable success in increasing the number of investor enquiries since being established.
- 5.35. By its nature, Foreign Direct Investment is more expensive to undertake as campaign travel and accommodation costs are higher. Recognising the limits to what UKTI can deliver for Swindon and Wiltshire, there are opportunities currently being missed because of affordability and the availability of funding. For this reason, the vast majority of enquiries come from UK indigenous companies and existing overseas investors.

- 5.36. **We will work collaboratively with UKTI to increase the number of enquiries and successes from foreign investors, and continue to ensure we present a welcoming ‘open for business’ image to potential investors.**

Business support

- 5.37. Realising our vision of a stronger economy for Swindon and Wiltshire also relies on maximising the potential of our existing business base. This has been a key ingredient in the success of the local economy over a long period. We have commissioned consultants to review the business support landscape and identify options for enhancing provision. The outcomes from this work will be presented to the SWLEP Board and progressed later in 2014.
- 5.38. To date, business support services across the two authorities have been delivered by different organisations with different priorities. A more unified service will be provided with the introduction of ‘Gateway for Growth’ pilot, our Growth Hub which is part of the national Regional Growth Fund (RGF) programme led by Lancaster University.
- 5.39. The pilot is looking to unlock the growth potential of those businesses in the local area that have growth potential but where there are market failures such as information or coordination failures limiting their ability to do so. The Gateway for Growth consists of two main elements:
- A web-based portal that will signpost businesses to the national/local schemes that are available to support business growth;
 - An intensive programme of support where businesses will be able to have up to a third of their costs covered when investing in growth that creates and safeguards jobs and improves their productivity and competitiveness. The programme will focus on three specific areas:
 - Developing new products/processes (innovation)
 - Developing new markets (exporting)
 - Developing Leadership and Management Capacity
- 5.40. The Growth Hub is specifically designed to broker specialist business advice services that support aspirations in the SEP for innovation-led growth. The service is targeted at firms with high growth potential and with ambitions to commercialise new products and processes.
- As well as helping to drive innovation, the Growth Hub aims to capitalise on the export potential of local businesses, which will contribute to creating a more competitive local economy and also national policy aspirations to ‘rebalance’ the UK economy as set out in the Plan for Growth.
- 5.41. The pilot is being delivered through three Chambers of Commerce who are working collaboratively for the first time to engage with the business community.

ESIF Alignment

- 5.42. Business support in Swindon and Wiltshire will be further enhanced by the programmes set out in the European Structural and Investment Funds (ESIF) Strategy.
- For the period 2014-2020, we have identified a number of programmes designed to address key economic opportunities and challenges identified in the SEP that contribute to our strategic objectives. We recognise the importance of ensuring that ESIF programmes are complementary to our LGF capital investments.

The ESIF also provides a route to address those opportunities and barriers in the local economy where investment in infrastructure or other capital investment is less of a requirement.

5.43. The key support activities set out in the ESIF are as follows:

1. **Provision of general business support and business start-up support service** – this activity aims to address the low rates of firm formation in the area by creating a stronger entrepreneurial culture, particularly among young people. It also aims to capitalise on high survival rates by identifying those high growth businesses with propensity to innovate or export that could benefit from specialist support.
2. **Responsive business support with leadership and management training** – this will build on the pilot Gateway for Growth project, creating long term ‘account management’ relationships with businesses and brokering access to a wide range of specialist public and private sector provided business support such as the Manufacturing Advisory Service (MAS).
3. **Smart specialisation and innovation** – this activity aims to capitalise on the culture of innovation in Swindon and Wiltshire. Activity will focus on opportunities identified in the SEP such as the life sciences sector at Porton, digital industries in Corsham, advanced manufacturing in Swindon and the A350, and low carbon construction around The Hive in Swindon.
4. **Rural tourism** – tourism is a key sector locally and there are opportunities to support growth of the sector in rural areas that will also help to diversify the rural economy. The ESIF proposes to support work in this area through EAFRD funding.
5. **Food and drink supply chain** – land based industries including the food sector are key components of the local economy and this activity aims to support growth through networking activities across the supply chain.

5.44. In addition to these activities, small grants to rural growth businesses will be provided under the LEADER Rural Growth Network streams.

Our Growth Deal

5.45. There are no financial asks for inward investment, business retention and business support. Our Growth Deal is about the two Unitary Authorities working more closely in these fields. There are obvious synergies between the activities of FSL and Wiltshire Council. The inward investment service in Swindon and Wiltshire will need to be scaled up to promote the local area nationally and internationally.

5.46. This will be achieved through the development and delivery of a joint Swindon and Wiltshire Investment Strategy to maximise the take up of strategic sites by new investors in each zone through locally- and UKTI Investment- generated enquiries as well as supporting the investment plans of existing investors in the area through the Investor Development Programme.

5.47. The two Unitary Authorities will also continue to work with the chambers of commerce and other key local partners to provide a simplified business support offer. The SWLEP Board will consider options for extending the Gateway for Growth pilot as the review of Business Support is taken forward.

Housing

- 5.48. The vision for Swindon and Wiltshire is that sufficient affordable homes are provided in communities alongside open market housing, infrastructure and employment opportunities to ensure employees are able to live near their workplace. Swindon and Wiltshire will have a range of housing opportunities to ensure that employees do not have to live and work outside of the area due to the inability to access decent affordable homes near to key employment centres and to ensure that skilled workers are retained within both Swindon and Wiltshire.
- 5.49. The two Local Plans set targets to build a combined **64,000 new homes by 2026** - 22,000 homes in Swindon (2011-2026) and 42,000 homes in Wiltshire (2006-2026). This is equivalent to 2,100 per annum in Wiltshire and 1466 per annum in Swindon.

The table below shows completions since the start of the draft Local Plan periods.

