



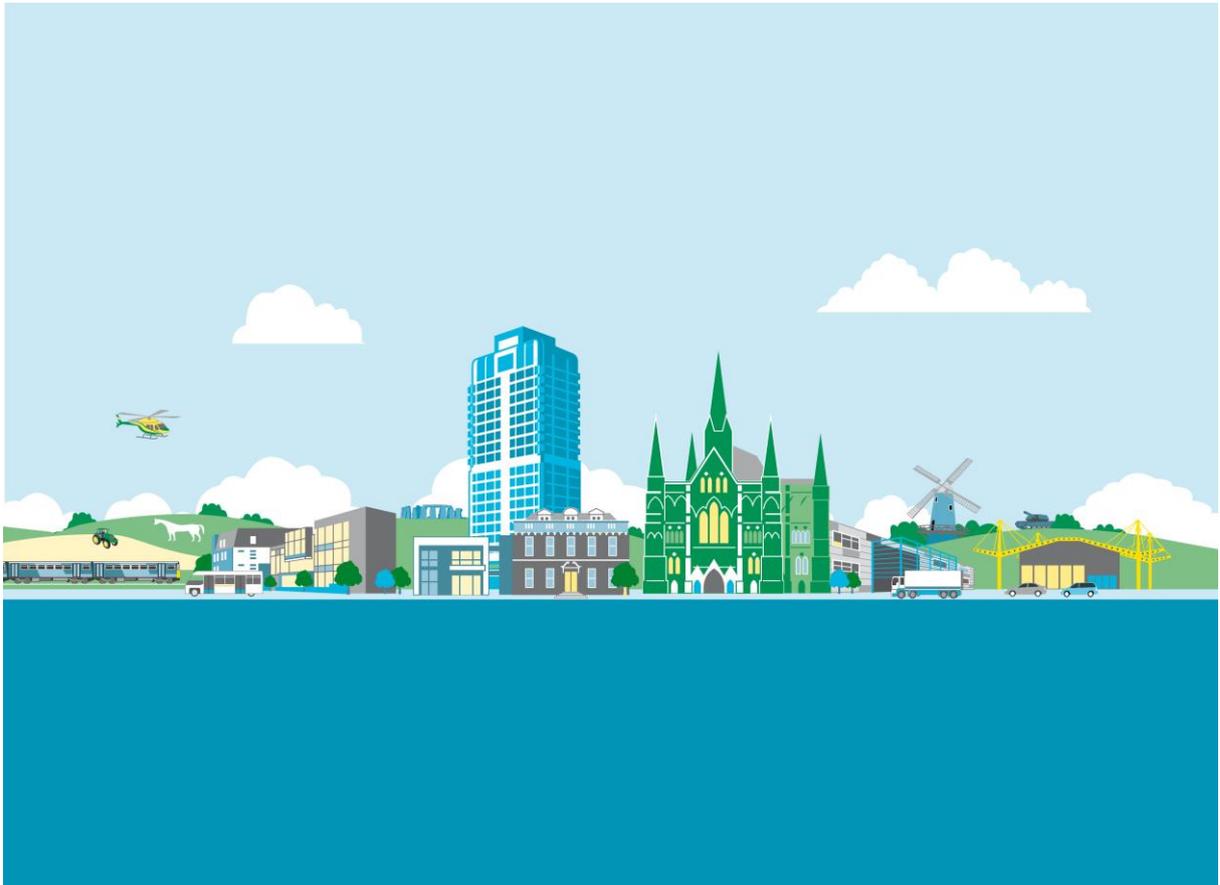
**Swindon & Wiltshire**

LOCAL ENTERPRISE PARTNERSHIP

# Swindon and Wiltshire Local Enterprise Partnership

## Business Action Plan 2021-2022

**May 2021**



The Swindon and Wiltshire Local Enterprise Partnership Limited is a registered company limited by guarantee, Company No 11766448 with offices at Digital Mansion Corsham, Pickwick Road, Corsham, SN13 9BL  
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## I. Introduction

2020-21 was a significant year for the Swindon and Wiltshire Local Enterprise Partnership (SWLEP). It started in March 2020, with our transfer out of Wiltshire Council as we began to operate fully as a company limited by guarantee. March, of course, was a landmark month nationally with the onset of the COVID-19 pandemic and the first lockdown which saw us embracing new ways of working from home. We have embedded the use of Microsoft Teams for internal and external engagement and the work of the SWLEP Board has continued without interruption.

Our company almost doubled in size from a team of twelve in April 2020 to twenty-two in March 2021 as our Swindon and Wiltshire Growth Hub business support advice and guidance services scaled up to meet the demands of the local business community in response to the ensuing economic impact of the pandemic alongside the Brexit trade deal negotiations. In offering these services, we have successfully worked in parallel with both our unitary authorities, which disbursed the government's COVID support grants, to ensure an end-to-end business support framework across our area.

During the year, we maintained a strong emphasis on delivering our Local Growth Deal programme, the funding envelope for which came to an end in March 2021. The benefits of this programme continue to be realised and we will monitor and report the outputs from our investment over the coming years. During 2021-2022, our capital investment programme will focus on the delivery of our Getting Building Fund programme schemes.

The year has also seen the start of the mobilisation of the Swindon and Wiltshire Local Industrial Strategy (LIS) with good foundations laid to deliver sustainable and inclusive growth and support the UK's transition to Net Zero. This business plan is framed against the structure of our LIS; starting with an overview of our work as of March 2021 followed by a more detailed summary of the work programme for 2021-22.

This business plan reviews the work we have progressed to date in pursuit of our vision and sets out the plan for the next year to:

- ✓ attract innovation activity;
- ✓ nurture the skills and talent of our residents and workers;
- ✓ enable infrastructure improvements;
- ✓ deliver flexible business support services; and
- ✓ achieve the inclusive, sustainable growth of our places.

### Vision to 2036

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

## 2. Delivering the Local Industrial Strategy: status update April 2020 to March 2021

A status update for each of the LIS strategic priorities as of March 2021, is presented in Table I. In addition, the table identifies how each workstream has an impact in terms of social, environmental, or economic recovery and renewal. The table also includes an update on SWLEP's mainstream delivery services which are centred around the Growth Hub, the Skills Plan and the Inward Investment Programme.

