

# Building on success

## Gloucestershire Growth Deal 3



**JULY  
2016**

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# Introduction from Dr Diane Savory OBE DL

In March 2014, GFirst LEP published its Strategic Economic Plan (SEP) for Gloucestershire, which set out an ambitious business plan for achieving economic growth, and how we would deliver a focused programme of projects across the County. We were delighted with Government's very positive response to this, and to receive all the Growth Deal funding we asked for in our SEP, as well as further additional funding in the 'top up' round that followed.

Since then, the LEP Board and staff, working closely with project promoters, local businesses and local authority colleagues have made excellent progress in implementing and managing our current Growth Deal. Indeed, in its review of LEPs in December 2015, GFirst LEP was acknowledged by Government as 'punching well above its weight' and being one of the best performing LEPs nationally for Growth Deal delivery.

We are therefore very keen to build on this excellent progress and continue to deliver projects that meet a range of local and Government priorities including: national cyber security; unlocking land for housing and employment use; extending skills and Apprenticeships provision to support key industries; innovation; regeneration and transport improvements. That is why we are calling this document 'Building on Success'. This document lays out what has happened to Gloucestershire's economy since the publication of our SEP, the new projects we would like to deliver to further boost our local economy and contribute to Government priorities, and the reasons for wanting to secure further resources from Government to help us achieve this.

As someone who is passionate about Gloucestershire and the benefits of economic growth I am excited about the potential that these new projects provide and I urge Government to help us realise this potential by funding the programme of projects we present here.

Dr Diane Savory OBE DL



This submission contains a strong and ambitious programme of **eleven deliverable projects** that fit closely with and build directly on our Strategic Economic Plan (SEP), our original Growth Deal and fit the timescales of the funding available through this round of Growth Deal. We have retained the same tight focus on a small number of priorities that we used in our SEP and have structured our projects into **four clusters**:



**BUSINESS & INNOVATION**  
(4 Projects)



**REGENERATION**  
(2 Projects)



**HOUSING**  
(3 Projects)



**SKILLS**  
(2 Projects)

Our projects contribute to a number of Government priorities as well as addressing local needs. These priorities include: the cyber security of the UK; increased productivity; opening up of strategic housing and employment land; housing growth; regeneration; skills development; Apprenticeships.

Our projects will provide good value for money and will deliver over

**£291m**

of private leverage

& **£36m**

of public leverage

We have a very effective track record of project delivery in Gloucestershire and we are in the top four Local Enterprise Partnerships (LEPs) in England for the delivery of current Growth Deals. Working closely with Gloucestershire County Council (GCC), the Accountable Body for our Growth Deal, we have used this delivery experience to further improve our programme and project management processes to enable us to manage our new programme and projects even more robustly.

## We urge Government to:

**‘back a winner’ -**  
GFirst LEP has a trusted proven track record to deliver projects **on time, and on profile**

help us build on the improvements made in our local economy since the introduction of LEPs in 2011

invest £79m of Single Local Growth Fund into our programme of projects in this submission

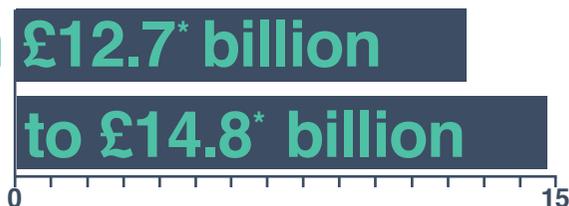


## Our local economy and what has changed since the publication of our Strategic Economic Plan (SEP)



Economic data demonstrates **very good progress** since GFirst LEP was formed in 2011 on the key economic indicators as well as **some primary areas** where further investment would result in continued accelerated growth and improved productivity.

## Between 2012 and 2014 the economy of Gloucestershire grew from £12.7\* billion



## Over the same period, workforce growth

(increase of 19,500 to 311,000\*\*)

has outstripped population growth (increase of 14,300 to 611,300)



## and the county has seen an increase of 1,900 businesses to 31,900.

Between 2002 and 2008 growth in the County was in the lowest third in England. For the period 2010-2014 annual growth was at 2.9%, significantly above the UK average of 1.1%.

**GVA per filled job has improved** from 8% below UK average in 2014 to 6% below UK average in 2016 – demonstrating improvement and a continuing need to support interventions in growth and productivity. Similar improvements are demonstrated in the long-term average GVA growth figures that move from 0.5% below UK average for the period 1997-2011 (3.8% compared to 4.3%) to 0.2% below UK average for the period 1997-2014 (4.9% compared to 5.1%).

**The key demographic challenge is an above-average over-65 population** that shows an increase from 2.2% above the UK average in 2011 (18.6% compared to 16.4%) to 2.7% above the UK average in 2014 (20.3% compared to 17.6%).

**Self-employment has seen considerable growth** over the period from 11.7% of employment in 2012 to 17.4% in 2015 and **business survival rates continue to perform well** at 93.8%; 64.8%; and 46.1% over 1; 2; and 3 years respectively.

**The highest sectoral growth has been in Professional; Scientific; Technical; and Business Administration functions. Manufacturing and Knowledge Intensive sectors have continued to enjoy good growth.** Manufacturing remains the biggest sector by output in 2015 (18.2%) and the second biggest employment sector (11.9%) behind health and social care.

Overall the data shows encouraging improvements in growth, GVA, employment and the number of businesses. Key sectors also continue to enjoy strong performance. Whilst gaps in performance between Gloucestershire and the UK average have narrowed there is room for further development of the Gloucestershire economy through investment in business and innovation, skills, housing and regeneration.

Beyond this refresh of the local economic data and comparisons with UK performance we believe our current Strategic Economic Plan (SEP) published March 2014 is still valid. All of the projects we proposed are being implemented as planned but have not yet had sufficient time to yield their full impacts. Our review of these impacts will inform our full SEP refresh towards the end of the current SEP period.

\*Regional Gross Value Added (Income Approach), 1997 to 2014 - Office for National Statistics

\*\*Business Register and Employment Survey, 2010-2014 & Ibid



## How our proposed projects complement and enhance our Strategic Economic Plan (SEP) and our current Growth Deal

Our SEP for Gloucestershire was tightly focused around three themes:

**THE GROWTH HUB** effective and enhanced support for businesses and individuals in the County

**THE GROWTH ZONE** unlocking employment and housing land, including through transport improvements

**GREEN** development of skills and businesses in the renewables, engineering and nuclear sectors

All the funded projects in our original Growth Deal linked directly with our three themes and we are retaining this tight focus for this submission.

# 11 NEW PROJECTS

## Set across 4 clusters



We have selected **11 new projects** that further develop the local economy in several different ways and which complement and enhance the projects that Government and the local private and public sectors have already invested in through our existing Growth Deal. They are **deliverable** and are grouped in **4 main clusters** and in three of the four clusters there are **transport projects as enablers** of economic growth within them. (marked with an asterisk \*)

### The clusters:



#### BUSINESS & INNOVATION

- Cheltenham Cyber Park\*
- Cirencester Enterprise Quarter\*
- Eco Park and Sports Stadium\*
- Airport Expansion\*



#### HOUSING

- Longford Housing\*
- Brimscombe Housing
- Littlecombe Housing



#### REGENERATION

- Gloucester Railway Station\*
- Cinderford Regeneration\*



#### SKILLS

- Gloucestershire College Forest of Dean Campus
- Centre of Excellence for Food & Drink

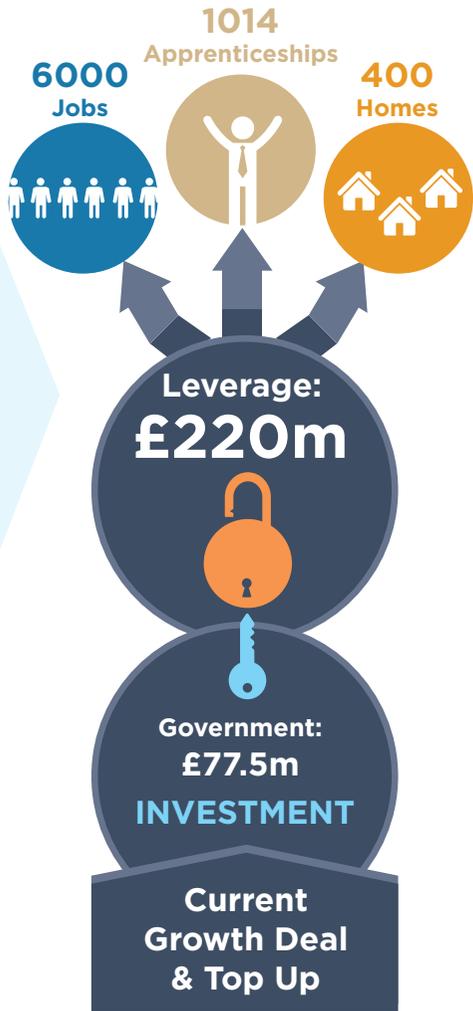
These projects have been brought forward in **collaboration** with the local authorities in the County and the private sector through a range of project promoters. All the projects included in this submission have been through a **robust selection process**.

The individual project business cases (please see Appendices) provide further detail of these linkages.



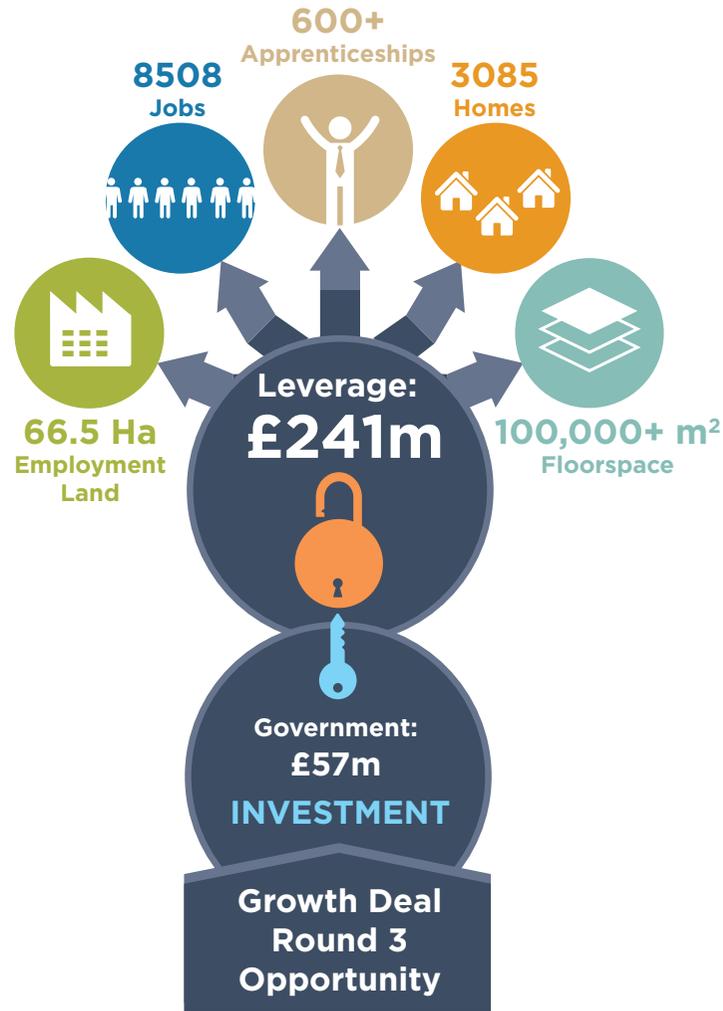
# Our Ambition - What our projects will deliver

The diagram below shows what our programme of projects will deliver and the value for money it demonstrates.



