

# **Swindon and Wiltshire Local Enterprise Partnership**

## **Annual Business Plan 2019/2020**

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## I. Achieving our vision

In 2016 we published our revised Strategic Economic Plan which set out our Vision to 2026 and the five strategic objectives we would pursue in order to achieve it.

### Our Vision

Swindon and Wiltshire in 2026 is world-renowned for its innovation, entrepreneurialism and 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, work and visit. A well-connected, attractive, vibrant place, our population continues to grow at a rate that out-strips many parts of the country, with more people choosing to live and work locally.

### Our Strategic Objectives

We have identified five strategic objectives to stimulate public and business investment, and lever maximum return on investment. These strategic objectives apply across the whole of Swindon and Wiltshire, but there will be targeted investment to address the specific priorities of each of our three Growth Zones.

- **Strategic Objective 1: Skills and talent** - we need an appropriately skilled and competitive workforce to achieve our growth ambitions;
- **Strategic Objective 2: Transport infrastructure improvements** - we need a well-connected, reliable and resilient transport system to support economic and planned development growth at key locations;
- **Strategic Objective 3: Digital capability** - we need to deliver excellence in digital connectivity and cyber transformation to achieve business growth, innovative public services and influence societal change;
- **Strategic Objective 4: Place Shaping** - we need to deliver the infrastructure required to deliver our planned growth and regenerate our City and Town Centres, and improve our visitor and cultural offer; and
- **Strategic Objective 5: Business Development** - we need to strengthen the competitiveness of small and medium sized businesses and attract a greater share of foreign and domestic investment into the area.

The skills and talent and business development interventions will be available to businesses and learners across the whole of Swindon and Wiltshire. In addition, whilst the priority sectors may cluster in individual or multiple Growth Zones, businesses in these sectors are more widely located and will still be supported through sector development activity.

## 2. Our targets

We have a strong emphasis on key delivery targets relating to our Local Growth Deal programme, including DfT retained schemes. These last two years of the programme are crucial for us with our largest and most complex programmes aiming for completion by 2021.

The key performance indicators (KPIs) which are of particular importance to us are all in relation to the Local Growth Deal programme.

2019-20 will only see the completion of one project – Ultrafast Broadband following a £1m investment into a £3m project (£2m from DCMS). This will account for 2,184 of the job numbers listed below.

### **Key Performance Indicators 2019-21**

Houses built – 11,710

Direct jobs created – 3, 923

Employment land enabled – 32.1 hectares

New road built – 2.5km

New learners engaged in qualifications as a result of capital infrastructure – 3,730

As the delivery targets are related to infrastructure projects with long life-spans, the figures for houses built and jobs created will be accrued both within the timescale of the Local Growth Deal and in subsequent years as the impact of, in particular, transport infrastructure begins to achieve its full effect.

## **3. The Local Growth Fund Programme**

On Page 5 below, there is an extract from our local, detailed delivery plan concerning the Local Growth Deal Programme. It provides an overview of individual projects, responsibilities, milestones by quarter, planned expenditure, governance arrangements and anticipated outputs. The activity detail is linked to a quarterly reporting schedule to the SWLEP Board on project performance, facilitating informed discussion by Board Members about the likelihood of completion on time and whether any funding needs to be diverted to facilitate other activity with a greater chance of success.

Performance since inception of the programme is reported to BEIS quarterly through the LGF Data Capture System and a corresponding report is made available to Board Members. This shows the breakdown by project of KPIs for housing, jobs, skills and transport in addition to overall forecast and actual spend.