**Table I: LIS strategic priorities status and social, environmental, and economic recovery and renewal impact, March 2021**

<b>RAG</b>	Proposed/ Not started	Green	Amber Green	Amber Red	Red	Complete
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**SP = Strategic Priority in the LIS**

Ref	Strategic Priority	Activity and links to economic, social, and environmental recovery and renewal	£	Status	RAG
<b>Ideas Foundation</b>					
SPI	Life sciences at Porton	The SWLEP Board awarded GBF funding for the second phase of development at the Porton which sees the delivery of a Collaborative Innovation Centre with a completion date of 31 March 2022. <b>Economic impact: innovation</b>	Getting Building Fund	Active	
SP2	High-value manufacturing and advanced engineering innovation and R&D	Continued participation in the Honda Taskforce. Funding awarded for an energy study and transport study for the site. Honda employee support delivered through the Growth Hub SME Competitiveness Programme. <b>Economic impact: recovery and renewal</b>	LGF	Active	

SP3	Multidisciplinary Research Centre to Deliver Sustainable Technologies for a Circular Economy	The SWLEP Board awarded: development funding to the Innovation Centre for the Circular Economy with a completion date for the OBC of 31 March 2021. Also see SP8: Carriage Works <b>Environmental impact: low carbon, sustainable growth agenda</b>	LGF	Active	
SP4	Research and innovation opportunities at the Science Museum, Wroughton	Funding secured from the South West Energy Hub for a feasibility study for Hydrogen Energy generation on the site. <b>Environmental impact: low carbon, sustainable growth agenda</b>	South West Energy Hub	Active	
	Other activity	Joint Inward Investment programme to attract new, high value investments to the area focussing on life sciences, advanced engineering and digital/cyber security. <b>Economic impact: recovery and renewal</b>	ERDF	Active	
<b>People Foundation</b>					
SP5	Business-led Federation Higher Education Providers	Institute of Technology opens to students in Sept 2021. Offering new technical education pathways with a view to raising aspirations for young people and retraining opportunities for those in work/redundant. <b>Social and economic impacts.</b>	External	Active	
	Other activity	Local Skills Plan produced and published in March 2021. Work on the Apprenticeship Strategy 2021-2026 commenced  Evidence base strengthened through the Skills Plan, Skills Report, monthly labour market reports and data dashboard  Careers Hub operational.	SAP  SAP  DfE	Active  Active  Active	

		Dedicated Skills Adviser embedded within the Growth Hub offering advice as well as acting as the Kickstart intermediary <b>Social impact and economic impact: recovery and renewal</b>	BEIS	Active	
		Healthy Lives Expression of Interest submitted to the Health Foundation charity but it was not successful. The programme will work with the long term unemployed to improve health and economic outcomes. Alternative ways to deliver the project will be explored. <b>Social impact and economic impact: recovery and renewal</b>		Proposed 2021/22	
		Links made with Clinical Care Groups and Bath Spa University regarding mental health and wellbeing in the workplace. Programme of activity yet to be defined. <b>Social impact and economic impact: recovery and renewal</b>	TBC	Proposed 2021/22	
		Digital Bootcamp proposal was submitted with the Institute of Coding and a response is awaited.. <b>Social impact and economic impact: recovery and renewal</b>	DfE	Proposed 2021/22	
<b>Infrastructure Foundation</b>					
SP6	New Energy Vehicles Fuelling Infrastructure	Hydrogen bus and coach travel and Hydrogen Logistics demonstrator SOBCs: discussions commenced to create demand for hydrogen energy amongst bus companies and logistics operators alongside energy generation (Ref SP4). <b>Environmental impact: low carbon and sustainable growth</b>	Not available	Active	

		<p>New energy vehicle community charging SOBC. Work pending confirmation from unitary authority partners re plans to secure government resources to extend electric vehicle charging. See budget announcement March 2021.</p> <p><b>Environmental impact: low carbon and sustainable growth</b></p>		Not started	
	Other activity	<p>Rail Strategy Working Group convened with the two UAs.</p> <p><b>Economic and environmental impacts</b></p>	N/A	Active	
<b>Business Environment Foundation</b>					
SP7	Swindon and Wiltshire Business Cyber Centre	<p>Outline Business Case approved to deliver business cyber security services and training provision focussing on SMEs. Completion date of 31 March 2022</p> <p><b>Economic impact: innovation and recovery and renewal</b></p>	GBF	Active	
	Other activity: led by Growth Hub	<p>Escalation in the range of business support services offered by the Growth Hub including: SME Competitiveness Programme; Peer Networks; This Way Up Programme; Visitor economy grant schemes; and export advice.</p> <p><b>Economic impact: recovery and renewal</b></p>	ERDF and BEIS	Active	
	Swindon and Wiltshire Inward Investment Programme	<p>Work in collaboration with the DIT, Swindon Borough Council and Wiltshire Council to attract new inward investment projects to the area.</p> <p>Relationships with 'warm' projects continue to develop, but the pandemic has precluded site visits.</p> <p>The Porton Science Park and the NCC site at Wroughton have been identified as key sites and the</p>	ERDF	Active	

		Business Cyber Centre is regarded as a strategic opportunity new investment in Swindon and Wiltshire. <b>Economic impact: innovation</b>			
<b>Places Foundation</b>					
SP8	Good Growth for Swindon	Carriage Works 2b: The SWLEP Board awarded GBF funding to this scheme with a completion date on 31 March 2022. Enables the University of Bath to establish iCAST Innovation Centre for Applied Sustainable Technology. <b>Social impact: regeneration</b> <b>Environmental impact: low carbon, sustainable growth agenda</b> <b>Economic impact: innovation</b>	GBF	Active	
SP9	Good Growth for Salisbury	Development funding awarded towards to schemes to support economic recovery and renewal activity in the city including Illuminating Salisbury and People Friendly Salisbury. LGF funding was also awarded to the delivery of the Salisbury Riverpark scheme. <b>Social impact: regeneration</b> <b>Economic impact: recovery and renewal</b>	LGF	Complete	
SPI0	Rural Communities: levelling up opportunities	Light touch promotional activity by the Growth Hub to encourage the take-up of broadband vouchers. Further activity is being planned for 2021/22. <b>Economic impact: recovery and renewal</b>	N/A	Active	
SPI1	Understanding the value of our Natural Capital	Jointly funded PhD with the University of Bath into Natural Capital commenced September 2020. <b>Environmental impact: low carbon, sustainable growth</b>	SWLEP	Active	

SPI2	The Great West Way and approaches to clean growth tourism	Work to engage with LEPs and Destination Management Organisations along the Great West Way to mobilise this initiative is proposed for 2021/22. <b>Economic impact: recovery and renewal</b> <b>Environmental impact: low carbon, sustainable growth</b>	In house resource for now	Proposed 2021/22	
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### 3. Delivering the Local Industrial Strategy: April 2021 to March 2022

A wide range of activities are planned for the year which will derive hard outputs and can be reported to government and external funding organisations (Table 2). However, in mobilising the LIS, there are additional, softer outputs which have been identified in the programme summaries section, which will better position SWLEP to secure funding to deliver its strategic priorities; these are not captured in the table below.