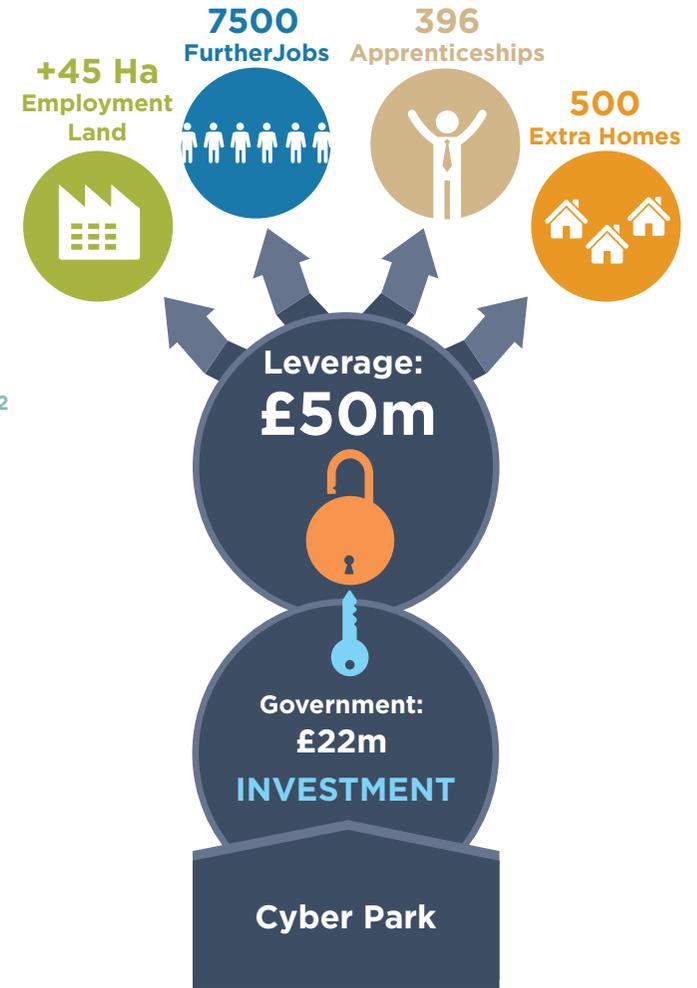
**NOW**

2015 2016 2017 2018 2019 2020 2021



**FUTURE**

2017 2018 2019 2020 2021 2022





## Countywide Ambition

The map on page 9 shows the location of our eleven new projects, together with what each will deliver for the local and national economies. It demonstrates that we have selected and prioritized projects that will grow the local economy across the County and make a positive difference to businesses and communities in all six districts of Gloucestershire. Several infrastructure and regeneration projects promoted, supported and prioritised by the District Councils in the County have been selected for inclusion in this submission.

This geographical spread of projects and investments into the local economy is important in Gloucestershire. The County is a combination of the urban centres of Cheltenham and Gloucester, surrounded by more rural areas and market towns and just over half of the 1045 sq miles (2700 sq km) that Gloucestershire covers is an Area of Outstanding Natural Beauty (AONB). This means that balanced investment in projects that boost both the rural and the more urban local economies is required. We believe we have achieved this through our eleven new projects.



# Our Ambition - What our projects will deliver

**16008**  
Jobs

**3585**  
Homes

**£291m**  
Private Sector Leverage

**£36m**  
Public Sector Leverage

**107,160 m<sup>2</sup>**  
Commercial Floorspace

**1000+**  
Apprenticeships

**111.5 Ha**  
Employment Land





This cluster of projects directly supports local business growth and innovation – both key drivers of the Gloucestershire economy. Two projects in particular deliver growth and innovation outside the urban centres of Cheltenham & Gloucester, so further ‘balancing’ our local economy.



## BUSINESS & INNOVATION

- Cheltenham Cyber Park
- Cirencester Enterprise Quarter
- Eco Park and Sports Stadium
- Airport Expansion

## Cheltenham Cyber Park

This project is a unique opportunity to create a cyber business park on 45ha of land next to the Government Communications Head Quarters (GCHQ), delivering a highly accessible ‘honeypot’ for the cyber security and high tech supply chain to locate alongside the national cyber innovation centre.

Cheltenham is a national centre of expertise in cyber security, the home of GCHQ, and hosts an established financial services sector which places cyber security as a very high priority. In Autumn 2015, the then Chancellor of the Exchequer visited Cheltenham and announced the creation of the national cyber innovation centre, one of two in the country that would capitalise on the the high intensity of cyber specialists within and associated with GCHQ.

‘Our present vision for the centre is that it could act as a catalyst for commercial cyber development activities for business start-ups, technology incubators and more mature businesses’

Ciaran Martin, Director General Cyber Security, GCHQ

There is a national focus on developing the cyber ecosystem that will ensure security for the UK’s trade and defence. The South West region is of pivotal importance to this.

The Severn Valley region (stretching from Malvern along the River Severn through Cheltenham, Gloucester and Bristol to Newport and Cardiff) has become a focus for the wider UK cyber security forum, with c500 small companies working across 17 clusters and backed by major industry players such as Airbus, Raytheon, and QinetiQ.

The site available at West Cheltenham via the Joint Core Strategy – JCS (the strategic development plan for Gloucester, Cheltenham and Tewkesbury) provides an ideal location GCHQ’s Innovation Centre and will make land available for GCHQ’s supply chain and technology-related businesses to expand.

‘GCHQ continues to support early land release for West Cheltenham’

Ciaran Martin, Director General Cyber Security, GCHQ

Initial conversations with Government confirm this site’s attraction for one or more ‘prime’ companies actively seeking to locate to premises near GCHQ. This provides a significant opportunity for inward investment, expanding on the cluster of knowledge-intensive, high value companies that underpin Gloucestershire’s strategy for growth.

There is confidence in the deliverability of the site, as a consortium of the land owners is well developed and working closely with all stakeholders including Cheltenham Borough Council, Cheltenham Development Task Force, GCHQ, GFirst LEP, JCS authorities, and Gloucestershire County Council (GCC) - the highways authority.



## Funding Ask

of Single Local Growth Fund (SLGF) is requested to fund the necessary road infrastructure to open up this site.

## Links to SEP and existing Growth Deal projects:

We have already invested £3m in a cyber security training & conference centre through the University of Gloucestershire, located in Cheltenham and Berkeley. We are keen to maximize the benefits of the close proximity of these facilities and the University's expertise in cyber.

This project will also build on the investment of £2.1m for STEM (Science, Technology, Engineering & Maths) centres and equipment at local colleges.

## Links to local and Government priorities:

This project links directly with and provides a very suitable location for the Cyber Innovation Centre. The project is supported by key local stakeholders including Ciaran Martin, Director General Cyber Security at GCHQ and Alex Chalk, MP for Cheltenham.

The Cyber Innovation Centre will focus on technology applications and commercialisation in the supply chain, knowledge transfer and intellectual property, creating high value employment and companies with export potential. The Centre will build on innovation-trialling activities already underway in Cheltenham, reflecting the Minister for the Cabinet Office's May 2016 statement about funding test labs where cyber start-ups can refine their prototypes and established players can scale-up their delivery. This will be delivered through £1.9bn government investment in cyber security over the next 5 years. It also links closely with our bid under the Large Local Majors scheme funding to progress the development of Junction 10 on the M5 motorway into an all-way junction to enable better access to and from the M5 and open up further employment and housing land.



## Outputs and Outcomes Gained

This project will enable accelerated release of much needed employment land, which will house the GCHQ Cyber Innovation Centre as well as delivering:



£50m private leverage



7,500 jobs



500 homes



396 apprenticeships



45 hectares of employment land





## Eco Park and Sports Stadium

This project is to upgrade (dual) 0.5 km of the A419 between Junction 13 of the M5 motorway and Chipmans Platt roundabout and improve signaling and traffic flows at Junction 13.

Ecotricity is a significant Gloucestershire company based in Stroud that supplies green energy to the domestic market and employs approximately 550 staff.

This project will facilitate the development of the Ecotricity 'Eco Park' business estate & sports campus, **leveraging in £150m of private sector investment.**

The Eco Park will be primarily focused on knowledge-based industries and advanced technology businesses, creating a cluster of complementary businesses to support growth in Stroud District and more widely in Gloucestershire – The Green Technology Hub.

The development land required for the site is owned by Ecotricity and outline planning is being sought. As part of the planning application, a detailed traffic movement assessment has been undertaken. This assessment highlighted that the A419 (single carriageway), between J13 of the M5 and the Chipmans Platt roundabout, is already at capacity.

Although there are planned improvements to the roads in this area, studies have predicted a significant increase to the traffic flow on the A419. This is due to the concentration of new residential and employment development in this area as part of the development strategy of the recently adopted Stroud District Local Plan and the Eco Park. The dualling of the A419 provides mitigation for this increased traffic flow.



Eco Park Plan



## Funding Ask

of Single Local Growth Fund (SLGF) to dual part of the A419.

### Links to SEP and existing Growth Deal projects:

The project supports our SEP through extending opportunities for new employment and businesses in Gloucestershire. Eco Park will be a location with facilities which will attract businesses from outside of Gloucestershire to set up in the County as well as encouraging new start-up companies, and providing employment opportunities for those progressing on from the engineering and renewables training at Berkeley Green and other locations.

The project further supports and links with the SEP priorities as it:

- develops the M5 corridor and Growth Zone
- promotes and supports SMEs
- promotes and supports entrepreneurs
- supports the growth of knowledge intensive sectors in the County

It links directly with an existing investment of £4.36m in our current Growth Deal to make improvements to the A419 (the A419 Corridor project).

### Links to local and Government priorities:

This project helps resolve an existing road capacity issue and supports the low carbon economy.

The commitment by one of our most successful local companies to invest in the growth of Gloucestershire, supports the Government drive for Growth Deal funding to unlock private investment.



## Outputs and Outcomes Gained

This investment will unlock the following as part of the Eco Park development, funded by Ecotricity:



£150m private leverage (including £5.5m for community benefit)



£258m GVA growth



5,118 jobs



64,000m<sup>2</sup> of commercial floorspace



18.9 hectares of employment land



31 B1/B2/B8 class commercial buildings (The Green Technology Hub)



land transformed into a biodiversity rich nature reserve



improvements to the local canal to allow greater access



a new home for Forest Green Rovers Football Club delivering additional sporting facilities that will also be made available for community use



cycle track improvements



new footbridge to provide safe access for local residents



## Cirencester Enterprise Quarter

The Cirencester Enterprise Quarter (CEQ) provides an opportunity to create a sustainable future for Cirencester and the surrounding rural community by:

- delivering much needed employment land to meet local growth ambitions
- creating an environment where business innovation will flourish, leading to economic and employment growth
- creating a pipeline of talent predominantly within **high GVA growth employment sectors**<sup>1</sup> (including **agri-tech**<sup>2</sup>) to meet the needs of local businesses
- further linking strong business networks in the area with local schools, Cirencester College, and the Royal Agricultural University (RAU)
- delivering the objectives of the Gloucestershire **STEM**<sup>3</sup> strategy and offering industry relevant apprenticeships
- further integrating the RAU within the communities of Cirencester

The project will progress in several phases that include:

- **development of initial infrastructure**
- **landmark building - housing research laboratories & business innovation/incubation units**
- **establishment of an enterprise park**
- **creation of new on site facilities (e.g. conference/events centre, hotel, etc.)**



**£14.48m** **Funding Ask**  
of Single Local Growth Fund (SLGF) is requested.

 **Outputs and Outcomes Gained**  
This project will deliver:

-  £24.6m private leverage
-  14.5 hectares of employment land
-  879 jobs
-  106 SMEs supported to grow their businesses
-  Inward Investment - 49 businesses relocating into the county

<sup>1</sup> By high GVA growth employment sectors we mean all key aspects of the Knowledge Intensive and Innovation sectors including Agri-tech and Food Technology; ICT, particularly cyber security and creative industries, including digital media

<sup>2</sup> By Agri-tech we mean agricultural science and food technology (but not the primary production of food), as more fully described in The Eight Great Technologies.

<sup>3</sup> By STEM we mean Science (including Agri-tech), Technology, Engineering, and Mathematics.