Housing Completions in the Local Plan period

	2006/7	2007/8	2008/9	2009/10	2010/11	2011/12	2012/13
Wiltshire	2071	2663	1880	1652	2092	1772	1718
Swindon					826	904	641

Note: final figures for 2013/2014 pending.

- 5.50. Our Growth Programme aims to accelerate the delivery of new homes in Swindon and Wiltshire, with a focus on the three growth zones. In these zones, we have identified a number of large housing sites such as Wichelstowe, the Eastern Villages, Churchfields and Ashton Park, where public investment in transport and infrastructure is needed to bring development forward to secure sustainable growth. We are also delivering new homes for our expanded Garrison Towns.
- 5.51. This chapter discusses housing affordability challenges in more detail and the opportunity to use additional borrowing capacity to deliver more affordable housing.

Affordable housing and growth

- 5.52. Building new homes creates jobs and economic value in the local economy. The National Housing Federation indicates that every affordable home built creates 2.4 jobs in total for the UK economy. Modelling by Oxford Economics demonstrates that for every £1 spent on house building, £1.40 in gross output will be generated across the economy as a whole. Housing and infrastructure delivery are therefore interdependent with economic development.
- 5.53. By contrast, failure to plan and invest in affordable housing impacts on the ability to attract skilled workers, the mobility of the workforce and undermines business and public services.
- 5.54. It is estimated that the delivery of 941 new affordable homes across Swindon and Wiltshire between 2011 and 2015 will add £72.8m to the south west economy supporting around 1,671 jobs.

Housing Affordability Challenges

- 5.55. Wiltshire's core strategy target is to deliver 10,000 new affordable homes between 2006 and 2026, as part of a total target of 42,000 new homes.

Swindon's Local Plan has a target to deliver 119.5ha of employment land and 22,000 homes, including 30% affordable homes on site or a proportionate off-site contribution where this is not possible. The affordable housing programme in Swindon between 2015 and 2018 will focus on Brownfield sites and urban infill where communities support residential development and regeneration as the preferred option.

- 5.56. Affordability of housing in Wiltshire is a significant issue within the county. Wiltshire is an attractive place to live and often attracts both retirees and those who can afford to purchase high value property and commute out to the south-east and other urban centres in the south west to work. This creates pressure within the housing market in Wiltshire and out-prices local residents, particularly in areas with a low income base.

- 5.57. In 2011 the average house price in Wiltshire was £247,086 and the average income £20,701. A household would need a gross annual income of £52,947 (based on a mortgage of 75% of the value of a property and lending at 3.5x income) and a deposit of £61,722 (25%) to be able to afford the average home. The ratio of house prices to incomes in Wiltshire is 11.9, higher than both the South West and England averages.

- 5.58. In Swindon, even though average house prices are lower than Wiltshire (at £187,000), 35% of first-time buyers are priced out of the market. The average ratio of house prices to earnings is 6.4. The Swindon Housing Market Assessment identified a shortfall of 801 affordable homes per year over the period 2010 to 2015. The average home across Swindon and Wiltshire costs £221,754 - 10 and a half times the average local wage - making the standard 25% deposit £55,439.

- 5.59. The number of households on the housing register in Wiltshire has increased from 12,505 in September 2010 to 19,162 in September 2013. This shortage of new affordable homes is a significant barrier to achieving sustainable economic growth.

- 5.60. High land prices and competition for housing development land puts pressure on the ability of developers and housing providers to deliver sufficient new affordable homes through the planning system to support business growth and to retain a skilled workforce in the area.

In addition, housing providers are competing for loan finance to invest in delivering new homes and are facing pressures generated through relatively high interest rates, lower levels of grant funding and less reliable income streams as a number of tenants are affected by welfare reform measures.

- 5.61. The Unitary Authority has the capacity to borrow capital to invest in affordable housing delivery and, with the unlocking of that capacity can ensure the number of new homes needed in Swindon and Wiltshire to support business and employment growth are delivered effectively. Additional investment for delivering new affordable homes to support growth is required in the Swindon and Wiltshire area.

The ability to access £8m Housing Revenue Account (HRA) borrowing capacity together with £34m from the councils' HRA reserves and some free land will enable the delivery of 420 new affordable homes, a mix of rented and shared ownership to meet the housing needs of those unable to afford to rent or purchase in the private market.

There is the opportunity to work in partnership with developers and Registered Providers to use the HRA funding to pump prime investment in schemes and lever in additional resources to deliver more than the 420 homes that can be delivered through HRA reserves and borrowing alone e.g. through joint venture agreements.

The funding secured through this project will be targeted at enabling sites to come forward where the market is failing to kick start them.

Up front investment in the affordable homes could support the early delivery of the infrastructure needed to bring forward sites that will later deliver both open market housing and employment opportunities.

In addition, investment in affordable housing in the military areas of Wiltshire will ensure a mix of tenures is available both for the civilian population and those military personnel wishing to have opportunity to purchase their own home.

We are looking to access £8m HRA borrowing capacity through the Local Growth Fund which we will use, along with £34m of local funding, to build 420 additional affordable homes in 2015/16 and 2017/18.

6. DELIVERY AND IMPLEMENTATION

We are taking advantage of the opportunity presented by producing the SEP and entering into local growth deal negotiations to strengthen our governance and delivery arrangements. This section sets out our proposals for:

- Developing the structure and governance of the SWLEP;
- Establishing a Joint Committee to oversee the delivery of the SEP and developing joint scrutiny arrangements;
- Managing the delivery of the SEP and projects funded through the single local growth fund;
- Monitoring and reporting on our progress.

Underpinning our approach are two key principles:

- The role of our LEP is to provide strategic leadership to enable the growth of the economy of Swindon and Wiltshire by articulating a business voice and collaboration with the leaders and executive members of the two Unitary Authorities;
- Primary responsibility for delivery of the SEP will lie with the two Unitary Authorities and other local partners.