**Table 2: Programme output targets 2021-2022**

<b>Key Performance Indicators</b>	<b>2021-22 Target</b>
<b>Capital programme: Getting Building Fund</b>	
Construction and direct jobs subject to approval by funder	To be confirmed
Direct Jobs created over five years from schemes as of date approved	To be confirmed
Commercial and innovation space occupation subject approval by funder	To be confirmed
<b>Growing Places Infrastructure Fund (loans)</b>	
GPIF loans awarded	5
Value of loans awarded	£4m
Authorised transfer from LGF: allocation to be agreed	£4.75m
<b>Revenue programme: Growth Hub</b>	
Number of businesses receiving light support	1600
Number of businesses receiving medium support (3+hours)	300
Number of businesses receiving intensive (12+ hours)	200
Growth Hub Community membership reaches	2,500
Peer Networks established	10
Peer Networks: businesses supported	110
Export webinars delivered by DIT programme	24
Number of schools and college engaged with by the Careers Hub	63
<b>Revenue programme: Inward Investment</b>	
Inward investment jobs created	360
Inward investment projects secured	10

### 3.1 Ideas: attract innovation activity

#### Strategic Priority 1: Life Sciences at Porton

<b>Name</b>		<b>Collaborative Innovation Centre at Porton, phase 2</b>
<b>Lead</b>	Director of Programmes	
<b>Governance</b>	Infrastructure, Ideas and Places Subgroup	
<b>Description</b>	Construction of phase 2 of the Porton Science Park.	
<b>Funding</b>		<b>£ 2021/22</b>
Getting Building Fund		£2m
Wiltshire Council and ERDF		£7.5m
<b>Total</b>		<b>£9.5m</b>
<b>Priorities 21-22</b>	Wiltshire Council as scheme promoter will develop an innovation focussed conference facility, meeting space, wet lab and grow-on space. The facility will foster research collaborations with Dstl and Public Health England, businesses and research institutions.	
<b>Targets</b>	3,575m <sup>2</sup> (38,492 ft <sup>2</sup> ) new build of employment space 228 new jobs created £23.7m GVA uplift per annum	
<b>Milestones</b>		
<b>Q1 Apr- Jun</b>		
<b>Q2 Jul-Sep</b>	July: business support provision procured by scheme promoter	
<b>Q3 Oct-Dec</b>		
<b>Q4 Jan-Mar</b>	February: works completed and handed over	
<b>Outcome</b>	Increased innovation activity, GVA uplift and reputational benefits Strengthening the Life Sciences Opportunity Zones as an international investment location.	
<b>Impact</b>	Economic impact: innovation-led growth	

## Strategic Priority 2: High Value Manufacturing and R&D activity

<b>Name</b>	<b>Honda Manufacturing UK, South Marsden strategic employment site</b>	
<b>Lead</b>	Director of Programmes	
<b>Governance</b>	Infrastructure, Ideas and Places Subgroup	
<b>Description</b>	Support activities to assist with the re-use of the site for high value manufacturing activities	
<b>Funding</b>		<b>£ 2021/22</b>
	SWLEP: energy and transport study	£250,000
<b>Total</b>		<b>£250,000</b>
<b>Priorities for 21-22</b>	Conclusion of the energy and transport studies for the South Marston strategic employment site at Swindon.	
<b>Targets</b>	Studies completed Site sale concluded	
<b>Milestones</b>		
<b>Q1 Apr- Jun</b>		
<b>Q2 Jul-Sep</b>	July: Honda manufacturing facility on site closes	
<b>Q3 Oct-Dec</b>	December: Energy and Transport studies completed	
<b>Q4 Jan-Mar</b>		
<b>Outcome</b>	Site retained for employment use. Honda staff find secure, alternative employment Sustainable, inclusive growth	
<b>Impact</b>	Economic impact: recovery and renewal	

### Strategic Priority 3: Multi-disciplinary Research Centre for Sustainable Technologies

<b>Name</b>	<b>Carriage Works Phase 2, Swindon</b>	
<b>Lead</b>	Director of Programmes	
<b>Governance</b>	Infrastructure, Ideas and Places Subgroup	
<b>Description</b>	Redevelopment of units at the Carriage Works in Swindon enabling the University of Bath's Innovation Centre for Applied Sustainable Technologies (iCAST) facility to open offering leading innovation services to businesses.	
<b>Funding sources</b>		<b>£ 2021/22</b>
Getting Building Fund		£4.0m
SBC and Heritage England		£0.28m
<b>Total</b>		<b>£4.28m</b>
<b>Priorities for 21-22</b>	Redevelopment of phase 2b of the Carriage Works by Swindon Borough Council as scheme promoter. The completion of the development will enable the University of Bath's Research Gateway 'iCAST' facility to move in by the end of the financial year.	
<b>Targets</b>	1,428 m <sup>2</sup> /15,375 ft <sup>2</sup> of employment space redeveloped. 121 new jobs created GVA uplift of £16.98m over ten years	
<b>Milestones</b>		
<b>Q1 Apr- Jun</b>	April: Planning application submitted by scheme promoter	
<b>Q2 Jul-Sep</b>	September: Main contractor appointed	
<b>Q3 Oct-Dec</b>	October: Work starts on site	
<b>Q4 Jan-Mar</b>	March: Completion of works, iCAST move in	
<b>Outcome</b>	Increased innovation activity and reputational benefits Sustainable, inclusive growth	
<b>Impact</b>	Social: regeneration of Swindon heritage quarter Environmental impact: contributes to delivery of Net Zero	

**Strategic Priority 4: Research and innovation opportunities at the National Collection Centre, Science Museum site at Wroughton**

<b>Name</b>	<b>Wroughton Masterplan: hydrogen energy demonstrator</b>	
<b>Lead</b>	Head of Implementation People, Ideas and Implementation	
<b>Governance</b>	Infrastructure, Ideas and Places Subgroup	
<b>Description</b>	Establish a hydrogen network through on-site hydrogen production with the ability to supply on- and off-site users.	
<b>Funding sources</b>		<b>£ 2021/22</b>
Feasibility study, value of work undertaken by South West Energy Hub for SWLEP.		£30,000
LIS priorities mobilisation - allocation subject to Board approval and subject to the finding of the feasibility study (includes 20% VAT).		£132,000
<b>Total</b>		<b>£162,000</b>
<b>Priorities for 21-22</b>	<p>Establish whether there is a commercially viable case for hydrogen energy production. If proven develop and outline business case for the site.</p> <p>Establish a network of hydrogen users to balance supply capability.</p>	
<b>Target</b>	<p>Feasibility study completed.</p> <p>Outline Business Case (OBC) completed subject to feasibility study.</p> <p>Investment prospectus completed subject to feasibility study.</p>	
<b>Milestones</b>		
<b>Q1 Apr- Jun</b>	<p>May: Agree contract terms with South West Energy Hub</p> <p>May: Establish a Hydrogen Working Group partners and users</p>	
<b>Q2 Jul-Sep</b>	<p>September: Feasibility Study completed</p> <p>September: Board approval for outline business case development</p>	
<b>Q3 Oct-Dec</b>	<p>November: Procurement complete and consultancy agreement in place subject to the feasibility study</p>	
<b>Q4 Jan-Mar</b>	<p>March: OBC presented to the Board</p>	
<b>Outcome</b>	<p>Commercially viable green hydrogen production</p> <p>Increased innovation activity and reputational benefits</p>	
<b>Impact</b>	<p>Environmental impact: contributes to delivery of Net Zero</p>	