## Links to SEP and existing Growth Deal projects:

The project links with and builds directly on the Royal Agricultural University's success in securing £2.92m to provide support for fledgling agri-tech businesses, by providing flexible innovation spaces at the Royal Agricultural University's (RAU) Manor Farm at Harnhill and at the main campus in Cirencester.

This new project meets a number of SEP objectives including:

- growth of knowledge-intensive sectors
- capitalising on an entrepreneurial culture
- innovation as a driver of productivity
- supporting the rural economy
- potential for local education and business to share skills, knowledge and resources.



Artist's Impression - landmark building

## Links to local and Government priorities:

This project also addresses many challenges identified in Cotswold District Council plans by delivering employment land to meet growth ambitions in Cirencester and the Cotswolds.

This will be achieved partly by further enhancing Cirencester's reputation as a centre for food and drink through development of a specialism in the science of Food Technology and the creation of a Food Academy supported by a leading partner from this sector. We will ensure that this is developed in a way that compliments the Gloucestershire Engineering Training (GET) Centre of Excellence in Food and Drink project which is included in the 'Skills' cluster of projects in this submission.

Providing a range of educational and research activities, the Food Academy will attract and develop the people involved in, and the technologies required, across the food supply chain industry. The food and drink sector in Gloucestershire is important to the local economy, employing 14% of the County's workforce.

This project will complement the planned new housing development of 2,350 homes for the Chesterton area of Cirencester, adjacent to the CEQ site, offering residents opportunities for education, training and employment.

From a Government perspective, the CEQ project provides a direct response to:

- the **DEFRA**<sup>4</sup> paper on boosting productivity in rural areas
- The Government paper which identifies Agri-science as one of the '**Eight Great Technologies**'<sup>5</sup>
- '**A UK Strategy for Agri-technology**'<sup>6</sup> emphasising the role of industry partnerships as important in the future strategy for agriculture
- **Apprenticeships** by creating pathways to qualifications

<sup>4</sup> DEFRA -A 10-point plan for boosting productivity in rural areas (August 2015)

<sup>5</sup> Policy Exchange paper Eight Great Technologies by David Willetts, Minister for Universities and Science (2013)

<sup>6</sup> Department for Business Innovation & Skills – A UK Strategy for Agri-technology (July 2013)



## Airport Expansion



Gloucestershire Airport is the UK's busiest General Aviation airport. Home to around 180 aircraft, from single-seat microlights to intercontinental business jets, the Airport handles around 75,000 flights per year.

The aviation and aerospace industry generates a higher GVA per employee than the national average across all sectors, so the generation of jobs in this sector directly supports the development of high value jobs within Gloucestershire.

This project will enable the growth of aviation-related economic activity in the County on four separate development locations within the Gloucestershire Airport site.

SLGF investment will be used to develop four distinct areas of the Airport's estate to create road and services infrastructure to bring into use a total of 9.5 ha of land for high GVA employment use.

**The four sites comprise the following development opportunities:**

1. Expansion to the east of Meteor Business Park - A range of office and light industrial units

2. Realignment of taxiway infrastructure to facilitate hangar / industrial development

3. South East Camp (North) - Additional car parking and hotel accommodation

4. South East Camp (South) - Aviation-related office / light industrial units



**£7.81m** Funding Ask  
of Single Local Growth Fund (SLGF)  
is requested.



## Outputs and Outcomes Gained

The development of these four sites is expected to generate:



£11m private leverage



800 jobs



24,000m<sup>2</sup> of commercial floorspace



9.5 hectares of employment land





### Links to SEP and existing Growth Deal projects:

This project directly links to and builds on the Airport's success in securing £550,000 to provide the infrastructure to enable the building of new hangars and so meet increased demand and attract further businesses to locate at the Airport. The airport plays an important role in attracting inward investment to the County.

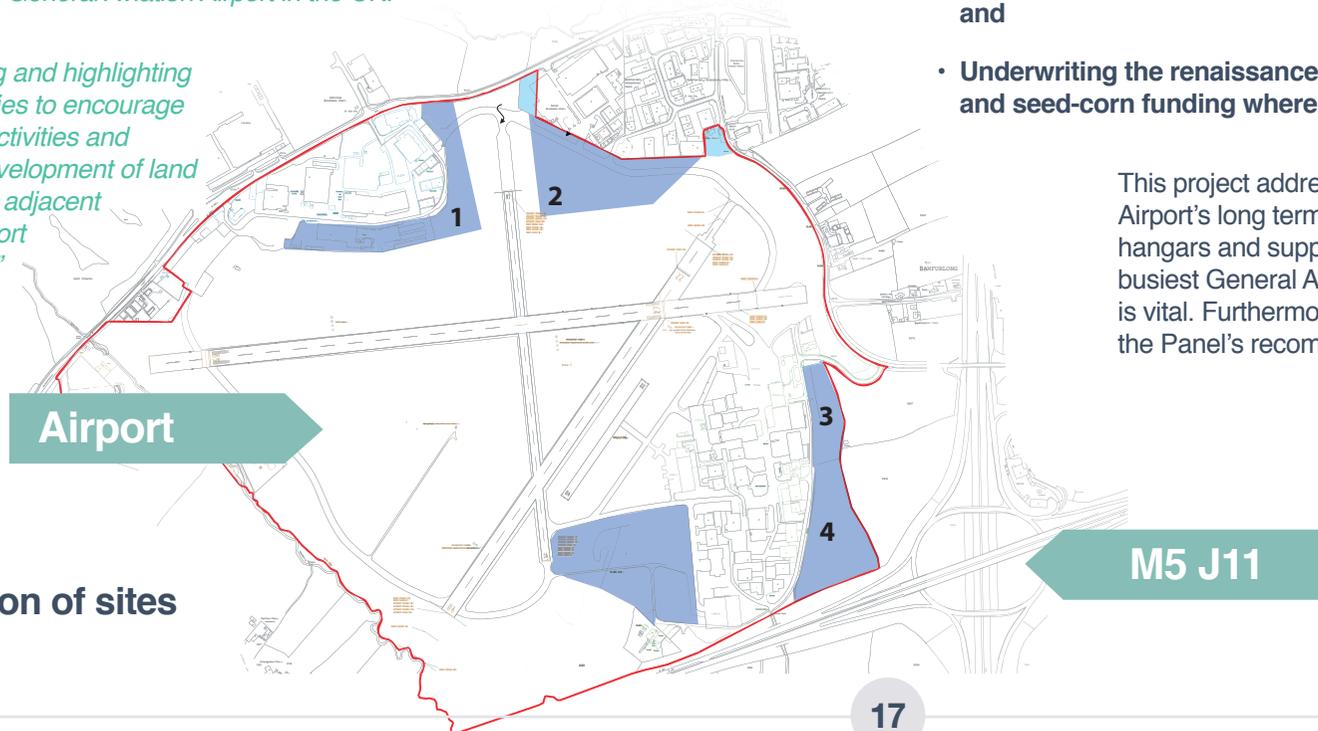
The Airport is seen in our SEP as an important enabler for growth in the local and wider economy. The SEP identified growth opportunities in and around the Airport site that is situated at the heart of the Growth Zone.

Specifically, the SEP aims to optimise the potential contribution and benefit which Gloucestershire Airport can make to the local economy by:

*“Supporting the development of proposals, including alternative governance models and access to investment funding, to ensure the Airport remains the most successful General Aviation Airport in the UK.”*

and

*“Identifying and highlighting opportunities to encourage ancillary activities and related development of land within and adjacent to the Airport boundary.”*



### Links to local and Government priorities:

The Airport provides an important focus for aviation-related employment activity in Gloucestershire. Approximately 40 businesses are based within the Airport supporting 350 jobs with a further 800 people employed at the Meteor Business Park on the north side of the Airport. This is fully occupied and includes large aviation-related firms such as Messier-Bugatti-Dowty, GE Aviation and Triumph Actuation.

A 2014 Government Challenge Panel reported on a number of measures which were deemed crucial to reinvigorating the general aviation sector.

**Two key recommendations were:**

- **Securing a network of airfields which provide access for General Aviation (GA);**
- and
- **Underwriting the renaissance of UK GA through positive policies, grants and seed-corn funding where appropriate.**

This project addresses both these recommendations as the Airport's long term viability is linked to its ability to develop hangars and supporting developments, and as the UK's busiest General Aviation airfield its role in the strategic network is vital. Furthermore, the application for SLGF appears to meet the Panel's recommendations for financial support.



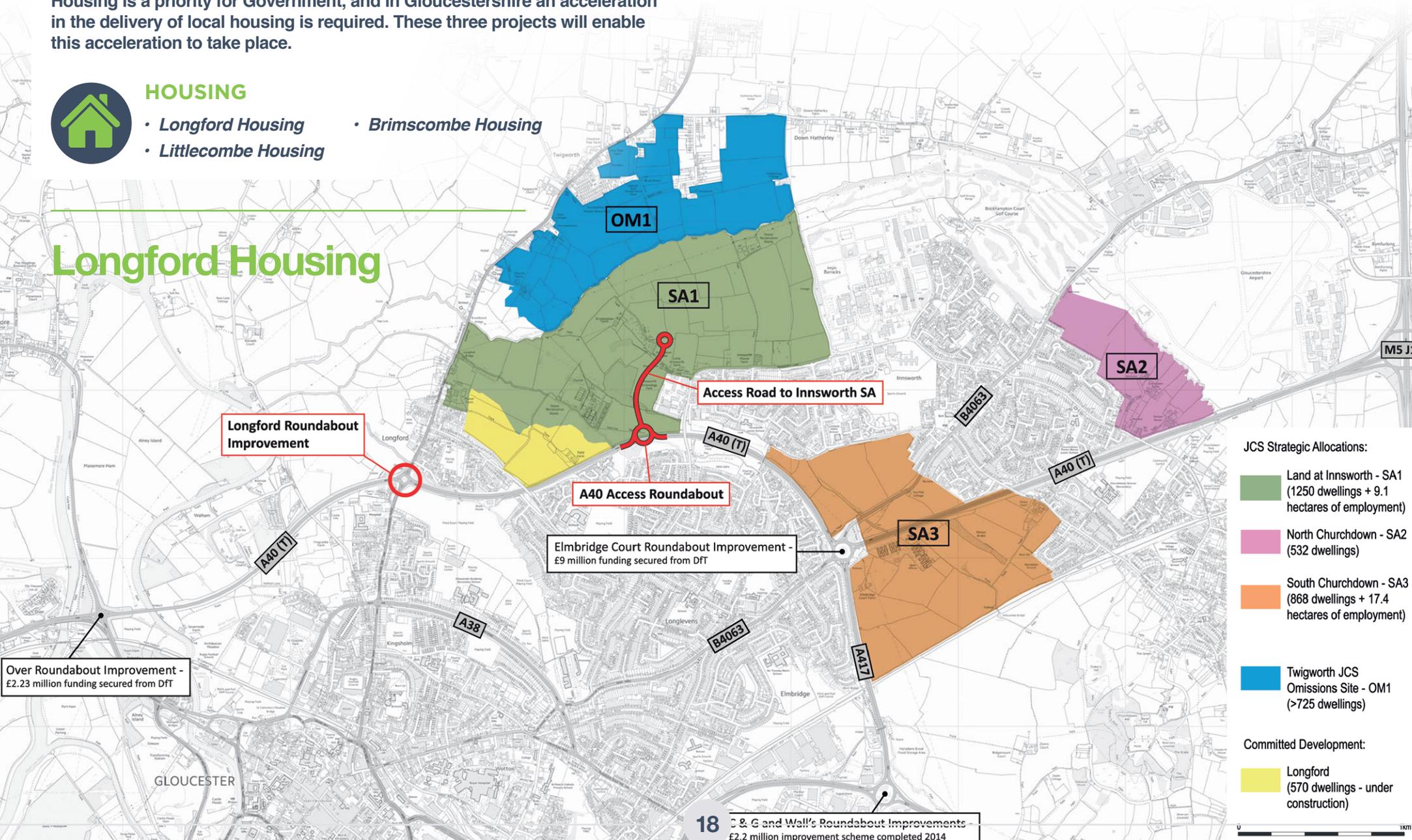
Housing is a priority for Government, and in Gloucestershire an acceleration in the delivery of local housing is required. These three projects will enable this acceleration to take place.