## SWLEP Annual Delivery Plan 2019-20

Programme	Programme Responsibility	Activity	Activity Responsibility	Key Delivery Milestones				Apr 2020-Mar 2021	Planned Expenditure 2019/20	anned Expenditu 2020/21	SWLEP Governance Link	Outcome
				Apr - June 2019	July - Sept 2019	Oct - Dec 2019	Jan - March 2020					
Local Growth Deal	Ian Durston	Chippenham Station Hub	Rory Bowen (Rory Bowen)	Phase 2 Planning obtained.		Phase 2 construction starts		Phase 2 construction completes. Phase 1b construction completes.	£5,000,000	£9,180,000	Assurance Framework	50 Houses (Direct) 400 Jobs (Direct) 80 Jobs (Indirect) 4,000 sqm Employment Space 200 car park spaces
		A350 Yarnbrook/West Ashton	Martin Aldam (Rory Bowen)	Design Consultant appointed.		Completion of detailed design. FBC sign off by LEP Board.		Construction Start. Construction complete.	£2,000,000	£2,995,700	Assurance Framework	2,600 Houses 147 Jobs 14.7 Ha Employment Land 2.5km New Road
		The Maltings	Richard Walters (Rory Bowen)	Start on Site (Phase 1)				Construction completion (Plots 1, 2 and 4)	£4,000,000	£90,000	Assurance Framework	620 Jobs 200 Houses
		Ultra Fast Broadband	Sarah Cosentino (Rory Bowen)	Complete review of installation sites.				Installation completion.	£1,000,000	£0	Assurance Framework	2,184 Jobs
		Wichelstowe Southern Access	Tim Mann (Philippa Venables)	Procurement complete. Detailed design start.	Detailed design complete. Construction start.			Construction complete.	£10,000,000	£12,190,000	Assurance Framework	2,000 Houses 75 Jobs (Direct) 3,879 Jobs (Indirect) 13 Ha Employment Land
		Swindon Bus Boulevard	Lynsey Turner (Philippa Venables)	OBC sign off by LEP Board. Planing obtained. Detailed design started.			Detailed design complete.	Procurement complete. Construction start.	£1,000,000	£1,117,900	Assurance Framework	450 Houses
		Swindon Rapid Transit	James Jackson (Philippa Venables)		Phase 1 construction complete. Phase 3 preliminary	Phase 2 detailed design completion.	Phase 2 construction start. Phase 3 detailed design complete.	Phase 2 construction completion. Phase 3 construction start and complete.	£5,130,000	£0	Assurance Framework	Journey time improvements
		NEV- White Hart Junction	Robert Sweetnam (Philippa Venables)	Preliminary Design complete.	Procurement complete. Construction start.			Construction complete.	£12,100,000	£14,500,000	Assurance Framework	3,425 Houses 1,622 Jobs (Indirect) 16.2 Ha Employment Land
		NEV - Southern Connector Rd	Tom Campbell (Philippa Venables)	Procurement complete. Detailed design start.		Detailed design complete. Construction start.		Construction complete.	£5,800,000	£5,800,000	Assurance Framework	2,127 Houses 1,063 Jobs (Indirect) 10.6 Ha Employment Land
		NEV - A420 Gable Cross	Robert Sweetnam (Philippa Venables)	Procurement complete. Detailed design start.	Detailed design complete. Construction start.			Construction complete.	£3,356,000	£203,000	Assurance Framework	11 Jobs 562 Houses 2.8 Ha Employment Land
		NEV - West A419 (Pckge 2)	Tom Campbell (Philippa Venables)	Procurement complete. Detailed design start.		Detailed design complete.	Construction start.	Construction complete.	£500,000	£1,400,000	Assurance Framework	6 Jobs 296 Houses 1.5 Ha Employment Land
		Wiltshire College - Salisbury	Adrian Ford	Refurbishment completion. New Build design completion.	New Build construction start.			New Build construction completion.	£4,830,000	£5,480,000	Assurance Framework	190 Jobs 5,000 sqm Learning Space 1,930 New Learners
		Wiltshire College - Lackham	Adrian Ford	Planning submitted.		Procurement complete.	Construction start.	Construction complete.	£1,569,000	£4,531,000	Assurance Framework	190 Jobs 4,000 sqm Learning Space 1,800 New Learners 4,000 sqm Learning Space
		Royal Artillery Museum	Martin Harvey	Procurement complete.	Construction start.		Construction complete.		£1,350,000	£0	Assurance Framework	100 Jobs 1 Ha Employment Land
Swindon Museum & Art Gallery	Philippa Venables		Report complete.				£200,000	£0	Assurance Framework	TBA		

## 4. Other programmes

The other programmes we will be delivering are:

- Higher Futures, the in-house skills service ;
- Growth Hub;
- Careers Hub;
- Inward Investment;
- Export;
- Growing Places Infrastructure Fund; and
- Business engagement, marketing and communications.

New business development and service delivery will come on stream under the Growth Hub banner and we are looking to forge closer and stronger links with our stakeholders to ensure successful information, advice and guidance is available to our business community. We are merging Higher Futures into the Growth Hub to provide an integrated business and skills offer to local companies.