<b>Name</b>	<b>Innovation Campus for the Circular Economy 'ICCE'</b>	
<b>Lead</b>	Director of Programmes	
<b>Governance</b>	Infrastructure, Ideas and Places Subgroup	
<b>Description</b>	In October 2020, funding was awarded to ICCE Ltd to develop the outline business case for the establishment of ICCE at the Science Museum site at Wroughton. Capital funding needs to be secured by the Scheme Promoter to progress the development.	
<b>Funding</b>		<b>£ 2021/22</b>
LIS priorities mobilisation - allocation subject to Board approval		£6,000
<b>Total</b>		<b>£,6000</b>
<b>Priorities for 21-22</b>	Help identify suitable sources of investment funding to assist with the delivery of the scheme.	
<b>Targets</b>	Investment prospectus developed Capital funding to be identified and a bid developed and submitted by the Scheme Promoter to deliver the scheme.	
<b>Milestones</b>		
<b>Q1 Apr- Jun</b>	May: Outline Business Case presented to the Board meeting for approval.	
<b>Q2 Jul-Sep</b>	July: ICCE Limited finalises its investment prospectus	
<b>Q3 Oct-Dec</b>		
<b>Q4 Jan-Mar</b>	March: Funding bid submitted	
<b>Outcome</b>	Increased innovation activity and reputational benefits	
<b>Impact</b>	Economic impact: innovation Environmental: contributes to delivery of Net Zero	

### Cross cutting, enabling activity

<b>Name</b>	<b>Swindon and Wiltshire Inward Investment Programme</b>	
<b>Lead</b>	Head of Investment and Export	
<b>Governance</b>	Infrastructure, Ideas and Places Subgroup	
<b>Description</b>	Promotional activity to attract overseas inward investment projects, from outside the EU. Key target sectors are life sciences, cyber security, digital technologies, and advanced manufacturing.	
<b>Funding</b>		<b>£ 2021/22</b>
ERDF		£250,000
SWLEP (out of a programme total of £142,307)		£26,314
<b>Total</b>		<b>£276,314</b>
<b>Priorities for 21-22</b>	Secure the 'warm' inward investment projects which have been attracted through the ERDF funded programme. Secure projects in target sectors: life sciences, digital technologies and advanced engineering. Establish a collaborative inward investment programme with the Western Gateway	
<b>Targets</b>	EU-funded projects: 2 inward investment projects secured creating 10 new jobs Non-EU funded projects: 8 inward investment projects secured, creating at least 350 new jobs	
<b>Milestones</b>		
<b>Q1 Apr- Jun</b>		
<b>Q2 Jul-Sep</b>	September: 2 ESIF projects landed: leases signed or forms submitted to Companies House	
<b>Q3 Oct-Dec</b>	December: ESIF funded programme ends	
<b>Q4 Jan-Mar</b>	March: 6 other projects landed with leases signed or forms submitted to Companies House	
<b>Outcome</b>	Increased innovation activity and reputational benefits	
<b>Impact</b>	New high value job creation and enhanced international reputation of the area as an investment location.	

## 3.2 People: nurture the skills and talent of our residents

### Strategic Priority 5: Federation of HE Providers

<b>Name</b>	<b>Business-Led Federation of Higher Education Providers</b>	
<b>Lead</b>	Head of Implementation: People, Ideas and Infrastructure	
<b>Governance</b>	Skills and Talent Subgroup	
<b>Description</b>	Establishment of a federation of higher education providers to increase HE participation amongst residents and workers.	
<b>Funding</b>		<b>£ 2021/22</b>
Allocation sought from SWLEP core budget (including VAT)		£12,000
Partner match to be sought		£30,000
<b>Total</b>		<b>£42,000</b>
<b>Priorities for 21-22</b>	<p>Map the existing landscape for HE provision by provider across the area.</p> <p>Ascertain medium to long term ambitions of Higher Education providers and agree the framework for, and terms of, the Federation as a working model to meet business demand.</p> <p>Engage with the Careers Hub, Kickstart, Restart and Lifetime Skills Guarantee providers to extend the pipeline of potential HE learners.</p>	
<b>Targets</b>	Higher Education Federation joint promotion plan agreed	
<b>Milestones</b>		
<b>Q1 Apr- Jun</b>	May: HE Federation Working Group established and meets	
<b>Q2 Jul-Sep</b>	July: Careers Hub formal funding confirmation Sept 2021-Aug 2022	
<b>Q3 Oct-Dec</b>		
<b>Q4 Jan-Mar</b>	March: Framework for the Federation agreed	
<b>Outcome</b>	<p>Higher proportion of people qualified to L4+ level</p> <p>Increased innovation activity and reputational benefits</p> <p>Sustainable, inclusive growth</p>	
<b>Impact</b>	<p>Social impact: economic inclusion</p> <p>Economic: recovery and renewal</p>	

## Cross cutting, enabling activity

<b>Name</b>		<b>Skills and Talent Subgroup: Skills Advisory Panel</b>
<b>Lead</b>	Head of Implementation: People, Ideas and Infrastructure	
<b>Governance</b>	Skills and Talent Subgroup	
<b>Description</b>	Progress the Skills and Talent priorities set out in the People Foundation in the LIS and Skills Plan	
<b>Funding</b>		<b>£ 2021/22</b>
	Department for Education's Skills Advisory Panel – subject to approval	£75,000
	HE Federation subject to Board approval	£12,000
<b>Total</b>		<b>£87,000</b>
<b>Priorities for 21-22</b>	Develop Swindon and Wiltshire Apprenticeship Strategy 2021-2025 Review the Skills Action Plan 2020 Refresh the Skills Report 2022 Maintain Data Dashboard and undertake user survey Higher Education Federation joint promotion mobilised	
<b>Targets</b>	Apprenticeship Strategy published Skills Plan 2021 published Skills Report 2022 published	
<b>Milestones</b>		
<b>Q1 Apr- Jun</b>	April: Apprenticeship Strategy Working Group formed June: Memorandum of Understanding for 2021 2022 activity agreed with DfE	
<b>Q2 Jul-Sep</b>	September: Apprenticeship Strategy 2021-2025 published September: Mid-term performance report to DfE	
<b>Q3 Oct-Dec</b>	December: Dashboard user survey complete and analysed.	
<b>Q4 Jan-Mar</b>	March: Refreshed Skills Report published March: End of year performance report to DfE	
<b>Outcome</b>	Clear strategic framework to balance skills demand and supply and deliver sustainable, inclusive growth	
<b>Impact</b>	Social impact: economic inclusion Economic impact: demand-led skills base	