**HOUSING**

- Longford Housing
- Littlecombe Housing
- Brimscombe Housing

**Longford Housing**



- JCS Strategic Allocations:**
- Land at Innsworth - SA1 (1250 dwellings + 9.1 hectares of employment)
  - North Churchdown - SA2 (532 dwellings)
  - South Churchdown - SA3 (868 dwellings + 17.4 hectares of employment)
  - Twigworth JCS Omissions Site - OM1 (>725 dwellings)
- Committed Development:**
- Longford (570 dwellings - under construction)

Over Roundabout Improvement - £2.23 million funding secured from DfT

Longford Roundabout Improvement

A40 Access Roundabout

Elmbridge Court Roundabout Improvement - £9 million funding secured from DfT

18 C & G and Wall's Roundabout Improvements - £2.2 million improvement scheme completed 2014





## Longford Housing

This project is to build a new roundabout on the A40 north of Gloucester, between Elmbridge and Longford, upgrade Longford roundabout and build a link road into site SA1 in the Joint Core Strategy (JCS) Submission (November 2014) in order to release land for housing and commercial development.

The JCS and recent inspectors report have confirmed that this area is essential for the strategic allocation of housing and employment land and this investment will unlock the site for development, as well as providing increased capacity for the local road network and the strategic route west along the A40.

**There are 3 elements to the project:**

- **A new junction onto the A40 Gloucester Northern Bypass**
- **A link road to the site from the new junction**
- **Capacity improvements at the Longford roundabout**

Without this intervention the impact of the development would create unacceptable traffic impacts on local roads, the A40 and the Longford roundabout.

### Links to SEP and existing Growth Deal projects:

This project directly supports the SEP objective to provide :- "improved traffic flow, faster journey times and overall network resilience on the A40 corridor..." , and links with three current Growth Deal investments (A40 regeneration, Elmbridge, and Over roundabouts).

### Links to local and Government priorities:

This project and site meets the JCS criteria and is critical in delivery of the overall JCS strategy housing needs allocation, which in turn contributes to the overall increased supply of housing required in the County and nationally.



# £4.68m

## Funding Ask

of Single Local Growth Fund (SLGF) is requested.



## Outputs and Outcomes Gained

This project will deliver:



£3.3m private leverage



630 jobs



1300 homes



8.3 hectares of employment land

**This project will:**

- **unlock economic growth by unlocking an important site**
- **ensure that the site can be developed at the best rate possible (depending on market conditions) as well as giving benefits to the much wider area in terms of managing and improving the local traffic network**
- **have wider benefits in terms of the movement corridor around the north of Gloucester**
- **greatly improve access to the Forest of Dean, thereby supporting wider regeneration initiatives**



## Littlecombe Housing

This project will create 3600m<sup>2</sup> of employment space in up to 20 light industrial units, in order to create mixed-use development and local employment opportunities at the Littlecombe site. It addresses a market failure due to high land remediation costs resulting from contamination from previous industrial use. The site was acquired by the South West Regional Development Agency (RDA) in 2000 following the demise of a major local employer (Lister Petter).

### The project will:

- overcome the viability challenges by: bringing forward the final 2 acres of employment land; funding the cost of development; offsetting remediation and infrastructure costs
- delivering new workspace (up to 20 business units, 3,600m<sup>2</sup>) for local companies and new investors, potentially accommodating up to 80 jobs, with income being reinvested
- balance residential growth and see the realisation of the sustainable urban community envisaged in 2000

Growth Fund investment here could also attract further private sector support to the wider area around the site in Dursley.

### Links to SEP and existing Growth Deal projects:

The Littlecombe site is close to the Berkeley Green site where the current Growth Deal funded GREEN and Cyber Security Training and Conference Centre project and the University Technical College (UTC) are located and we see synergies with the employment uses and demand at the two sites.

### Links to local and Government priorities:

This project and site is important for the delivery of the Stroud District Council Local Plan and contributes to the overall increased supply of housing required in the County and nationally.



## Funding Ask

of Single Local Growth Fund (SLGF) is requested.



## Outputs and Outcomes Gained

This project will deliver:



80 jobs



270 homes



3600m<sup>2</sup> of commercial floorspace



1.2 hectares of employment land



Littlecombe site plan



## Brimscombe Housing

This project will undertake flood alleviation, civil engineering and land remediation to address market failure in the redevelopment of Brimscombe Port.

The full remediation costs to bring the site to a commercially viable state are £5m. The Homes and Communities Agency (HCA) has awarded loan finance of £2M, Stroud District Council have allocated £1m, rental income is expected to generate £500K, leaving a shortfall of c£1.5m. The site has significant flood risk currently and so is not viable for commercial development. This project will facilitate mixed-use development of the site and will also significantly advance the Cotswold Canal Project.

### Links to SEP and existing Growth Deal projects:

Brimscombe Port is referenced in our SEP as a priority development site in Stroud District.

### Links to local and Government priorities:

The rationale for this investment is to help to complete the penultimate and most challenging section of Phase 1A of the Cotswold Canal Project.

The project has been supported by the following stakeholders: Gloucestershire County Council, Stroud District Council, The Homes & Communities Agency, Stroud Valleys Canal Company, and Cotswold Canal Trust. The project is endorsed by the Environment Agency.

The Canal Project has for many years been Stroud District Council's priority development project.

This project and site is important for the delivery of the Stroud District Council Local Plan and contributes to the overall increased supply of housing required in the County and nationally.



**£1.65m**

## Funding Ask

of Single Local Growth Fund (SLGF) is requested.



## Outputs and Outcomes Gained

This project will deliver:



80 jobs



150 homes



1800m<sup>2</sup> of retail / commercial floorspace



Facilitation of 5 miles of the Cotswolds Canal corridor through extension of the canal towpath to provide a cycle route into Stroud



Brimscombe artist's impression



The three projects in this cluster help deliver much needed housing in Gloucestershire. The wider context of housing delivery and growth in Gloucestershire is explained below.

## Effectiveness of Gloucestershire to date in planning for growth and delivering housing growth

Through existing plans in the last 5 years local authorities in Gloucestershire have delivered **2,500 new homes per year**, but to meet our economic growth aims, new plans will provide **more than 50,000 new homes** in the County to 2031.

This means increasing delivery rates, especially in the next five years, to at least **4,000 new homes per year**.

## Adoption of local plans

There are four local plans in Gloucestershire and 2 of these have been adopted. The four plans are: the Joint Core Strategy (JCS) covering Cheltenham, Gloucester and Tewkesbury; and local plans for the other districts i.e. Cotswolds, Stroud, and the Forest of Dean.

The JCS inspector published her interim report in May 2016 and has accepted the majority of the proposals in the JCS. She has also recommended the three local authorities involved to make some changes to strategic sites and housing allocations.

Out of the other three local plans, Forest of Dean District's core strategy was adopted in February 2012, Stroud District's local plan was adopted in November 2015, and Cotswold District's is being consulted on at the moment (until 6th August).

## Local authorities planning performance

We and the seven local authorities are aware that planning performance and delivery needs to improve. The local authorities in the County have worked hard to improve the effectiveness of planning services across Gloucestershire.

## Commitment to effective planning and delivery

There is strong commitment from the LEP and all seven local authorities to develop 12 strategic sites in Gloucestershire, each delivering 1,000 or more new homes and in one Gloucestershire district, Tewkesbury Borough, existing housing numbers will be **increased by over 50%** in the period to 2031.

**Our commitment is set out in the Gloucestershire Devolution bid**

<https://weareglos.com/> and includes:

- simplifying procedures
- introducing a new Strategic Planning Commissioner role
- integration of delivery teams (the three JCS authorities already work with an integrated planning team)
- further consideration of the proposals from Government around planning proposals to provide a more commercial approach
- providing over 7,500 new homes on public sector land and effective cross boundary leadership

GFirst LEP and the local authorities have very strong working relationships with the **Homes and Communities Agency (HCA)** and local developers (several are represented on the LEP Construction and Infrastructure Business Group).

There are **two housing zones** established in the County; in Tewkesbury District at the MoD site at Ashchurch and in Gloucester City at Blackfriars.

Gloucester City is working to deliver 1,300 units as part of the Government's flagship **Starter Homes Programme**. An application for financial support under the Starter Homes Programme has been made, working with HCA. Our understanding is that HCA will be taking control of the sidings land at Gloucester Station that will link into our proposed Gloucester Railway Station project, improving delivery and connectivity.



## Barriers to housing delivery

As in all areas of high growth, timely delivery of roads and other transport links, schools, health facilities and community building blocks is crucial if growth targets are to be achieved.

Late or lack of provision of infrastructure will slow housing delivery, reduce job creation potential and delay economic growth. In addition, delaying infrastructure schemes such as transport improvements will have negative impact on existing business success through increased congestion and travel times.

Through consultation and the planning process, developers are indicating that our house building trajectory is likely to prove challenging.

## Publicly-owned strategic sites being brought forward for development

Over 7,500 new homes will be built on public sector land up to 2031. For example, the Brownfield Ministry of Defence (MoD) site at Ashchurch on A46 will deliver 2,125 homes.

## Opportunities on smaller sites

Some such opportunities have been identified and reported on by the JCS inspector. In Stroud District there are several smaller sites, hence our proposals in this submission for the Littlecombe and Brimscombe housing projects to bring forward 270 and 150 homes respectively.

## 'Fit' of our proposals with Government housing policy priorities

Six of our eleven proposed projects in this submission include housing. These projects will deliver 3,585 new homes. The projects that contribute the most to this are: A40 Longford – 1,300 homes (36%) and Gloucester station – 1,200 homes (34%). Additionally, the Gloucester Station project will directly contribute to the success of Gloucester City Housing Zone and the 'connection' of areas delivering starter homes and major development sites with the city centre and employment areas. The Cirencester Enterprise Quarter project complements the planned new development of 2,350 homes at Chesterton in Cirencester.



### Weblink to Key Documents:

<http://www.gfirstlep.com/growthdealthree>

- Submission JCS (November 2014)
- JCS Inspector's Interim Report (May 2016)
- Tewkesbury Borough Local Plan to 2011 (March 2006)
- Cheltenham Borough Local Plan – 2nd Review (June 2006)
- Stroud District Local Plan (November 2015)
- Cotswolds District Local Plan 2001-11 (April 2006)
- Forest of Dean Core Strategy (February 2012)





Our SEP and this submission focus on actions we think are most likely to secure additional jobs, housing and economic growth. Central to our wider programme to ensure that Gloucestershire is an attractive place in which to live, work, visit and invest are a number of major regeneration projects in both urban and rural areas.

The projects in this cluster tackle the ‘severance’ effect of a railway line to better link residential development and employment areas in Gloucester and undertake the site preparation work required to enable the regeneration of Cinderford, a town in the Forest of Dean.