The Swindon and Wiltshire LEP

- 6.1. We see the completion of our SEP and the move into negotiating and then delivering our Growth Deal as an important stage in the development of the LEP. We are currently recruiting for a new Chair to lead us through this important period. Once a new Chair has been appointed we will be reviewing the operation of the Board to ensure that it is able to provide the strategic leadership referred to above. This will include the legal status of the SWLEP.
- 6.2. We envisage that our new Chair will lead a review of our support structure to ensure effective delivery of our Growth Deal in the light of the proposed delivery arrangements set out below. We are committed to retaining the current SWLEP Director during the negotiation process and are confident that this post, working in collaboration with Board members and colleagues from the two Unitary Authorities, will provide the capacity we need to secure a successful deal.
- 6.3. In the longer term we envisage that the SWLEP will require:
 - A Senior Officer to support the Chair and Board, to provide operational management and financial management and control;
 - A Programme Manager to support the overall delivery of the Growth Deal and our other programmes;
 - Access to dedicated communications and engagement support;
 - Access to dedicated administrative support.

The Swindon and Wiltshire Economic Joint Committee and scrutiny arrangements

- 6.4. In order to promote further collaboration between the two Unitary Authorities and provide local democratic oversight of the implementation of the SEP, the Unitary Authorities have agreed in principle to establish a Joint Committee under sections 101(5) and 102 of the Local Government Act 1972 and other enabling legislation.
- 6.5. The Joint Committee will comprise six voting members, including the leader, deputy leader and an executive member of each Council. In addition, the Chair of the SWLEP and one other SWLEP Board member shall attend as non-voting members. It will have the following functions:
- oversee the delivery of the SEP;
 - co-ordinate the local Government contribution to the delivery of the SEP and the Local Growth Deal;
 - support the Accountable Body in ensuring the proper and effective use of the Single Growth Fund and other related funding;
 - act as the formal link between local Government and the SWLEP;
 - facilitate and enable collaboration between the Unitary Authorities on economic development and associated activities.
- 6.6. These functions will be reviewed and developed over time.
- 6.7. The work of the Joint Committee will be subject to overview and scrutiny by each Council and by joint scrutiny arrangements, which are being developed.
- 6.8. The Terms of Reference for the Joint Committee are included in the Appendices.

Delivery arrangements

- 6.9. As part of their contribution to the Growth Deal, the two Unitary Authorities will be dedicating significant resource to delivering it. We are proposing to establish joint teams, bringing together officers from the two Unitary Authorities, around the four priority areas identified in the SEP:
- Innovation
 - Military
 - Town Centres
 - Unlocking urban expansion
- 6.10. The teams will be responsible for overseeing delivery of each of the interventions agreed through the Growth Deal.
- 6.11. The combined teams will identify the key delivery agents for each of the interventions, drawing on resources within the Unitary Authorities and external expertise and capacity. Each team will be led by a project manager drawn from one of the Unitary Authorities.
- 6.12. In addition we are proposing that:
- The SWLEP Board will establish a Sub-group to have overall responsibility for each priority area;
 - A Project Manager should be identified to ensure effective project management of the delivery programme as a whole.

- 6.13. The projects in the investment programme have been developed by the Unitary Authorities and the proformas included in the appendices cover, in outline, risk management, commitments from partners, projected outputs, and delivery arrangements. As proposed interventions are further developed, moving toward full business case, the combined teams will develop more detailed delivery arrangements addressing:
- How the detailed interventions will be designed, commissioned and delivered;
 - Delivery routes and responsibilities;
 - Timelines and milestones;
 - Capacity constraints, risks and dependencies;
 - Success measures and how impact will be measured and monitored.
- 6.14. These more detailed business cases would be scrutinised by the relevant SWLEP Sub-boards and the Economic Joint Committee.

Building on existing joint work

- 6.15. Our proposals build on existing joint-working arrangements between the two Unitary Authorities, public sector agencies, and local businesses. Partners have made considerable progress already through the SWLEP, including:
- **Growing Places Fund** – In the first round three successful projects were given Board approval and Round 2 projects have now moved forward to due diligence stage;
 - **Growth Hub** – through a successful Regional Growth Fund bid;
 - **Rural Growth Network** – we are 1 of 5 pilots supported by DEFRA with £2m investment. This has been incorporated into a £5.2m project 'The Enterprise Network', which is supported by Wiltshire Council and the European Union;
 - **European Structural and Investment Funds (ESIF)** – focused on providing high-quality support for existing businesses and start-ups, developing workforce skills and supporting smart specialisation;
 - **The Local Transport Body** – preparing a prioritised set of local major transport schemes in July 2013 based on an allocation of £11.3m, which are included in the SEP;
 - **DfT Pinch Point Funding – attracting £4.2m of highways improvements** to journey time reliability around Swindon Town Centre and £1.9m for dualling the A350 north of Chippenham bypass.

Reporting and accountability

- 6.16. The joint teams will report to the SWLEP Board (via the relevant Sub-group), the joint committee and Central Government on a quarterly basis, providing a RAG rating of actual against planned progress for each of the interventions in that priority. The joint teams will also highlight key successes and significant concerns / problems. We will report publicly on our progress including an annual review.

Joint work with other LEPs

- 6.17. SWLEP is bordered by seven LEPs and in the course of developing the SEP, joint working across boundaries has led to shared commitments to work together in a number of areas.