### 3.3 Infrastructure: enable infrastructure improvements

#### Strategic Priority 6: New Energy Vehicle Fuelling Infrastructure

<b>Name</b>	<b>Hydrogen bus and hydrogen logistics demonstrator</b>	
<b>Lead</b>	Head of Implementation: People, Ideas and Infrastructure	
<b>Governance</b>	Infrastructure, Ideas and Places Subgroup	
<b>Description</b>	Stimulating the demand for hydrogen fuel (strategic priority 4) working in collaboration with neighbouring LEPs along the M4 with a focus on: hydrogen fuelled inter-city bus travel; hydrogen fuelled logistics and distribution; and explore the potential for air travel.	
<b>Funding</b>		<b>£ 2021/22</b>
LIS priorities mobilisation		£12,000
Match to be secured from project partners		£50,000
<b>Total</b>		<b>£60,000</b>
<b>Priorities for 21-22</b>	Reconvene cross-LEPs NEV Working Group including potential hydrogen users (public transport and logistics). Identify early hydrogen fuel adopters amongst rail, bus, coach and logistics companies along the M4 and A420 and map the location of hydrogen fuel facilities	
<b>Target</b>	Support bids submitted to develop the hydrogen fuelled public transport and logistics operations if funding opportunities arise.	
<b>Milestones</b>		
<b>Q1 Apr- Jun</b>	June: LEP partners confirmed and Western Gateway engaged June: Transport and logistics companies identified	
<b>Q2 Jul-Sep</b>	September: Feasibility study completed	
<b>Q3 Oct-Dec</b>	October: Specialist support engaged to frame the business case Nov: UK Hydrogen Strategy published by Nov 2021	
<b>Q4 Jan-Mar</b>	March: Funding bid or business case submitted, to be confirmed	
<b>Outcome</b>	More hydrogen vehicles used along / above the M4 / A420 corridor	
<b>Impact</b>	Environmental impact: Contributes to Net Zero	

## Cross cutting, enabling activity

Name		Delivery of the Rail Strategy priorities
<b>Lead</b>	Head of Implementation: People, Ideas and Infrastructure	
<b>Governance</b>	Infrastructure, Ideas and Places Subgroup	
<b>Description</b>	Progressing the priorities set out in the Swindon and Wiltshire Rail Strategy through the Western Gateway and England's Economic Heartland's Subnational Transport Bodies in liaison with the Strategic Transport Leads at Swindon Borough Council and Wiltshire Council through the Rail Working Group.	
<b>Funding</b>		<b>£ 2021/22</b>
No funding requirement this year		Not applicable
<b>Total</b>		
<b>Priorities for 21-22</b>	Lobbying the two subnational transport bides which cover Swindon and Wiltshire so that they consider our rail priorities when developing their wider strategies and action plans. Engagement with the Devizes Gateway Working Group, as part of Restore Your Railways fund.	
<b>Targets</b>	Swindon and Wiltshire priorities included in the rail and road strategies of the two Sub-national Transport Bodies.	
<b>Milestones:</b>		
<b>Q1 Apr- Jun</b>	<p>May: SWLEP joins the Western Gateway Sub-National Body Rail Officer Group to support the development and delivery of its Rail Strategy</p> <p>May: Feedback to Wiltshire Council on bids for feasibility studies to Restoring Your Railways Fund for stations at Corsham and Wilton</p>	
<b>Q2 Jul-Sep</b>	<p>July: Wiltshire Council to receive response from DfT on the Devizes Gateway Strategic Outline Business Case.</p> <p>September: Swindon-Oxford-Didcot Study by England's Economic Heartland commences.</p>	
<b>Q3 Oct-Dec</b>	November: Comprehensive Spending Review announced	
<b>Q4 Jan-Mar</b>		
<b>Outcome</b>	Sustainable, inclusive growth and improved rail connectivity	
<b>Impact</b>	Environmental impact: Contributes to Net Zero	

## Business Environment: deliver flexible business support services

### Strategic Priority 7: Business Cyber Centre

<b>Name</b>	<b>Swindon and Wiltshire Business Cyber Centre</b>	
<b>Lead</b>	Director of Programmes	
<b>Governance</b>	BCC Project Steering Group Business Environment Subgroup	
<b>Description</b>	Establishment of the Business Cyber Centre offering cyber resilience services and training to SMEs and the creation of new cyber products and services.	
<b>Funding sources</b>		<b>£ 2021/22</b>
Getting Building Fund		£3.7m
SWLEP revenue		£0.5m
<b>Total</b>		<b>£4.2m</b>
<b>Priorities for 21-22</b>	Establishment of the BCC operating out of premises in Chippenham following refit to meet security standards and cyber functions.	
<b>Targets</b>	Facility begins offering cyber services commencing January 2022 250 jobs created over five years, 1,970 m <sup>2</sup> commercial space, 1,700 learners, 500 business assists.	
<b>Milestones:</b>		
<b>Q1 Apr- Jun</b>	June: Lease agreement in place, landlords works commence, recruitment, marketing and branding.	
<b>Q2 Jul-Sep</b>	September: Fit out starts, communication campaign begins. Product and services partners contracted.	
<b>Q3 Oct-Dec</b>	December: BCC launch with tenants and membership events.	
<b>Q4 Jan-Mar</b>	March: Range of services commence	
<b>Outcome</b>	Sustainable, inclusive growth. SME resilience in new ways of work and fourth industrial revolution, reputational benefits to Swindon and Wiltshire.	
<b>Impact</b>	Economic impact: innovation and recovery and renewal	

## Cross cutting, enabling activity

Name	Growth Hub Programme	
<b>Lead</b>	Director of Programmes	
<b>Governance</b>	<p>Business Environment Subgroup</p> <p>Supported by two business engagement groups: The Business Intelligence and Network Group (BING) and the Rural Economy Sector Group (RESG).</p> <p>Subgroup Chair acts as SME Champion</p>	
<b>Description</b>	<p>Delivery of the Swindon and Wiltshire Growth Hub and business support programmes comprising business information, advice and guidance, and specialist support to the SME business community to enable economic recovery and growth. Continue to represent local businesses by acting as the collective 'voice' through providing feedback to BEIS and other stakeholders.</p> <p>Note: The Department for International Trade's South West Regional Growth Service Programme to deliver international trade and export advice is also covered by the Growth Hub.</p>	
<b>Funding sources</b>	<b>£ 2021/22</b>	
BEIS Core Funding	£205,000	
BEIS uplift activity to deliver This Way Up, Digital, Cyber and Skills support	£257,000	
Peer Networks	£150,000	
SME Competitiveness Programme of which <i>ERDF Grant 50%</i> <i>Match 50% from various partners</i>	£800,000 £400,000 £400,000	
DIT Export Programme	£0	
<b>Total</b>	<b>£1.412m</b>	
<b>Priorities for 21-22</b>	<p>Delivery of a flexible and agile programme of business support services to SMEs in response to need and economic recovery enabling businesses to stabilise and grow.</p> <p>The provision of information, advice and guidance including access to finance, digital capability, skills and EU transition.</p> <p>Increase the penetration rate Growth Hub services to the business community from pre-start through to scale-up and growth.</p>	