The Careers Hub is performing well and we are hopeful of a successful second programme.

Inward investment strategy delivery is based around our ESIF programme, working in partnership with Swindon Borough Council and Wiltshire Council. Our target sectors are life sciences, digital and in particular cyber resilience and advanced engineering.

In 2018-19, we did not focus on developing our export strategy whilst we built up our inward investment offer. We now have an established Inward Investment plan and are looking to work with colleagues from the DIT on the export potential of businesses in our area. We will build on the success of the EU funded Export for Success programme, which has given great benefit to a number of businesses in Swindon and Wiltshire.

The year will see the launch of further calls to the Growing Places Infrastructure Fund building on successful calls launched in 2017 and 2018. New approaches to the calls will be trialled to engage with smaller businesses and links with equity investors will be investigated.

We will build on our business engagement activity which focussed on the development of our LIS evidence base and Growth Hub activity. During 2019/20 we will be consulting the business community on our Local Industrial Strategy. We will hold our Annual Growth Summit on 3 October 2019. We will produce our Annual Report by 31 July 2019.

We will continue to develop our social media presence and maximise the impact of our enhanced digital footprint which we have achieved through our upgraded SWLEP website. We have integrated an intelligent CRM system into our Growth Hub and Higher Futures work, which is used by all partners. 2019-20 will see us using the data from the intelligent system to target our interventions and curate content to meet personal business needs.

## 5. Strategic Activity

A key piece of work for the SWLEP during the year will be the development of the Swindon and Wiltshire Local Industrial Strategy (LIS) and the refresh of our Strategic Economic Plan (SEP). During 2018/19 we focussed on developing our evidence base; 2019/20 will see our big ideas for the LIS being tested with the business community and stakeholders and developed into pipeline activity. Swindon and Wiltshire will be in the third and final wave of LIS development and we will seek to learn from best practice developed during the first and second wave development. Given the third wave will comprise 30 LEPs we will need to be resourceful as the level of input and support from Government in its development consequently will be less than that available to Wave 1 and Wave 2 areas.

The SWLEP has been hit by two significant economic shocks in 2018-19; the Salisbury Novochok incident and Honda's decision to close its site in Swindon. Our strategic planning, linking into our Local Industrial Strategy, will focus sharply on the immediate recovery from both incidents and the subsequent regeneration efforts to maximise new opportunities which emerge from such adversity.

We are incorporating the new requirements of the Skills Advisory Panels into our existing Skills and Talent Subgroup of the Board. The DfE investment of £75,000 will enable sharper and better focussed interventions due to deeper knowledge of labour market intelligence. We plan to use this to significantly enhance the careers advice and guidance delivered through our Careers Hub.

Brexit negotiations will continue to have an important influence on the nation's economy and we will keep a watching brief on the impact they have on the performance of our local businesses as the process unfolds. Further clarity is therefore expected on the future of the European Structural Investment Fund programme and the future development and rollout of the UK Shared Prosperity Fund when the UK proceeds to leave the European Union.

The issue of the Government's revised National Assurance Framework will require a review of the SWLEP's Governance Framework. In addition, by 1 April, SWLEP will be transacting as a company limited by guarantee working under a new operating structure with the expectation that further work will be undertaken with regard to the employment of staff and business premises. Financial stability and long-term sustainability will be key influences on these decisions.

Plans for the Subnational Transport Bodies will continue to develop and influence our cross-border collaboration. Due to economic priorities of the two Unitary Authorities, the SWLEP is likely to be involved in two Subnational Transport Bodies. We are looking to join Swindon Borough Council as a member of the English Economic Heartland subnational body and also be part of the Western Gateway body with Wiltshire Council.

Delivery of the local industrial strategies for the West Midlands and along the Cambridge-Milton Keynes – Oxfordshire corridor is expected to influence cross border working as is

the rollout of activity under the Cyber Science and Innovation audit in partnership with GFirst, the Marches and Worcestershire LEPS.

The latest round of Board recruitment in May – July 2019 is key as the SWLEP moves from an unincorporated partnership to limited company. The SWLEP will require the delivery of a comprehensive induction programme for new Board Members, but also incumbents moving to the new company.

The Chairman and Director will continue to work closely with the national LEP Network and ongoing roles with a range of working groups.