## Gloucester Railway Station

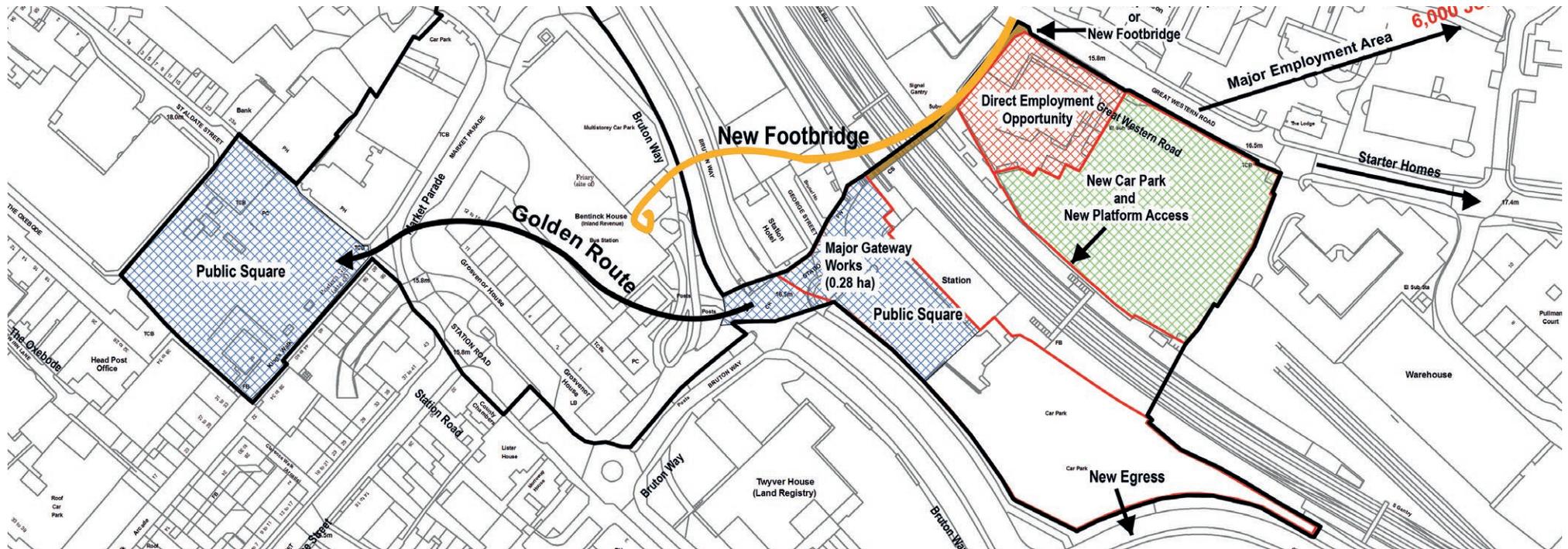
This project will deliver:

- Site acquisition of 5.3 ha of land to create development opportunity
- A high quality footbridge to create connectivity, between brownfield sites on Great Western Road in Gloucester and the city centre, unlocking major residential development and significantly reducing the ‘severance’ effect of the railway line
- Station building enveloping to deliver a gateway
- One refurbished public square (Kings Square)
- One new public square outside of the railway station to unlock further investment



### REGENERATION

- Gloucester Railway Station
- Cinderford Regeneration



Connectivity enhancement plan



## Funding Ask

of Single Local Growth Fund (SLGF) is requested.

### Links to SEP and existing Growth Deal projects:

This project is consistent with the SEP's Public Transport – Rail section and links with the regeneration of the Blackfriars and Quayside sites, which are partially funded through £4.13m of SLGF funding in our current Growth Deal.

### Links to local and Government priorities:

This project underpins a wider programme of investment and change in Gloucester, which includes housing, regeneration, skills (via the health University Technical College), transport (both rail and sustainable transport) and tourism. Many of these projects rely on private sector investment. The impact of this unlocking project on economic growth will secure confidence for these investments.

The project will contribute towards the delivery of the Rail Strategy <http://www.gloucestershire.gov.uk/CHttpHandler.ashx?id=66789&p=0> and components of all the objectives of the City Council's Regeneration & Economic Development Strategy 2016-2021: Regeneration & Economic Development Strategy

This project is set within the context of HM Treasury's report Fixing the Foundations, Creating a More Prosperous Nation (July 2015).



## Outputs and Outcomes Gained



£15.5m private leverage



£10m public leverage



300 jobs



1200 homes



30 apprenticeships



5.3 hectares of employment land



unlocking residential development and linkage of the large employment area around Gloucester Royal Hospital to the city's commercial centre, resulting in an extra 1m annual footfall, and subsequent economic uplift



direct leverage of £7.5m for site acquisition and development by Network Rail and the private sector (GWR).



link a series of Housing Zone priority projects including residential schemes funded through the Starter Homes programme with the city centre, connecting people to opportunities and facilities



unlock transport, leisure and employment opportunities to support population growth



support sustainable transport



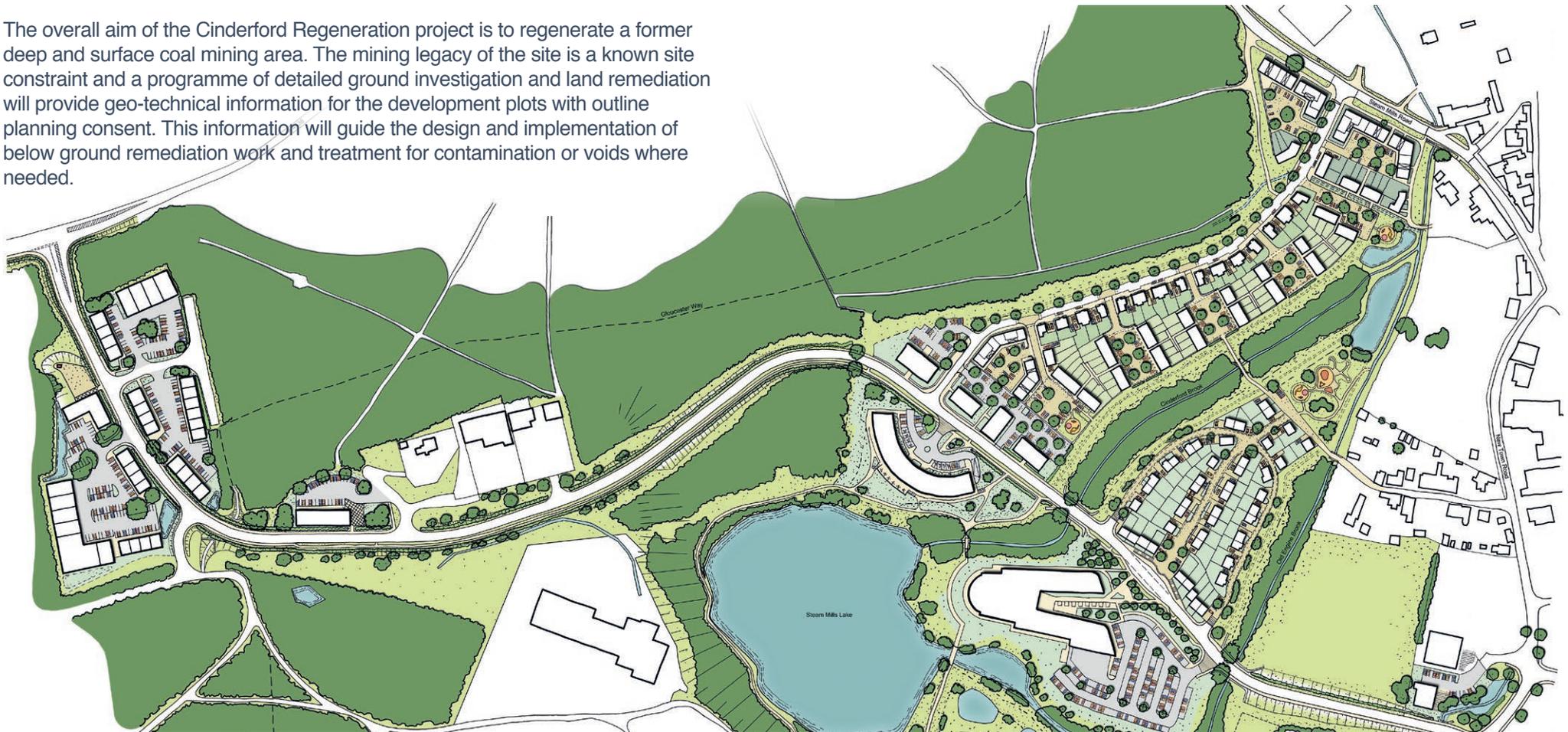
## Cinderford Regeneration

This is a site remediation and biodiversity mitigation enabling project to create viable, investment ready housing, a hotel and employment sites in a unique forest setting that will attract an estimated £25m of follow-on investment to deliver community aspirations.

The overall aim of the Cinderford Regeneration project is to regenerate a former deep and surface coal mining area. The mining legacy of the site is a known site constraint and a programme of detailed ground investigation and land remediation will provide geo-technical information for the development plots with outline planning consent. This information will guide the design and implementation of below ground remediation work and treatment for contamination or voids where needed.

The project will also mitigate and enhance biodiversity, where possible, on this environmentally sensitive site. A programme of phased ecological survey work and EU Protected Species Licence Applications will be undertaken.

Together the site preparation and biodiversity mitigation works will greatly enhance plot viability and allow Forest of Dean District Council (as site owner) to market investment ready sites to the local and regional market.



Cinderford site plan



**This project will specifically include:**

- **geo-technical and environmental survey, plot boundary marking, constraint mapping, ground investigation (bore holes/trial pits/soil analysis), topographic survey, archaeological survey, ecological assessment/supervision and licence applications**
- **groundworks to remedy abnormal ground conditions (e.g. capping mine shafts, stabilisation) to tackle mining legacy issues to satisfy Coal Authority and Environment Agency requirements**
- **Ecological works: survey, licensing, vegetation clearance, species trapping/relocation works**

The project will take place in two distinct phases. Phase 1 will comprise the technical ground investigation survey, licence application and planning condition discharge activity – this is currently timetabled to take place during 2017/18. Phase 2 will comprise the remediation works on site.

**This investment will:**

- **remove barriers to growth making the site more attractive to the commercial market by mitigating below ground development constraints**
- **ensure the preparatory works are conducted in an ecologically sensitive way to make individual plots investment ready**
- **attract a mix of new investment including housing, hotel and employment**

This project represents excellent value for money for Government and will provide a 20:1 return on investment.



## Funding Ask

of Single Local Growth Fund (SLGF) is requested.



## Outputs and Outcomes Gained

This project will deliver:

455 jobs

110 homes

9800m<sup>2</sup> of commercial floorspace

12 apprenticeships

4.8 hectares of employment land

### Links to SEP and existing Growth Deal projects:

This project directly links with the current Growth Deal investment of £3.8m in the spine road that ‘unlocks’ the Northern Quarter of Cinderford and is the next stage of site preparation that enables development adjacent to the site of the new Gloucestershire College Forest of Dean Campus (please see the separate but linked project proposal in this submission).

### Links to local and Government priorities:

The project is a key part of the Cinderford Area Action Plan (CAAP) - approved as a statutory planning document by Forest of Dean District Council in February 2012).



The GFirst LEP Board has consistently championed the need for the further development of a high-skill economy in Gloucestershire, and several of our existing Growth Deal projects involve capital funding for our two universities and our Further Education colleges.

The rationale behind this is clear:

*'Estimates for European countries show that a 1 per cent increase in training days leads to a 3 per cent increase in productivity, and that the share of overall productivity growth attributable to training is around 16 per cent (CEDEFOP, 2007).'*

This submission seeks to drive enhancements in the local economy by extending the investment in skills both **geographically** (into the Forest of Dean, Gloucester and Cirencester) and **sectorally** through investment in food and drink sector, apprenticeship provision (GET), and agri-tech and the rural economy (RAU).



## SKILLS

- Gloucestershire College Forest of Dean Campus
- Gloucestershire Engineering Training (GET):  
Centre of Excellence for Food & Drink

## Gloucestershire College Forest of Dean Campus

This project requires a £2.6m investment from the SLGF to cover a shortfall in total funding of £14.8m to build a brand new Further Education (FE) college campus in the Forest of Dean (FOD) to enhance and extend FE provision in the area. The current college site is nearing the end of its economic life and without this investment FE provision may not be possible in the FOD. The current poor skills base in the area is a barrier to investment and Cinderford, where the new campus will be located, is one of the most deprived wards in Gloucestershire.