	<p>Employment support and skills development to young people through the Kickstart Programme and SWLEP's role as an Intermediary Body and Kickstart employer.</p> <p>The Peer Networks programme will expand its activity to run and complete ten cohorts enabling businesses to work collaboratively on common business issues.</p> <p>Promotion of the Department for International Trade's (DIT) South West Regional Growth Service Programme to deliver international trade and export advice and the Internationalisation Grant Programme grants.</p>
<b>Targets</b>	<p>1,600 businesses in receipt of 'Light' support such as accessing information through website resources.</p> <p>300 businesses in receipt of 'Medium' support (+3 hours) such as telephone conversations and video conference calls.</p> <p>200 businesses in receipt of 'Intensive' support (12+ hours) such as ongoing caseload management, referrals into programmes</p> <p>Growth Hub Community membership reaches 2,500.</p> <p>10 Peer Networks established supporting 110 businesses</p> <p>24 export webinars delivered by DIT funded regional programme promoted to Swindon and Wiltshire businesses</p>
<b>Milestones:</b>	
<b>Q1 Apr- Jun</b>	<p>April: export webinar programme commences</p> <p>May: marketing campaign for Peer Networks, appointment of facilitators and mentors.</p> <p>June: complete and close ERDF Recovery Grant programme</p> <p>June: recruit five Kickstart placements into SWLEP</p> <p>June: Wavehill Growth Hub evaluation complete</p> <p>June: Growth Hub 'Impact' report published</p> <p>June: DIT Export Programme funding 2021/22 confirmed</p> <p>June: Participation in BEIS Growth Hub best practice workshops on cluster and national basis.</p> <p>June: Pre end of furlough, skills support and webinars</p>
<b>Q2 Jul-Sep</b>	<p>July: Honda manufacturing facility closes.</p> <p>July: New Navigators inducted and integrate into service delivery</p> <p>July: Quarterly performance report re Peer Networks</p> <p>August: SME Competitiveness Programme Project Change Requests approved by MHCLG</p> <p>August: Growth Hub to engage into BCC service delivery around incubation and accelerator programme</p>
<b>Q3 Oct-Dec</b>	<p>October: Mid-year review of the webinar series</p> <p>October: Mid-year review and submission to BEIS</p> <p>November: Support soft launch of BCC</p>

<b>Q4 Jan-Mar</b>	<p>January: BEIS Internal review of Q1-Q3 performance against contracted outputs</p> <p>January: ERDF end of year performance review against agreed outputs (Jan-Dec 2021).</p> <p>January: PR campaign to underpin incubation and accelerator model.</p> <p>February: preparation of end of year reporting to BEIS (April 2021 to -March 22) completion of 2022-2023 activity profile for the Growth Hub.</p>
<b>Outcome</b>	Sustainable, inclusive growth
<b>Impact</b>	<p>Economic impact: recovery</p> <p>Social impact: economic inclusion</p>

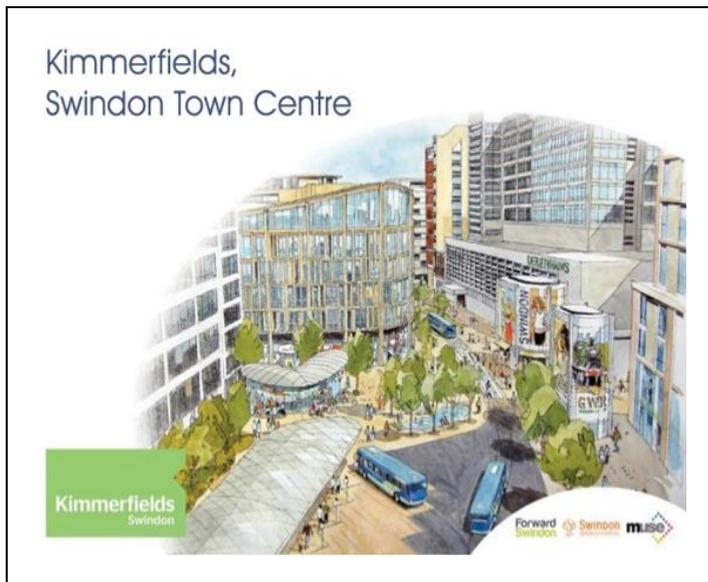
## Cross cutting, enabling activity

<b>Name</b>	<b>Growing Places Infrastructure Fund</b>	
<b>Lead</b>	Head of Investment and Export	
<b>Governance</b>	Business Environment Subgroup Supported by the GPIF Working Group	
<b>Description</b>	Delivery of the GPIF rolling loan fund programme	
<b>Budget</b>	<b>£ 2021/22</b>	
GPIF capital loan fund March 2022	£2.85m	
Forecast interest earned during 2021//22	c.£0.24	
<b>Total</b>	<b>£3.09m</b>	
<b>Priorities for 21-22</b>	Allocation of loans between £150k and £2m in order to allocate circa £5m during the year.	
<b>Targets</b>	5 businesses supported with loans Income of £298,000 generated from loans in place from previous years. 150 jobs created during the year (565 over three years) 9,300m (100,000 ft <sup>2</sup> ) floorspace developed subject to the loans approve	
<b>Milestones</b>		
<b>Q1 Apr- Jun</b>	April: fund stands at £2.85m and available for loan June: loan fund stands at £3.028m	
<b>Q2 Jul-Sep</b>	September: loan fund £3.157m	
<b>Q3 Oct-Dec</b>	December: loan repaid £1.587m December fund stands £4.745m and available for loan	
<b>Q4 Jan-Mar</b>	March fund stands £4.95m and available for loan	
<b>Outcome</b>	Supporting the delivery of LIS priorities	
<b>Impact</b>	Economic impact: innovation	

## Places: inclusive, sustainable growth of our places

The budget announcement in March 2021 indicated that applications to Community Fund and Levelling Up Fund will be led by local authorities. SWLEP will therefore take a supporting role, as required, rather than a leading role in endeavouring to secure additional capital resources to deliver Good Growth. We will keep a watching brief on opportunities to access capital funding for Swindon and Wiltshire and as the government's publishes its Comprehensive Spending Review in the autumn.