- 6.18. We are committed to working with the West of England to ensure that strategic issues are addressed in a genuinely joined-up-way. Our shared priorities for transport with neighbouring LEPs include electrification of the Great Western Mainline, building and investing in rail resilience and ensuring a strategic approach with the Highways Agency to the strategic road network.
- 6.19. Working with the Heart of the South West LEP we will support the further extension of electrification from Weston-super-Mare to Taunton and Exeter for the Intercity Express Project and local electric train services. This will improve connectivity and faster journey times to the South West.
- 6.20. Through the new Great Western Franchise we will work with Heart of the South West, Gloucestershire, West of England and Oxfordshire, and the train operating companies, on extending services to Gloucester, Taunton, the West Wiltshire Towns and Oxford. The importance to the regional economy of the Cardiff to Bristol to Portsmouth route and the need for enhancements is recognised. As part of the Hinkley development and to maximise access and sustainable travel we will support the Heart of the South West LEP's ask for 2-3 trains per hour between Bristol, Weston-super-Mare, Taunton and Exeter whilst maintaining half hourly services to all local West of England stations.
- 6.21. The rail network is vulnerable to adverse weather conditions and particularly flooding so with our neighbouring LEPs we support the Network Rail investment to reduce the impact of events and provide where possible alternative routes. For the West of England, disruption to Bristol Parkway to London Paddington services caused by flooding in Chipping Sodbury tunnel is of great concern.
- 6.22. We have a shared agreement with Oxfordshire on the strategic importance of developments on the A420 for companies like BMW and commitments with Gfirst to improve connectivity between the two Partnership Areas with support for SWLEP's Transport 2026 Vision and also the need to have the A417/Missing Link.
- 6.23. With regard to the A303, we are equally keen to see the route improved, and our target is for the DfT feasibility study to be completed and at least one significant improvement included in the Highways Agency capital programme for 2015 to 2019. There is a shared desire with Heart of the South West to secure safety improvements on the A303 to address the concerns identified in the Highways Agency Route Based Strategy.
- 6.24. On the main rail line to Paddington we have a joint aspiration with Heart of the South West for faster services on the Berks and Hants line, as delivered by the proposal of two trains per hour from Exeter, one Plymouth, Totnes, Newton Abbot, Exeter, Taunton, Reading and the other Exeter, Tiverton Parkway, Taunton, Castle Cary, Westbury, Reading – that would give Westbury an hourly clockface service.
- 6.25. We also have a shared aspiration for electrification; the essential first step must be for the initial electrification to go to Bedwyn, not Newbury. That would mean that the current Thames Valley services down the Berks and Hants line could all be electric.

Private sector commitment

- 6.26. Understanding the potential to unlock growth has been a key task for this SEP. We have worked with key business stakeholders to capture and then formulate specific proposals, such as Corsham Digital Community and Porton Science Park, and with businesses to identify and promote proposals for research and development activities at Dyson at Malmesbury, IXYS Ltd in Chippenham and in Trowbridge. A key partnership has developed with the Military to develop exciting proposals to develop economic development opportunities from Army Rebasing plans.

- 6.27. The LEP has run sector work-streams which have also shaped opportunities reflected in the SEP. The High Value Manufacturing project has 'heat mapped' innovation activities in the advanced manufacturing sector, working alongside UKTI, the Technology Strategy Board and the Manufacturing Advisory Service South West.
- 6.28. We also engaged a wider range of businesses to generate ideas and identify how the private sector could further contribute to the delivery of the emerging priorities and interventions:
- Between June and December 2013, over 50 local business organisations engaged in the innovation heat mapping exercise for the High Value Manufacturing project;
 - We have been working with partner organisations such as FSL to understand the skills requirements in key financial and business service and respond with innovative skills provision proposals;
 - We have supported Visit Wiltshire in its work with its 541 members (and counting) to develop a destination management plan to provide the framework for growth in the visitor economy;
 - The Local Transport Body has engaged with many local businesses and other organisations to develop a 2026 Transport Vision and transport projects to go into the SEP, complementary with its objectives;
 - Joint work with individual key local businesses has helped us to understand the barriers to their continued growth and to respond to remove them through novel partnership arrangements;
 - We have interviewed, in depth, SWLEP business stakeholders and other local partners to understand their perspectives and requirements. This has helped to shape our thinking about the establishment of an ecosystem in which innovation is supported at every stage;
 - We have hosted LEP wide business voice workshops to test proposals in the SEP and refine our approaches based on business feedback;
 - Regular business surveys undertaken by local business support services keep the need to address business concerns at the front of our work. These have helped shape ideas in the SEP relating to the improvement of quality of life in Swindon and key Wiltshire Towns as a key ingredient of economic growth potential.
- 6.29. Moving forward, we will continue to work closely with local businesses and strengthen mechanisms of engagement.

Non-financial asks

- 6.30. Along with our financial asks of the Local Growth Fund, we have identified a small number on non-financial asks which would enable us to further drive growth in Swindon and Wiltshire.

The asks are as follows:

1.	A pilot to accelerate development of Public Sector Land.	We are asking for a specific freedom to pilot a new variant of 'development option' targeted at surplus, vacant or underused land in the public sector. Giving Unitary Authorities the power to oblige public bodies to enter into development arrangements on land they continue to hold that has no strategic importance to their business will break the deadlock in bringing key regeneration sites to the market. These option arrangements would work on a 'build now, pay later' (deferred receipts) basis, with the original public sector land owner realising the agreed book value plus a proportion of the uplift in gross development value upon completion.
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		<p>A Unitary Authority led public-private partnership investment vehicle would be empowered to develop a Delivery Programme for key sites and market these opportunities to developers.</p> <p>We have discussed the outline with officials from BIS, who indicated that Government would be supportive. Through the Growth Deal negotiations, we want to take this idea forward and make Swindon and Wiltshire an official pilot for the idea.</p>
2.	Support to engage with Network Rail and other owners on land release.	As part of the Growth Deal negotiations, we would welcome support to pursue discussions about potential sites with Network Rail and others owners.
3.	Engagement with Network Rail on future planning.	We would also welcome early engagement with Network Rail to ensure that their future plans factor in the early delivery of a re-opened Corsham station and improvements to Chippenham station.
4.	Garrison Towns	We are seeking cross-departmental commitment to provide the utilities, infrastructure and local services needed to support population growth in the Garrison Towns.
5.	Discussions with the MOD on the release of surplus land for employment use.	Through the Growth Deal, we are looking for confirmation from MOD that it will transfer land assets, or agreement from MOD to develop surplus estate for employment purposes.
6.	Collaboration on innovation.	We would welcome early discussions to explore how we can collaborate more with the Technology Strategy Board and the Research Councils to understand more rigorously, and capitalise upon, Swindon and Wiltshire's strengths in innovation.
7.	First refusal on MOD surplus land in the Corsham area over the next 5-10 years.	Key sites identified include land known as Thorney Pits and Gorse Farm and the site between Basil Hill and Katherine Park.
8.	Involvement of the MOD, HEFCE and TSB in the Corsham Institute business planning and feasibility study exercises.	Engagement would help to secure support for the recently announced Alan Turing Institute initiative; implementation of the information economy and big data strategies; and Defence Growth Partnership ambitions.