The Gloucestershire College Forest of Dean Campus will impact the Forest of Dean positively in terms of both local skills development and regeneration.



### Through skills development:

- develop a 16-18 offer, in partnership with a local school, to address current poor attainment at 11-16 years
- retain and revitalise Further Education (FE) provision and so raise educational attainment in an area where this is urgently required
- reduce NEET levels (Not in Education Employment and Training)
- provide industry standard skills training to develop the local workforce capability to support existing and new businesses
- attract new businesses to the area by ensuring a skills pipeline

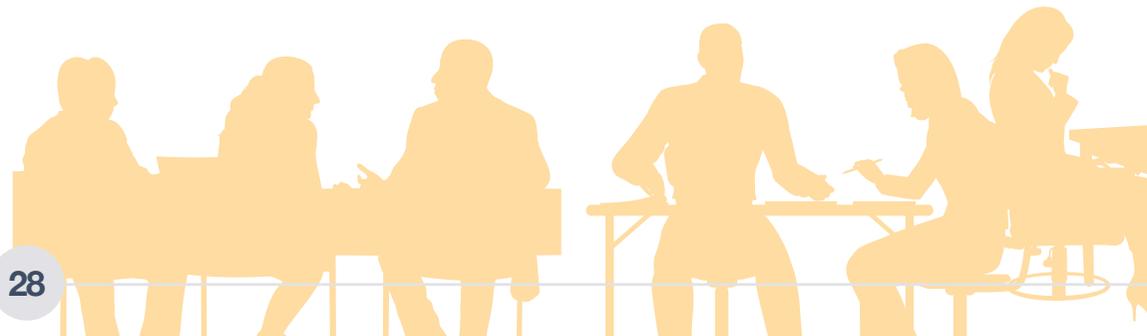


### Through regeneration:

The new campus will be the key driver for education-led regeneration of Cinderford Northern Quarter, echoing the regeneration achieved by the Gloucester Campus relocation to Gloucester Docks which helped stimulate over £200m investment in the surrounding area.

It will:

- stimulate the Cinderford Northern Quarter regeneration project
- release the current Gloucestershire College Five Acres site for housing development and investment
- enable private investment in leisure facilities in the Forest of Dean





## Funding Ask

of Single Local Growth Fund (SLGF) is requested.



## Outputs and Outcomes Gained

This project will deliver:



£21.2m public leverage



150 jobs



55 homes on the vacated college Five Acres site



6000m<sup>2</sup> of skills capital floorspace



430 apprenticeships

### Links to SEP and existing Growth Deal projects:

This project follows on directly from the £3.8m SLGF-funded phase 1 of the Cinderford Northern Quarter Spine Road which will provide access to the new campus and the wider regeneration site. This investment was made as part of our current Growth Deal.

The Cinderford Regeneration project included in this submission will enable the land adjacent to the new campus site to be developed.

The campus will incorporate a Science Technology Engineering and Maths (STEM) centre to develop the STEM skills of all students and to build progression pathways into STEM careers. This will extend the provision of STEM Centres built within the County as part of the LEP's STEM Strategy. We have invested £2.096m SLGF in our current Growth Deal for STEM facilities and equipment in colleges at Hartpury, Cirencester, Gloucester and Cheltenham, in addition to the Berkeley Green investment which will also benefit STEM provision.

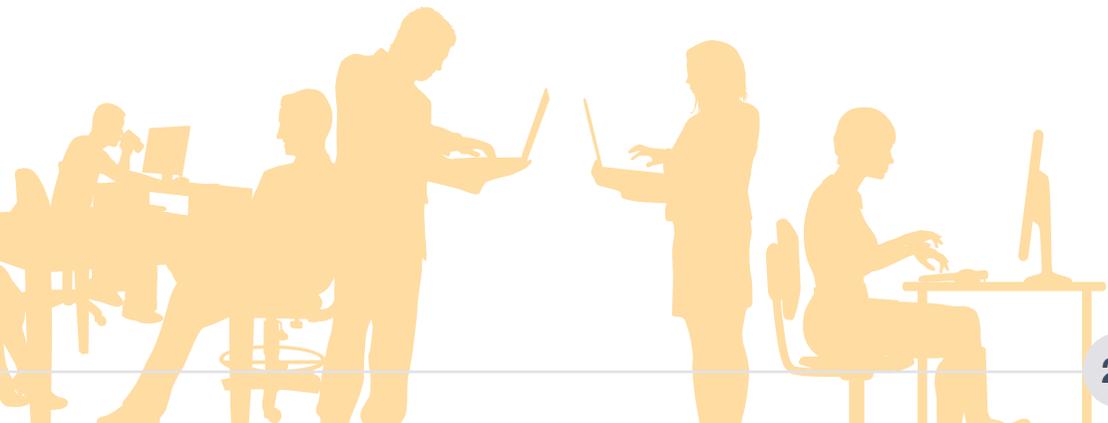
### Links to local and Government priorities:

Education-led regeneration of Cinderford Northern Quarter is a corporate priority for Forest of Dean District Council (FoDDC), the HCA and Gloucestershire County Council (GCC) and it is supported by Mark Harper, MP for the Forest of Dean.

FoDDC's Growing the Economy Action Plan commits to the following objective "providing high quality skills & training for young people, in order to encourage employability and to foster indigenous economic growth".

The project aligns to Department for Education (DfE) priorities in 'Educational excellence everywhere' and 'Prepared for adult life', the Wolf Report, the Lord Sainsbury Report and Post-16 Skills Plan: providing industry standard real work environments, a curriculum mapped to employer needs, built in clear progression routes, focused on specific careers.

<https://www.gov.uk/government/publications/post-16-skills-plan-and-independent-report-on-technical-education>





## Centre of Excellence (CoE) for Food and Drink

As part of the Apprenticeship Trailblazer activity, employers have identified a need to develop centres which specialise in engineering provision tailored for the food and drink industry to offer provision against the newly developed apprenticeship standards. Gloucestershire Engineering Training (GET) has been selected as a Centre of Excellence (CoE) for the South West but will need to invest in more machinery, equipment and resources in order to meet industry demands. With the introduction of the Apprenticeship Levy, numbers of Apprenticeships in engineering and manufacturing will increase. Large employers who will be liable for paying the levy have stated that their apprentice intake will increase by 10%.

This project will develop the engineering training provision within the Food and Drink Manufacturing (FD) Sector, enabling GET to sustain and grow its existing delivery and to diversify into new markets. This will further enable GET to develop new programmes generating growth, attract young people into engineering and manufacturing and meet customer and industry needs.

The SLGF is required to construct a mezzanine floor in current premises/fit out a new unit, purchase additional workshop machinery and electrical/electronic equipment and install a miniature food and drink packaging line.

**The project will enable GET to:**

- **Develop a Centre of Excellence (CoE) for Food and Drink Provision**
- **Sustain and grow existing delivery to the engineering sector**
- **Re-introduce commercial skills programmes and introduce traineeships**
- **Expand into new delivery areas (electrical/electronic training for installation of security, heating and cooling systems and providing commercial training for domestic electricians)**
- **Capitalise on opportunities to maximize employer levy contributions with both current and new employers**





## Funding Ask

of Single Local Growth Fund (SLGF) is requested.



## Outputs and Outcomes Gained

This project will deliver:



£0.12m private leverage



16 jobs



660m<sup>2</sup> of skills capital floorspace



137 apprenticeships

### Links to SEP and existing Growth Deal projects:

Our LEP Board is very supportive of the development and expansion of high quality apprenticeship provision in Gloucestershire. Our SEP contains a strong focus on Apprenticeships and the development of skills, and this project directly supports this. We will encourage collaboration between this project and the Food Academy element of the Cirencester Enterprise Quarter project, to ensure they remain complementary and good practice is shared.

### Links to local and Government priorities:

Food and drink related businesses make up the third largest sector in Gloucestershire and employ 14% of the Gloucestershire workforce. Without a Food and Drink Centre of Excellence in Gloucestershire, there is a real risk that we could lose provision to other providers from outside the County, which local employers in this important sector would be reluctant to see.

Both the Gloucester and Stroud MPs see this as a positive initiative for the County and have written letters of support for the project.

This project responds directly to Government policy with regards to the Apprenticeship reforms and the Levy. The growth in GET Apprenticeship programmes will help achieve the Government target of 3 million Apprenticeships by 2020 and its traineeship programme will help to reduce the number of unemployed young people.

## 11 NEW PROJECTS Set across 4 clusters

Cluster	Title	Project name	Total £m (adjusted for 10% contingency)	Cumulative totals
 HOUSING	Longford Housing	A40 Longford Traffic Mitigations to support the JCS Strategic Allocations	4.688	4.688
 BUSINESS AND INNOVATION	Cheltenham Cyber Park	Cheltenham Cyber Business Park - infrastructure & site preparation	22.000	26.688
 SKILLS	Forest of Dean Campus	Cinderford Campus Build Gloucestershire College	2.860	29.548
 BUSINESS AND INNOVATION	Cirencester Enterprise Quarter	RAU - Cirencester Enterprise Quarter (CEQ)	14.485	44.033
 REGENERATION	Gloucester Railway Station	Gloucester Railway Station, A Gateway to Economic Growth	10.450	54.483
 REGENERATION	Cinderford Regeneration	Cinderford Northern Quarter Site Preparation Works	2.134	56.617
 BUSINESS AND INNOVATION	Eco Park and Sports Stadium	Dualling the A419 between J13 of the M5 and Chipmans Roundabout	7.700	64.317
 BUSINESS AND INNOVATION	Airport Expansion	Hangar Development, Gloucestershire Airport	7.810	72.127
 HOUSING	Littlecombe Housing	Littlecombe Regeneration Site	3.850	75.977
 SKILLS	Centre of Excellence for Food and Drink	Centre of Excellence for Food and Drink industry & general growth in engineering and manufacturing	1.100	77.077
 HOUSING	Brimscombe Housing	Brimscombe Port	1.650	78.727
		<b>Sub Totals</b>	<b>78.727</b>	-

# Project List in Priority Order - Summary


**Projects' indicative Spend Profile (£m)**

Title	Homes	Total Jobs	Private Leverage £m	Public Sector Leverage £m	Commercial Floorspace m <sup>2</sup>	Employment Land Ha	Skills Capital m <sup>2</sup>	Apprenticeships	17/18	18/19	19/20	20/21	Totals:
Longford Housing	1,300	630	£3.3			8.3			-	£0.188	£4.5	-	£4.688
Cheltenham Cyber Park	500	7,500	£50			45		396	£1.1	£2.2	£13.2	£5.5	£22
Forest of Dean Campus	55	150		£21.2			6,000	430				£2.86	£2.86
Cirencester Enterprise Quarter		879	£24.6		3,960	14.5			£0.275	£0.55	£8.195	£5.465	£14.485
Gloucester Railway Station	1,200	300	£15.5	£10		5.3		30	£0.825	£3.85	£4.675	£1.1	£10.45
Cinderford Regeneration	110	455	£25	£0.1	9,800	4.8		12	£0.598	£0.574	£0.962		£2.134
Eco Park and Sports Stadium		5,118	£150		64,000	18.9				£2.75	£4.95		£7.7
Airport Expansion		800	£11		24,000	9.5					£3.08	£4.73	£7.81
Littlecombe Housing	270	80	£3	£1.8	3,600	1.2			£1.925	£1.925			£3.85
Centre of Excellence for Food and Drink		16	£0.1				660	137			£1.1		£1.1
Brimscombe Housing	150	80	£8.5	£3	1,800	4					£1.65		£1.65
<b>Sub Totals</b>	<b>3,585</b>	<b>16,008</b>	<b>£291m</b>	<b>£36m</b>	<b>107,160m<sup>2</sup></b>	<b>111.5 ha</b>	<b>6,660m<sup>2</sup></b>	<b>1,005</b>	<b>£4.723m</b>	<b>£12.037m</b>	<b>£42.312m</b>	<b>£19.655m</b>	<b>£78.727m</b>



GFirst LEP is very clear that transport is an **enabler of economic growth** whilst congestion, and the inability to predict journey times, can hold back growth. Our existing Growth Deal and seven of our proposed eleven projects in this submission therefore include transport-related developments that will 'unlock' housing and employment land.