### Strategic Priority 8: Good Growth for Swindon



SWLEP's £2m investment of Getting Building Fund in the Carriage Works Phase 2b (strategic priority 3) concludes our capital investment plans in regeneration schemes to support Good Growth for Swindon. We will continue to monitor and report on the impact of our investments in the town centre and more widely. We will continue to add our support to Swindon Borough Council with its funding bids to secure capital investment which contribute towards the delivery of the LIS.

## Strategic Priority 9: Good Growth for Salisbury

The planned activity to enable Good Growth for Salisbury was completed undertaken during 2020/21. This related to development support awarded for Illuminating Salisbury and People Friendly Streets as well as funding towards the Salisbury Riverpark scheme.

In December 2020, Wiltshire Council was awarded £9.35m Future High Street funding to re-invigorate Salisbury city centre. The new branding guidelines for the city, which SWLEP supported, will be launched during the year to re-invigorate the city's image and attract new businesses and visitors to the city. This investment will assist with delivering the aspirations of the Central Area Framework detailed in the LIS.



## Strategic Priority 10: Rural communities levelling up opportunities

Name	Digital connectivity	
<b>Lead</b>	Head of Implementation: People, Ideas and Infrastructure	
<b>Governance</b>	Infrastructure, Ideas and Places Subgroup	
<b>Description</b>	Promotional campaign to increase awareness of Government initiatives to support improvements in digital connectivity in rural areas.	
<b>Funding sources</b>	<b>£ 2021/22</b>	
No funding requested this year	Not applicable	
<b>Total</b>		
<b>Priorities for 21-22</b>	<p>Regular communication with businesses and rural communities through SWLEP's media channels and Growth Hub communications.</p> <p>Engagement with Wiltshire Online and the Swindon's City Fibre programmes to understand continued areas of poor or no connectivity.</p> <p>Monitor funding opportunities to improve rural connectivity.</p> <p>Identify opportunities for joint working with Berkshire Thames Valley LEP.</p>	
<b>Targets</b>	An annual campaign to promote rural connectivity delivered through SWLEP online communications channels	
<b>Milestones</b>		
<b>Q1 Apr- Jun</b>	<p>April: Promotional campaign agreed and commences</p> <p>April: Growth Hub article published online</p>	
<b>Q2 Jul-Sep</b>	July: desk-based review of rural connectivity completed	
<b>Q3 Oct-Dec</b>	December: forward work programme agreed	
<b>Q4 Jan-Mar</b>		
<b>Outcome</b>	Improved connectivity and business productivity across rural areas. Sustainable and inclusive growth	
<b>Impact</b>	Economic impact: innovation and economic recovery and renewal	

## Strategic Priority 1 I: Understanding the value of our Natural Capital

Name		Natural Capital PhD research
Lead	Director of Strategy and Policy	
Governance	Infrastructure, Ideas and Places Subgroup Strategy and Performance committees	
Description	Jointly funded, part time PhD research project between the University of Bath and SWLEP	
Funding	<b>£ 2021/22</b>	
University of Bath	£5,500	
SWLEP core funding	£5,500	
<b>Total</b>	<b>£11,000</b>	
Priorities for 21-22	Literature review phase I refreshed Methodology review completed UN Climate Change Conference 'COP 26': consideration of involvement	
Targets	Bi-annual progress reports to the Board	
<b>Milestones</b>		
Q1 Apr- Jun	Monthly joint supervision meetings continue	
Q2 Jul-Sep	July Presentation to SWLEP Board with a progress update	
Q3 Oct-Dec	UK Net Zero Strategy published by government; exact date unknown Nov: COP 26 Summit held 1-12 November	
Q4 Jan-Mar	March: Presentation to SWLEP Board with a progress update	
Outcome	Sustainable, inclusive growth	
Impact	Better investment and decision making and reputational benefits	

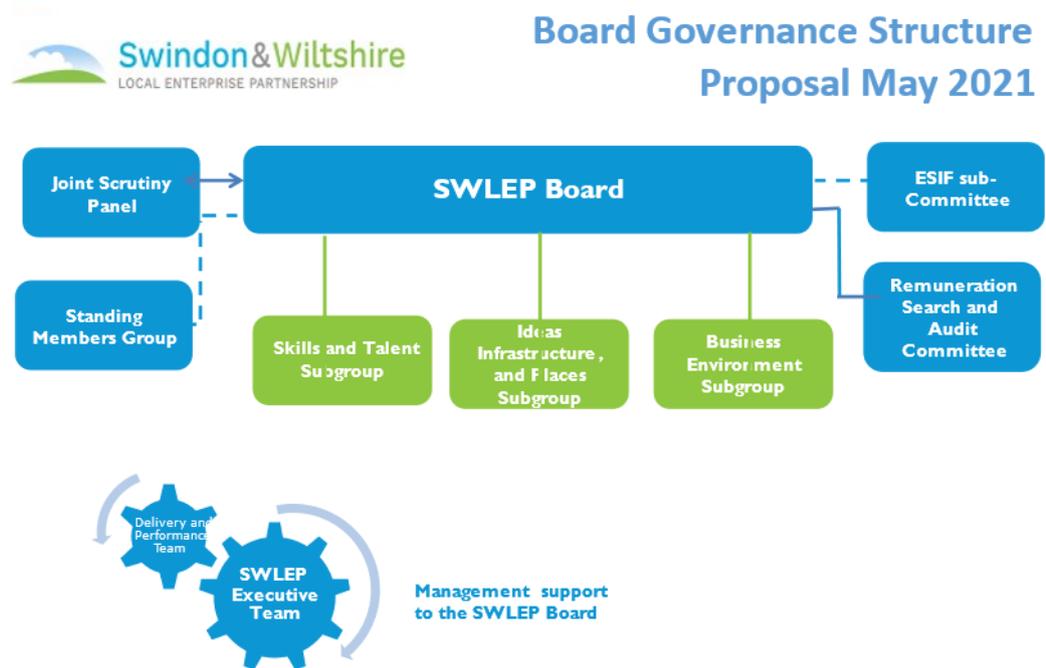
## Strategic Priority 12: The Great West Way and Low Carbon Tourism Zone