9.	For the MOD and BIS to allow flexibilities that will enable us to improve local skills provision, including provision for Service Personnel and Service Leavers.	<p>We are seeking confirmation that the Ministry of Defence and the Department of Business, Innovation and Skills will:</p> <ul style="list-style-type: none"> • allow retrospective eligibility for all Service Personnel to access Standard Learning Credits and Enhanced Learning Credits; • remove the requirement for Service Personnel to have signed up for Enhanced Learning Credits in order to access the Further Education / Higher Education Support Scheme; • remove the requirement for the Further Education/Higher Education Support Scheme to be for a first qualification at that level if not held in a course aligned to a local growth sector; and • reduce the course intensity requirement for Service Leavers accessing funding for part-time study to 25% from the current level of 50%.
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7. PROGRAMME INFORMATION TABLE

Name of LEP:	Swindon and Wiltshire Local Enterprise Partnership
Summary ask of LGF (15/16)	

Area	Total LGF 15-16	Outputs/Impact
Transport	£11.75m	Over delivery period contributes towards: <ul style="list-style-type: none"> • 14,425 Jobs • 17,629 Homes • 92ha Employment Land
Skills Capital	£11.6m	Over delivery period contributes towards: <ul style="list-style-type: none"> • 3,055 Jobs • 580 additional FE Student Places • 500 additional HE Student Places • 380 Apprenticeships • 55 SMEs supported
Regeneration	£4.9m	Over delivery period contributes towards: <ul style="list-style-type: none"> • 1,290 Jobs • 400 Homes • 13ha Employment Land
Housing	£4m	Over delivery period contributes towards: <ul style="list-style-type: none"> • 420 Affordable Homes
Energy	£0.15m	Development of high impact catalyst opportunities to promote integrated energy.
Other	£16.3m	Over delivery period contributes towards: <ul style="list-style-type: none"> • 7,190 Jobs • 58ha Employment Land • 5,000 Undergraduate Places • 2,000 Postgraduate Places • 18,000 individual trained to Level 4 or higher • Direct Business Support to 1,250 local SMEs • Development of new University Campus of Swindon and Wiltshire

8. PROJECT AND PROGRAMME INFORMATION TABLE

Financial information

Project or Programme Name & Brief Summary	Theme of Project or Programme	Sources of funding [include rows for each funding type: pre-committed LGF; competitive LGF; LA funding; private investment etc]	Funding type [Capital or Resource]	Profile (£m)							Further info on project * (SEP page reference)	Project output information (e.g. jobs, houses, qualifications—specify all that apply)
				2015/16	2016/17	2017/18	2018/19	2019/20	2020/21	Total		
Swindon Growth Zone												
Swindon Town Centre – Higher Education: This project aims to create a Higher Education Centre in Swindon, thereby significantly increasing the amount of HE provision available to Swindon residents and employers and those in the surrounding travel to learn area.	Skills	Private Investment	Capital			11.0	11.5			22.5	ID:001	Supports delivery of: 190 Jobs 500 Homes
		Competitive LGF	Capital		7.5					7.5	Page 38	
Swindon Town Centre Bus Exchange: Provision of new Bus Exchange to replace an existing outdated facility in the town centre, with the bus station moved from its current location off Manchester Road to the Cheltenham Street surface car park.	Transport	Local Authority/Developer Contributions	Capital			2.5				2.5	ID: 002	Supports delivery of: 3,640 Jobs 400 Homes 5ha Employment Land
		Competitive LGF	Capital		3.5					3.5	Page 39	

Swindon Town Centre Railway Crossing including railway station parking: A new pedestrian and cycle route over the Great Western Mainline linking the town centre, Swindon Railway Station and a proposed major leisure development at North Star, plus the provision of additional parking to the north in the form of a 400 space Multi-storey car park.	Transport	Local Authority/Developer Contributions	Capital	0.8		0.1				0.9	ID: 003 Page 39	Supports delivery of: 340 Jobs 13ha Employment Land Journey time reliability improvements.
		Local Authority	Land	2.0						2.0		
		Private Investment			4.0					4.0		
		Competitive LGF			4.4					4.4		
LSTF Sustainable Transport: The Swindon Sustainable Transport Packages is a series of measures focussed on encouraging greater use of walking, cycling and public transport throughout the town.	Transport	Local Authority/Developer Contributions	Revenue		0.3	0.325				0.625	ID: 004 Page 40	Supports delivery of: Journey time reliability improvements. Improved connectivity throughout SWLEP.
		Competitive LGF	Capital	1.25	1.25	1.25				3.75		
Rapid Transit: Delivery of a rapid transit scheme which remains an essential component in sustainable growth and promoting sustainable travel choices from the strategic allocations to the rest of Swindon, in particular the Town Centre.	Transport	Local Authority/Developer Contributions	Revenue		1.63	1.63	1.63			4.898	ID: 005 Page 40	Supports delivery of: Journey time reliability improvements. Improved connectivity throughout SWLEP.
		Competitive LGF	Capital		3.28	3.28	3.28			9.85		