This section explains more fully the context of transport as an enabler of economic growth in Gloucestershire.



## Capacity constraints for new development

Currently, there are twelve identified strategic sites for housing in the County and opening these up to development or extending their usage will have impacts on the local transport system. Our existing Growth Deal and several proposals in this submission include projects that deal with these capacity constraints.

These include an existing Growth Deal scheme to improve the A40 roundabout at Elmbridge Court which is about to commence in Summer 2016. This aligns with the scheme proposed in this submission (**Longford Housing project**) at the A40 Longford, North of Gloucester which will provide 630 jobs and 1300 homes.

Similarly, the existing Growth Deal includes funding to improve the A419 between Stonehouse and the M5 Motorway at Junction 13. This aligns with the proposed **Eco Park and Sports Stadium** project which will require improvements to both the A419 from Chipmans Roundabout and its connection with the M5 at J13.

The existing Growth Deal also provides funding for a bus lane on the A40 from Arle Court at West Cheltenham adjacent to GCHQ. However, the A40 will also need substantial mitigation to accommodate the new **Cheltenham Cyber Park** project, given the 7,500 jobs and 500 homes it will generate and the significant congestion already experienced in the area at peak times.

The **Airport Expansion** project complements the existing Growth Deal project at Gloucestershire Airport. The new project will generate 800 jobs which will increase the vehicle movements accessing and egressing the site. The impact of this is currently under consideration by the Highways Authority.

## New infrastructure needed to open up key development sites

An additional access point provided onto the A40 will enable the delivery of the planned strategic residential and employment site at Longford (**Longford Housing project**). Reliance on the local highway to serve this site will further compound local congestion issues in the Innsnorth and Longlevens communities of Gloucester. If the increased travel demand is unmitigated it will potentially result in community access issues including pressure on bus operating times due to increased congestion on the local network. The new access link will provide capacity for growth by unlocking the existing transport access barriers.

The scale of employment growth provided by the **Cheltenham Cyber Park** and the Ecotricity promoted **Eco Park and Sports Stadium** will only be deliverable in terms of highway network resilience if the uplift in transport demand associated with these developments is mitigated. Managing travel demand, especially by car, is essential to maintain a working transport network accessing the M5 at Junctions 11 and 13.

The supporting transport proposals may help to reduce the frequency and scale of congestion and improve journey time reliability on the A40 and A419 corridors. To encourage greater travel choice for employees and reduce reliance on the car when accessing the sites, any highway improvements will consider sustainable travel and be designed to reduce any existing barriers of use near these sites.



## Embedding of sustainable transport solutions in proposed projects

The projects and investments proposed in this submission will support substantial housing and employment growth. To maximise the benefit of any highway capacity enhancements, it is essential that they are complemented by sustainable transport measures to provide travel choice and realistic alternatives to the private car to maintain a functioning transport network. The proposed investments support some exciting opportunities to improve transport connectivity for non-car users.

Subject to planning permission being granted, and mitigation packages being agreed with both Highway Authorities, sustainable transport benefits could be achieved, for example through enabling the following projects:



The planned **Eco Park and Sports Stadium** at Junction 13 of the M5 and the A419 will provide a Transport Hub with parking, electric vehicle charging points, coach parking, bus/taxi drop off and a park and ride facility for express buses to and from Gloucester & Bristol. It will also provide a combined footway/cycleway north of the A419 linking to National Cycle Route 45 and contribute to the restoration of Stroudwater Canal and the adjacent towpath, providing improvements for walking and cycling.



The **Cirencester Enterprise Quarter** includes provision for a pedestrian bridge to link the RAU Campus and Cirencester College Campus as well as providing access to “green travel” routes by cycle path and pedestrian links to Cirencester. Further investment in cycle paths, cycle parks and pathways are included in the project proposal.



The **Gloucester Railway Station** project will develop a more appealing and attractive gateway to the city through enhanced access routes for pedestrians and an improved parking provision. This will complement the new Gloucester Bus Station, transforming these separate facilities into one sustainable transport hub for the city, and integrating it into the city centre whilst encouraging modal shift to public transport.

## Air quality improvements

Air quality in Gloucestershire is generally good, with seven areas declared under Section 83 of the Environment Act 1995 by district councils as Air Quality Management Areas (AQMAs). These seven AQMAs test above the target objective levels for nitrogen dioxide (NO<sub>2</sub>) that have relevant exposure to Gloucestershire residents.

The relevant Gloucestershire districts are developing Air Quality Action Plans for these AQMAs, and there is investment from Gloucestershire County Council and Transition Fund.

Strengthening the sustainable transport elements of the proposed projects and continuing to seek funding to promote alternatives to the car will further assist in reducing carbon emissions and supporting the implementation of Air Quality Action Plans.

## Links to other funding applied for/secured in Gloucestershire

Gloucestershire has attracted significant investment in sustainable transport over recent years and has been commended by Government for its strong focus on access to jobs, clear reference to air quality, working with jobseekers and reducing congestion.

Below is a summary of the other significant transport-related funding opportunities being pursued in Gloucestershire, particularly by Gloucestershire County Council and GFirst LEP working in close co-operation.



### Access Fund

To maximize the benefits of the proposed projects, we will continue to seek funding for sustainable transport projects, for example through Access Fund bids. This will provide:

- **Improved travel time reliability**
- **Reduced congestion**
- **Better access to work and skills and better matching of skills to vacancies;**
- **A more active population and workforce, leading to lower absenteeism, higher productivity and healthcare savings**

## Highways England's Growth and Housing Fund

We have submitted bids for Elmbridge (£2m) and Gloucester South West Bypass (£2.5m) both of which are effectively supplements to our current Growth Deal funding.



## Large Local Major Transport Schemes

Gloucestershire County Council and GFirst LEP are working together on a bid to the Department for Transport's 'Large Local Major Transport Schemes Fund' to develop an outline business case for work at **Junction 10 on the M5**. Junction 10 is currently one of the few junctions on the M5 with restricted access. The bid was submitted on 26 July 2016.

Currently, traffic coming from the north can exit there and those wishing to travel north can join there. However, the junction has no access to join the motorway to travel south, and there is no exit for motorway traffic coming from the south. Traffic wishing to access the north west area of Cheltenham from the south has to exit at Junction 11 and then use the A4013 at Princess Elizabeth Way which is a busy residential area. Journeys to the south from this area suffer the same problem.

The bid will request approximately £1 million of funding, and if successful, GFirst LEP and Gloucestershire County Council will invest a further £68,000 over the next two years for the study and the business case to create an all-ways junction. The bid is supported by local businesses and local authorities. Upgrading this junction forms an important part of the Growth Zone proposals in our SEP.

The improvements sought will complement both the **Cheltenham Cyber Park** project and the **Longford Housing** project. The former is accessed by, and the latter situated on, the A40 which is a major arterial route for the county and forms part of the Strategic Road Network. The two schemes are projected to provide 1,800 homes and in excess of 8,000 jobs so it is important to ensure the existing highway network is not compromised. An all-ways Junction 10 would be a vital ingredient in any mitigation package.





## Fit of proposed projects with national investments in strategic road network and rail network



In Gloucestershire the Strategic Road Network comprises the M5, M48, A417/A419, between Cirencester and the M5 J11a, A40 between J11 and Boxbush and the A46 from M5, J9 to Teddington Hands.



There are 9 stations on the rail network: Gloucester, Cheltenham, Stroud, Kemble, Moreton in Marsh, Cam & Dursley, Lydney, Stonehouse and Ashchurch for Tewkesbury.

The projects outlined will provide improved viability and marketability of development proposals securing private investment to benefit the wider economies, as well as additional capacity for growth by unlocking transport access barriers to national transport networks including the M5 and national rail network. Whilst detailed transport assessments have not yet been carried out for these proposals, the scheme promoters will work closely with the local Highway Authority and Highways England to ensure that vehicle movement on the Strategic Road Network and local highway network is enhanced where possible, enabling efficient access to the new development areas.



### Longford Housing project

Opens up access from this greenfield site onto the Strategic Road Network (A40), enables efficient access onto M5 J11 and reduces potential impacts on local communities.



### Eco Park and Sports Stadium project

Capacity improvements will support existing primary highway link (A419) investment priorities in our current Growth Deal and enable efficient access onto the Strategic Road Network (M5 J13).



### Cheltenham Cyber Park project

Will mitigate the impacts of the development on the transport network.



### Airport Expansion project

The impact of this is currently under consideration by the Highway Authority as the traffic generated may impact on the Arle Court or Elmbridge Court roundabouts to access either the Strategic Road Network or major urban areas.



### Gloucester Railway Station project

Opens up significant city centre regeneration and helps transform part of the city centre.

## Schemes where there are no clear transport impacts in terms of barriers based on information outlined in the projects' Expressions of Interest:

Brimscombe Housing  
Forest of Dean Campus  
Cinderford Regeneration

Cirencester Enterprise Quarter  
Centre of Excellence for Food and Drink  
Littlecombe Housing



## Countywide Collaboration

The successful delivery of the Gloucestershire Strategic Economic Plan demands close collaboration and partnership working across the county. There are strong and well established working relationships between GFirst LEP, the private sector, the seven local authorities, the Higher Education and Further Education sectors, the Local Nature Partnership and the voluntary and community sectors.

In the past few years the LEP has committed significant resources to leading a major business and community wide engagement programme with the aim of ensuring that county growth plans meet the needs of the people of Gloucestershire. From Board level and throughout a range of associated structures, the LEP maintains an ongoing dialogue with partner organisations in the private, public, education, voluntary and community sectors.

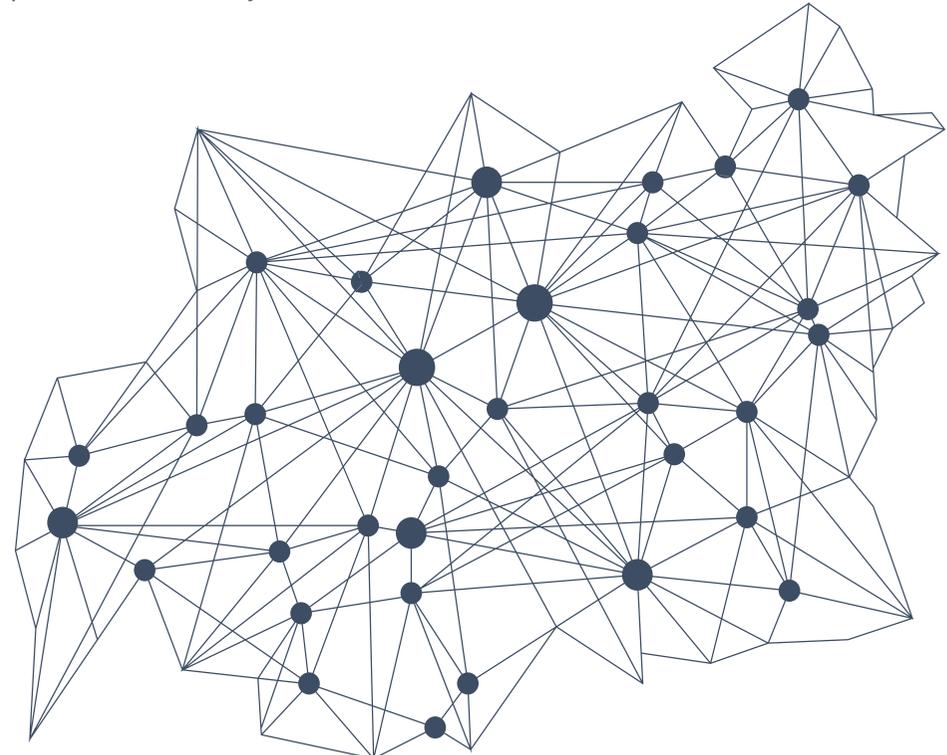
Engagement with the wider business community is principally sustained through Business Groups representing 75% of employment and 80% of the Gloucestershire economy. In addition, the Chair and Chief Executive of the LEP meet regularly with the Leaders and Chief Executives of the local authorities, plus the county's six Members of Parliament, complemented by review sessions with many Government agencies including the Homes and Communities Agency, Highways England and Skills Funding Agency.