<b>Name</b>	<b>Low Growth Tourism Zone</b>	
<b>Lead</b>	Director of Strategy and Policy	
<b>Governance</b>	Infrastructure, Ideas and Places Subgroup Supported by the Rural Economy Sector Group business engagement group	
<b>Description</b>	Collaboration of LEPs and DMOs (subject to review) to establish a low carbon tourism zone centred around the Great West Way (London to the South West) to deliver low carbon tourism.	
<b>Funding</b>		<b>£ 2021/22</b>
LIS mobilisation revenue - subject to Board approval		£12,000
<b>Total</b>		
<b>Priorities for 21-22</b>	<p>To establish a cross-LEP partnership to progress the concept of a clean growth tourism zone. This is subject to government commitment to the establishment of zones of this kind.</p> <p>Clarity required over Government's model for destination management organisation activity in the future.</p>	
<b>Targets</b>	Funding bid submitted	
<b>Milestones</b>		
<b>Q1 Apr- Jun</b>	June: partnership of interested LEPs established.	
<b>Q2 Jul-Sep</b>	DCMS review of destination management organisations published. DMOs engaged if appropriate	
<b>Q3 Oct-Dec</b>	Funding opportunities reviewed	
<b>Q4 Jan-Mar</b>	Bid submitted	
<b>Outcome</b>	Sustainable inclusive growth	
<b>Impact</b>	Contributes to Net Zero	

### 3.6 SWLEP Governance

<b>Name</b>	<b>SWLEP Governance and accountable decision making</b>	
<b>Lead</b>	SWLEP CEO Supported by Director of Strategy and Policy and Finance Manager	
<b>Governance</b>	SWLEP Board Governance Working Group	
<b>Description</b>	Refresh of governance arrangements in line with national requirements and compliance with Company Law's legal obligations.	
<b>Funding</b>		<b>£ 2021/22</b>
SWLEP core budget		£139,740
<b>Total</b>		<b>£139,740</b>
<b>Priorities for 21-22</b>	Refresh of SWLEP Governance Framework Annual Performance Review Annual accounts and audit report, Annual Report and Business Plan Annual Summit (online) Local Economic Assessment 2021	
<b>Targets</b>	SWLEP rated as 'met' in the Annual Performance Review	
<b>Milestones</b>		
<b>Q1 Apr- Jun</b>	April: SWLEP Membership campaign May: Business Plan signed off by the Board May: Annual Accounts signed off Board	
<b>Q2 Jul-Sep</b>	July: refreshed Governance Framework signed off by Board and published July: Annual Report signed off by Board and published September: Refreshed LIS signed off by Board and published	
<b>Q3 Oct-Dec</b>	October: SWLEP Online Annual Summit and SWLEP Membership campaign November: Economic Assessment signed off by Board and published	
<b>Q4 Jan-Mar</b>	February: SWLEP January Annual Performance Review and AGM	
<b>Outcome</b>	Good governance: transparent and accountable decision making	
<b>Impact</b>	Reputational gain	

**Figure I: Proposed Governance Structure May 2021**



### 3.7 External funding overview 2021-22

SWLEP delivers both capital investment and revenue programmes. In terms of capital funding, 2021-22 will see us focus on the delivery of the Getting Building Fund schemes and further rounds of the Growing Places Infrastructure Loan Fund. Revenue funding during the year will enable the continued operation of the Swindon and Wiltshire Growth Hub and EU Inward Investment Programme.

The funding period for the Local Growth Deal came to an end on 31 March 2021. The outputs and impact of this investment however will continue to be monitored and reported to BEIS until further notice.

Over the course of the year, we will endeavour to secure additional resources to help mobilise the strategic priorities in our Local Industrial Strategy.

## Capital Programme 2021-2022

The main focus will be completing the delivery of the three schemes awarded under the **Getting Building Fund** programme: The Business Cyber Centre, the development of which will be led by SWLEP; the refurbishment of the Carriage Works Phase 2b in Swindon which will enable the University of Bath to open its iCAST Facility; and the Collaborative Innovation Centre at Porton which is the second phase of development of the Science Park.

### Getting Building Fund

Business Cyber Centre £3.7m and £0.5m match

Carriage Works Phase 2b: £4m, and £0.28m match

Collaborative Innovation Centre at Porton: £2m and £7.5m match

As of April 2021, £5.65m of the £8.67m **Swindon and Wiltshire Growing Places Infrastructure (Loan) Fund** is on loan to nine companies. During the year, loans in the range of £150,000 to £2m will be offered to companies which contribute towards the delivery of LIS strategic priorities. The GPIF operates as a rolling loan fund and as of April 2021, circa £5m was available for investment in 2021/22 financial year.

### Growing Places Infrastructure Loan Fund

GPIF Fund: £8.67m

On loan April 2021: £5.65m

Transfer from LGF: £4.7m

## Capital funding to be confirmed 2021/22

The Budget in March 2021 saw the launch of the investment prospectuses for the UK **Shared Prosperity Fund and the Levelling Up Fund alongside the Build Back Better Plan**. Applications to these funds will be led by local authorities. Where appropriate, SWLEP will seek work in partnership to secure investment funding for the area to deliver local priorities.

## Revenue Programmes 2021-2022

The main revenue programme for delivery will be for the delivery of the **Swindon and Wiltshire Growth Hub** which offers a comprehensive range of business information, advice and guidance services alongside the Growth Hub portal. The priorities for delivery during the year will be: business start-up and scale-up support through its SME Competitiveness delivery partners; the continuation of Peer Networks; and the This Way Up webinar series.

### Swindon and Wiltshire Growth Hub

Growth Hub BEIS core funding £205,000 and Uplift £287,000

SME Competitiveness: £400,000 ERDF and £400,00 match.

Peer to Peer Networks £150,000

The **Swindon and Wiltshire Inward Investment Programme** enters its final year of ERDF funding. Work will continue in collaboration with Swindon Borough Council and Wiltshire Council to progress existing leads from non-EU projects in cyber, digital, life sciences and advanced engineering projects to Swindon and Wiltshire.

### Swindon and Wiltshire Inward Investment Programme

ERDF £250,000

The Department for Education has confirmed its intention to continue **Skills Advisory Panel** funding for the year. The funding will support additional staff resource to undertake skills analysis as well as EMSI, Labour Insight and the SWLEP dashboard to be maintained.

### Skills Advisory Panel: Skills and Talent Subgroup

Department of Education up to £75,000

SWLEP works in partnership with both Unitary Authorities to deliver the **Careers Hub**. SWLEP contributes £30,350 towards programme staffing costs to achieve the Gatsby benchmarks and deliver careers advice and guidance in schools and colleges, working closely with local businesses and mentors.

### Careers Hub

SWLEP match funding £30,350

## Activity to be confirmed 2021 2022

During the year, DfE will run a number of **Skills Improvement Plan Pilots** across England in association with accredited Chambers of Commerce. If a pilot takes place covering Swindon and Wiltshire, SWLEP will seek to support its developing through the Skills and Talent Subgroup building on the existing Skills Plan and Local Skills Report.

<https://swlep.co.uk/strategic-objectives/skills-and-talent>



In February 2021, SWLEP co-ordinated a partnership of organisations to submit a collective expression of interest to the DfE's to become an **Economies for Healthy Lives** pilot. The expression of interest was not successful; however, partners are keen to try and mobilise this activity during the year. Work will be undertaken in partnership to try and secure the resources to enable this work to commence.