LTB Scheme M4 Junction 16: Amendments to the roundabout and approach arms to increase capacity.	Transport	Local Authority/Developer Contributions	Capital		1.05	1.05				2.1	ID: 006 Page 41	Supports delivery of: Journey time reliability improvements. Improved connectivity throughout SWLEP.
		Pre-allocated LGF	Capital		2.95	2.95				5.9		
Wichelstowe Infrastructure: Construction of an additional access to the Wichelstowe site crossing the M4 motorway, together with associated infrastructure to the south and north of the crossing to connect to existing infrastructure (to the south) and the new development (to the north).	Transport Homes	Local Authority	Land				0.65	1.0	1.0	2.65	ID: 007 Page 41	Supports delivery of: 3,879 Jobs 2,000 Homes 13ha Employment Land Journey time reliability improvements.
		Private Investment	Capital				0.65	1.0	1.0	2.65		
		Competitive LGF	Capital			0.2	2.69	10.0	10.0	22.89		
Eastern Villages Infrastructure: In order to open up and service the major urban extension to the east of Swindon, called the New Eastern Villages and comprising 8,000 new homes and 40Ha of new employment land, requires a significant package of new and improved infrastructure.	Homes Transport	Competitive LGF	Capital	2.5	6.5	19.0	20.0	6.6	4.0	58.6	ID: 008 Page 42	Supports delivery of: 4,000 Jobs 8,000 Homes 40ha Employment Land Journey time reliability improvements.
		Private Investment	Capital	2.6	10.0	10.0	15	10.4	6.0	54.0		

LTB Scheme – M4 Junction 15: The M4 J15 improvement scheme includes amendments to the M4 and the A419 to allow the safe and efficient operation of the Strategic Road Network.	Transport	Local Authority/Developer Contributions	Capital			0.75	0.75			1.5	ID: 009	Supports delivery of: Journey time reliability improvements. Improved connectivity throughout SWLEP.
		Pre-allocated LGF	Capital			1.85	1.85			3.7	Page 43	
Sustainable Energy: This work package aims to accelerate progress toward a smarter, more integrated energy system for Swindon and Wiltshire by delivering a number of high impact “catalyst” opportunities.	Energy	Local Authority	Revenue		2.0	2.0				4.0	ID: 010	Supports delivery of sustainable development and energy efficiency throughout Swindon and Wiltshire.
		Private Investment	Capital		0.7					0.7	Page 44	
		Public Sector - other	Capital	0.2						0.2		
		Competitive LGF	Capital	0.15	1.0	1.0				2.15		
A350 Corridor Growth Zone												
A429 Malmesbury Access Improvements: Transport investments to support expansion of Dyson. Increasing roundabout capacity on B4014. Providing signalling and capacity improvements on B4014/A429 Junction.	Transport	Local Authority/Developer Contributions	Capital	0.6						0.6	ID: 011	Supports delivery of: 3,000 jobs 413 Homes Supports journey time reliability improvements.
		Competitive LGF	Capital	1.4						1.4	Page 48	
M4 J17 Capacity Improvements: Full signalisation of all entry arms and circulatory at the M4 J17 roundabout, including new signing and lining.	Transport	Local Authority/Developer Contributions	Capital		0.1	1.0				1.1	ID: 012	Supports the delivery of wider growth and development throughout the A350 Corridor. Supports journey time reliability improvements.
		Competitive LGF	Capital		1.0					1.0	Page 48	

Corsham A4 Access/Junction improvements: Improvement of highway access from development sites in Corsham near Basil Hill Barracks/MOD Corsham to the A4.	Transport	Local Authority/Developer Contributions	Capital		0.05	0.05				0.1	ID: 013	Supports delivery of: 300 Jobs 10ha Employment Land 88 Homes Journey time reliability improvements
		Private Investment	Capital		0.35	0.35				0.7	Page 49	
		Competitive LGF	Capital		0.85	0.85				1.7		
Corsham Digital Community: Creation of a new Digital Economy and Big Data Science cluster in Corsham, including the Corsham Institute. Delivery of a network of 'dark fibre' optics throughout the SWLEP area linking nodes of innovation, research and cutting edge technology.	Skills Connectivity Innovation	Private Investment	Capital	93.6	96.6	41.3	29.5	12.9	1.1	262.45	ID: 014	Supports delivery of: 5,190 jobs 50ha Employment Land Up to 5,000 undergraduate places Up to 2,000 postgraduate places
		Competitive LGF	Capital	10.9	1.2	0.15	0.15	0.15	0.15	12.7	Page 49	
Unlocking development sites in Corsham: Enabling works and infrastructure improvements to a number of development sites in Corsham to accelerate delivery of housing and employment land.	Homes	Local Authority/Developer Contributions	Capital	0.1		0.45	0.5	0.5		1.55	ID: 015	Supports delivery of: 600 Jobs 700 Homes 3.5ha Employment Land
		Competitive LGF	Capital		1.0	1.0	1.0	1.0		4.0	Page 50	
Corsham Rail Station: Construction of a new railway station with two 125 metre platforms, a footbridge, kiosk, car park and cycle storage.	Transport	Local Authority/Developer Contributions	Land						1.5	1.5	ID: 016	Supports delivery of: 600 Jobs. 100 Homes. 6ha Employment Land Supports journey time reliability improvements.
		Competitive LGF	Capital				0.75	0.75	7.0	8.5	Page 51	

Chippenham Station HUB: Chippenham Station HUB development including enhanced parking and retail offer, pedestrian, cycle and transport link over the railway, enhanced passenger experience.	Regeneration Transport	Local Authority/Developer Contributions	Capital			2.0				2.0	ID: 017 Page 51	Supports delivery of: 600 Jobs 150 Homes 7ha Employment Land Supports journey time reliability improvements.
		Public Sector - other	Capital		1.5	5.5	6.0			13.0		
		Private Investment	Capital			1.5	1.5			3.0		
		Competitive LGF	Capital		2.0	8.0	6.0			16.0		
Chippenham Langley Park: Relocation and reconfiguration of IXYS UK site and production facility providing a platform for ongoing development and growth.	Regeneration Homes	Private Investment	Capital	4.2	4.2	4.2				12.6	ID: 018 Page 52	Supports delivery of: 240 Jobs 50 Homes 3ha Employment Land
		Competitive LGF	Capital	2.4						2.4		
Chippenham Transport Package: A scaleable and flexible package of transport measures that supports unlocking strategic development, reduces congestion, improves journey time reliability and supports sustainable transport measures.	Transport	Local Authority/Developer Contributions	Revenue	0.9	0.86	0.86	0.86	0.86	0.86	5.2	ID: 019	Supports delivery of: 2925 Jobs 2320 Homes 16ha Employment Land Supports journey time reliability improvements.
		Competitive LGF	Capital	1.1	1.1	1.1	1.1	1.1	1.1	6.6	Page 52	

LTB Scheme A350 North of Chippenham Bypass Improvements: Proposed scheme to dual the A350 Chippenham Bypass between the Badger Roundabout and Chequers Roundabout (A350/A4), along with junction improvements.	Transport	Local Authority/Developer Contributions	Capital	0.3	0.3					0.6	ID: 020	Page 53	Supports delivery of: Jobs, Housing and Employment Land throughout Chippenham and A350 Corridor. Please see A350 Dualling Chippenham Bypass below.
		Pre-allocated LGF	Capital	0.85	0.8					1.65			
A350 Dualling Chippenham Bypass: Dualing the A350 Chippenham Bypass between the Badger Roundabout and Chequers Roundabout (A350/A4), along with junction improvements.	Transport	Local Authority/Developer Contributions	Capital			1.33	1.33	1.34		4.0	ID: 021	Page 53	Supports delivery of: 1550 Jobs 5079 Homes 14ha Employment Land Supports journey time reliability improvements.
		Competitive LGF	Capital			2.37	2.37	2.36		7.1			
Melksham Growth Strategy: Regeneration and redevelopment of Melksham unlocking housing sites and relocation of major local employer.	Regeneration Homes	Local Authority/Developer Contributions	Capital	2.5						2.5	ID: 022	Page 54	Supports delivery of: 1050 Jobs 350 Homes 10ha Employment Land
		Local Authority	Land	0.5	2.0					2.5			
		Private Investment	Capital	20.0	20.0	20.0				60.0			
		Public Sector - other	Capital		2.0					2.0			
		Competitive LGF	Capital	2.5	3.0	2.0				7.5			
Melksham Signal Improvements: Installation of intermediate signals on the single track rail line through Melksham enabling improved capacity.	Transport	Local Authority/Developer Contributions	Capital			0.5				0.5	ID: 023	Page 54	Supports delivery of: Journey time reliability improvements. Improved connectivity throughout SWLEP.
		Competitive LGF	Capital			1.0				1.0			

A350 Avon Roundabout, Melksham: Full signalisation of all entry arms and circulatory at the Avon Roundabout, Melksham.	Transport	Local Authority/Developer Contributions	Capital		0.5					0.5	ID: 024 Page 54	Supports delivery of: 400 Jobs 6ha Employment Land Supports journey time reliability improvements.
		Competitive LGF	Capital		1.0					1.0		
A350 West Ashton/Yarnbrook Junction Improvements: A new single carriageway link road between the A363 and A350 and an offline single carriageway improvement running north of the existing A350.	Transport Homes	Local Authority/Developer Contributions	Capital				2.6	2.6	2.8	8.0	ID: 025 Page 55	Supports delivery of: 1,470 Jobs 2,600 Homes 14.7ha Employment Land Supports journey time reliability improvements.
		Competitive LGF	Capital				2.0	2.0	1.8	5.8		
Trowbridge Transport Package: A scaleable and flexible package of transport measures that supports unlocking strategic development, reduces congestion, improves journey time reliability and supports sustainable transport measures.	Transport	Local Authority/Developer Contributions	Revenue	0.14	0.14	0.14	0.14	0.14	0.14	0.84	ID: 026 Page 55	Supports delivery of: 2,500 Jobs 2,850 Homes 12ha Employment Land Supports journey time reliability improvements.
		Competitive LGF	Capital	0.49	0.49	0.49	0.49	0.49	0.49	2.94		
Westbury Bypass Feasibility Work: A study to consider the issues and options relating to the A350 through Westbury.	Transport	Local Authority/Developer Contributions	Capital	0.1	0.1	0.2	0.2	0.2	0.2	1.0	ID: 027 Page 56	Supports delivery of: Journey time reliability improvements. Improved connectivity throughout SWLEP.
		Competitive LGF	Capital	0.1	0.1	0.2	0.2	0.2	0.2	1.0		

LSTF - Connecting Wiltshire: This project would deliver more integrated travel options by walking, cycling and public transport, and enhance the end-to-end journey experience in order to better connect people to job opportunities, education / skills training and other essential services.	Transport	Local Authority/Developer Contributions	Capital	0.1	0.05	0.05	0.05	0.05	0.05	0.35	ID: 028 Page 56	Supports delivery of: Journey time reliability improvements. Improved connectivity throughout SWLEP.
		Local Authority	Revenue	0.09	0.05	0.05	0.05	0.05	0.05	0.34		
		DfT LSTF Revenue Bid	Revenue	0.76						0.76		
		Other Source	Capital	0.6	0.1	0.1	0.1	0.1	0.1	1.1		
		Competitive LGF	Capital	1.285	0.65	0.65	0.65	0.65	0.65	4.535		
South Wiltshire Growth Zone												
Military Towns: Through the Military Civilian Integration Partnership and with government support, the purpose of this project is to ensure that the infrastructure at the garrison towns in the south of Wiltshire is able to cope with increased demand as a result of Army rebasing.	Homes Military	Central Government Departments	Capital			17.5	25.5	7.0		50.0	ID: 029 Page 61	Supports delivery of: 2,250 Jobs 3,285 Homes 29ha Employment Land
Military Towns Incubation HUBs: The intervention is to maximise the economic potential of the growing military presence in Wiltshire by providing incubator and start up accommodation for ex-military personnel, entrepreneurs and SMEs.	Military Employment	Local Authority/Developer Contributions	Capital			2.5				2.5	ID: 030 Page 62	Supports delivery of: 320 Jobs 18.5ha Employment Land
		Other Source	Capital			25.0				25.0		
		Competitive LGF	Capital			2.5				2.5		

Porton Science Park: The project is to deliver the first phase of development which will trigger private sector delivery of the wider science park, supported by a business plan which will be developed by Wessex Academic Health Science Network and cluster activity funded by ERDF.	Life Sciences Skills	Local Authority	Capital	2.6						2.6	ID: 031 Page 63	Supports delivery of: 2,000 Jobs 8ha Employment Land
		ESIF	Capital	2.0						2.0		
		Private Investment	Capital		6.0	6.0	6.0	6.0	6.0	30.0		
		Competitive LGF	Capital	4.0						4.0		
Salisbury Transport Package: A scaleable and flexible package of transport measures that supports unlocking strategic development, reduces congestion, improves journey time reliability and supports sustainable transport measures, including a proposal to dual the current single carriageway A36 Southampton Road section from Bourne Way Roundabout to College Roundabout, and implement capacity improvements at Bourne Way Roundabout.	Transport	Local Authority/Developer Contributions	Revenue	1.15	1.15	1.15	1.15	1.15	1.15	6.9	ID: 032 Page 65	Supports delivery of: 2,000 Jobs 4,046 Homes 24ha Employment Land Journey time reliability improvements.
		Competitive LGF	Capital	2.8	2.0	2.0	2.0	2.0	2.0	12.8		

Salisbury Churchfields: The project involves freeing up a key city centre industrial site for redevelopment by relocating existing businesses; upgrading the physical infrastructure; and building the first phase of housing development. This will act as a catalyst for private sector investment to redevelop the remainder of the site for mixed housing and employment use.	Homes	Local Authority/Developer Contributions	Capital						2.0	2.0	ID: 033 Page 66	Supports delivery of: 800 Jobs 1,100 Homes 7ha Employment Land Journey time reliability improvements.
		Local Authority	Land			5.0				5.0		
		Private Investment	Capital				5.9	11.8	11.8	29.5		
		Competitive LGF	Capital		3.0		3.0	2.25		8.25		
Thematic Propositions												
Creating Growth through knowledge: The SWLEP skills brokerage will increase support to Service Leavers as they transition in to civilian life and provide learning opportunities to a wider set of learners through an innovative and customised model.	Skills	Local Authority	Capital	0.2	0.2	0.2	0.2	0.2		1.0	ID: 034 Page 69	18,000 individuals trained locally to Level 4 or higher (7,000 Service Leavers and 11,000 local employees). Development of a new University Campus of Swindon and Wiltshire. Direct business support to 1,250 local SMEs with high growth potential.
		Private Investment	Capital	0.35	1.05	1.8	2.3	3.0		8.5		
		Other Source - HEFCE	Not Applicable	0.85	2.35	4.3	6.1	7.3		20.9		
		Competitive LGF	Capital	1.4						1.4		

Skills Capital - Swindon Sustainable Technologies: Development of a Sustainable Technologies Centre to deliver an innovative curriculum to meet the needs of the Construction and Advanced Engineering Industry, which will be planned and delivered in partnership with employers, learning providers and other partners.	Skills	Competitive LGF	Capital	7.1	1.9					9.0	ID: 035 Page 71	Supports delivery of: 2,795 Jobs 580 additional FE student places 380 Apprenticeships
Skills Capital - Wiltshire College Salisbury Campus: re-development in two phases of the Salisbury campus to create a Construction Skills Centre, and enhance HE provision with Life Sciences, Environmental Technologies in refurbished space.	Skills	Wiltshire College	Capital		0.6	0.6				1.2	ID: 036 Page 71	Supports delivery of: 160 Jobs 500 additional HE places 55 SMEs supported
		Competitive LGF	Capital	3.0	5.6	1.4				10.0		
Skills Capital - Wiltshire College Lackham Campus: Redevelopment in 3 phases of the 1700 acre Wiltshire College Lackham campus and estate (including a working farm and dairy) to create a Centre of Excellence in Agricultural Education and Training with the co-	Skills	Wiltshire College	Capital	0.5	0.5					1.0	ID: 037 Page 71	Supports delivery of: 100 Jobs
		Competitive LGF	Capital	1.5	8.5					10.0		

location of a higher education institute, a Higher Apprentice delivery Hub and a University Technical College.												
Housing (Affordable Homes within Wiltshire): The ability to access £8m Housing Revenue Account (HRA) borrowing capacity together with £34m from the councils' HRA reserves and some free land will enable the delivery of 420 new affordable homes, a mix of rented and shared ownership to meet the housing needs of those unable to afford to rent or purchase in the private market.	Homes	Local Authority	HRA Capital	17.0	17.0					34.0	ID: 038 Page 79	Supports delivery of: 420 Affordable Homes
		Competitive LGF	HRA Borrowing	4.0	4.0					8.0		
Sub Total (Competitive LGF only)		£263,765,000										
Sub Total (LGF – all sources)		£275,015,000										
Total Funding (All sources)		£991,128,000										

This document should be read in conjunction with Appendices 1 to 4.

Appendix 1: Key Sectors - additional sector analysis.

Appendix 2: Transport Scheme prioritisation methodology.

Appendix 3: Swindon and Wiltshire Strategic Economic Joint Committee
Terms of Reference

Appendix 4: Swindon and Wiltshire Transport Vision 2026.