All of the above is supported further by:

- **An interactive website with surveys of the business community of the county**
- **LinkedIn business discussion groups, Twitter chats and feeds, all used to seek views and comment from the wider community**
- **Maintenance of a network of over 700 Gloucestershire Ambassadors committed to promoting the county, utilised as a vital source of knowledge, information and opinion on business matters**

## Project Selection - Regeneration and Infrastructure Projects

To support the full breadth of economic growth aspiration in the County, the local authority/public sector partners comprising the Gloucestershire Economic Growth Joint Committee (GEGJC) have developed the Gloucestershire Infrastructure Investment Pipeline (GIIP) to help the LEP Board to have a clear understanding of the most immediate infrastructure/regeneration priorities when considering opportunities to bid for external funding such as SLGF. The GIIP, which is a living document, is actively managed by the Senior Officer Group of the GEGJC and aims to provide a comprehensive view of infrastructure/regeneration projects which could make a substantial and well evidenced contribution to economic growth. Identified priorities from this process are used to inform the business case selection process conducted by the LEP Board.





## Project Selection

For the projects in this submission, Expressions of Interest (EOIs) were submitted by project promoters and taken through an initial assessment process managed by members of the Programme Management Group (LEP and Accountable Body staff) and a sub-group of the GFirst LEP Board. Applications that were approved at the EOI stage were invited to progress to the initial business case stage. Initial business cases were then reviewed by a sub-group of the GFirst LEP Board. This assessment process sifted and prioritised the proposals using the criteria set out below.

## Criteria

- ✓ economic growth potential
- ✓ demand and rationale
- ✓ strategy and context
- ✓ financial 'ask' within affordability parameters
- ✓ outputs – proportionate
- ✓ outcomes – proportionate
- ✓ private sector match and/or investment leveraged in
- ✓ public sector funds leveraged in
- ✓ potential to unlock other growth opportunities
- ✓ deliverability and sustainability
- ✓ risks that could impact on delivery

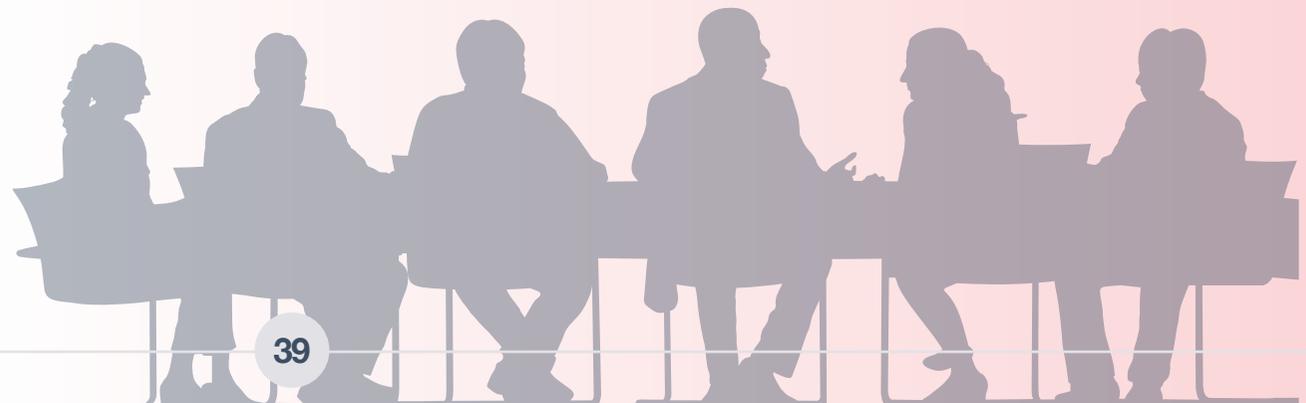
Once the initial project business cases had been assessed, selected project promoters were invited to present to and answer questions from the LEP Board at a 'Dragons Den' style event. The combined assessment scores and 'Dragons Den' scores were used to prioritise the list of projects in this submission.

## Collaboration with other LEPs

GFirst LEP has taken up a range of opportunities to collaborate with other LEPs in order to strengthen local sectors or co-ordinate working across a wider area. Examples include:

- **Cyber and cyber supply chain with Worcestershire LEP and Malvern Science Park**
- **Aerospace with the other South West LEPs, through i-Aero**
- **Nuclear and Hinckley Point supply chain and impacts with West of England and Heart of the South West LEPs**
- **Rural tourism and LEADER with West Oxfordshire (Cotswolds)**
- **Broadband with Marches LEP (via the Fastershire Project that runs across Gloucestershire and Herefordshire) and Lincolnshire**

To help facilitate this cross-LEP working, the South West LEPs meet bi-monthly and South West LEPs' European and Structural Investment Fund (ESIF) leads meet regularly and work closely.





## Shared statement with other South West LEPs:

*“The underlying principle behind the close collaboration between the south west LEPs is being better connected to promote economic growth.*

*We have a common aim to transform connectivity to and from our area and between key centres within the south west. Our focus is on major road and rail arterial routes, working in partnership with national and local governments and key businesses to drive improvements along the A303 corridor, M5, A417 (between the M5 and M4) and A350 route to the southern coastal ports and to achieve the ambitions of the Peninsular Rail Task Force.*

*We are strengthening further our nationally important commercial clusters around aerospace, nuclear and marine technology, using all available resources such as enterprise zones and participation in the rounds of science and innovation audits in order to boost the evidence base for future investment decisions and achieve our low carbon priorities. Across the south west, we share the need to implement 100% coverage of superfast broadband and mobile coverage and, where there is evidence of market failure, use public funds to introduce ultrafast broadband to stimulate economic growth.”*

## Projects impacting on other LEPs and management of this

Our Cyber Park project in Cheltenham will impact on the ‘cyber corridor’ which includes Worcestershire LEP and the Malvern Science Park. Both these organisations have been consulted about our proposals and they are supportive.

## MP engagement - How we engage and work with MPs and their support for our proposals

We are very fortunate to have the support of all the Gloucestershire MPs for our proposals. Our Chair and Chief Executive meet with our MPs, as a group, approximately every six months, with individual meetings taking place in year as well. This enables updating to take place both to and from our MPs and enables challenges and explanations to be shared. We are also working closely with Marcus Jones MP, on our retail and high street priorities and with Julie Girling, MEP for the South West of England and Gibraltar.

All our MPs have been consulted about our proposed projects in this submission, all have been sent the prioritized list of projects and project summaries plus the proposed structure of this submission.

## Government departments and agencies

Throughout the development of our project proposals contained in this submission, we have worked closely with and received excellent support from our BIS Local Relationship Manager. We also work closely with and have strong relationships with the following departments and agencies and have discussed our proposals/projects with them to ensure that our proposals are closely aligned with Government thinking and policy, are deliverable and our ‘ask’ of Government is reasonable and proportionate:

**BIS & DCLG Local Growth Unit; the Head of Cyber Security Growth, Research and Innovation, Europe, Data, Digital and Security Directorate; Highways England; Network Rail; Skills Funding Agency; Homes and Communities Agency (HCA).**

Our approach in working with Government is to be open, honest, pragmatic and focused on getting to solutions that benefit the local and national economy.



Additionally, several of our MPs have written in support of our whole submission for this round of Growth Deal. A selection of our MPs' feedback/comments is shown below:

## Our submission as a whole

*'I would like to offer my best wishes to the Gloucestershire LEP Board for their whole Growth Deal Round Three submission and trust that this latest package of projects to support economic growth in the County is as successful as the last one.'*

Mark Harper, MP

*'I would like to wish you every success with your application for making the case for Gloucestershire and I look forward to hearing news reflecting this in Autumn 2016.'*

Neil Carmichael, MP

## Longford Housing Project

*'I should...like to support the bid by GFirst LEP for funding to significantly increase the road capacity to cope with the traffic which would result from considerable building in the area.'*

Laurence Robertson MP

## Cheltenham Cyber Park Project

*'As MP for Cheltenham and Leader of Cheltenham Borough Council, we jointly write to lend our support for this bid...'*

*Funding to unlock and accelerate the site delivery...will allow the full potential of the Cyber Innovation Centre to be exploited and we are committed to helping deliver this ambition by working with colleagues across district boundaries...and at a ministerial level as required.'*

Alex Chalk MP, and Steve Jordan, Leader of Cheltenham Borough Council

## Cirencester Enterprise Quarter

*'This proposal has been carefully worked up and would provide a visionary and innovative centre for Cirencester and the Cotswolds. It would not only be an important adjunct to the University and Cirencester College but it would be an enormous benefit to the educational facilities available in the town and Gloucestershire as a whole.'*

Geoffrey Clifton-Brown, MP

*'The planned facilities will support and deliver business growth particularly in the areas of agricultural technology, food technology, creative industries and digital media – all important to talented young people in Gloucestershire and beyond. I feel this project will be hugely beneficial.'*

Julie Girling, MEP

## Centre of Excellence for Food and Drink project

*'As you know, Gloucester employers have created 6,640 apprenticeships since 2010 which places us 61st out of all 533 English constituencies. This is a success story which GFirst LEP and I both want to see continue.'*

*GET...now trains almost five times the number of apprentices they did in 2009 and with GFirst LEP's help they could generate yet more growth from local businesses by training more apprentices in the new sub-sector of engineering.'*

Richard Graham MP, and Neil Carmichael, MP



GFirst LEP works closely and effectively with all seven local authorities in Gloucestershire at **strategic** and **operational** levels. Our work towards a devolution deal has strengthened this and we are working on a shared 2050 vision for the County.

GFirst LEP has worked closely with Gloucestershire County Council and the six District Councils (Cheltenham Borough Council, Cotswolds District Council, Forest of Dean Borough Council, Gloucester City Council, Stroud District Council and Tewkesbury Borough Council) in managing the current Growth Deal for Gloucestershire, selecting and bringing forward the projects in this submission.

As our Accountable Body and with the Leader of Gloucestershire County Council (GCC) sitting on the GFirst LEP Board and on the sub-group of the Board responsible for assessing and selecting 'pipeline' projects for inclusion in our Growth Deal submission, we have worked closely with GCC to bring forward, select and manage the implementation of our priority projects.

The LEP Board also includes the Leader of Cheltenham Borough Council and the Leader of one of the other District Councils as an observer.

The current Gloucestershire Economic Growth Joint Committee (GEGJC) includes the leaders of all the Gloucestershire local authorities as well as representatives of the LEP Board. This Committee, supported by a Senior Officers Group, was responsible for setting up the Gloucestershire Infrastructure Investment Plan (GIIP) and selecting suitable infrastructure projects from this plan to come forward for possible Growth Deal funding.

## How we are strengthening governance and progress to date

As part of our devolution bid, Leadership Gloucestershire has given a commitment to establish a **Combined Authority**. Our Combined Authority will include the leaders of the seven local authorities as constituent members. It will **co-opt the Chair of the GFirst LEP**, the Police and Crime Commissioner for Gloucestershire

and the Chair of the Gloucestershire Clinical Commissioning Group. This is unique. This powerful group will bring strong leadership to help solve complex problems. They connect with all parts of the county, directly with the public and through membership organisations.

### The Combined Authority will:

- **Agree all key policies and strategies, including the Strategic Economic Plan, the Health and Wellbeing Strategy, the Community Safety Strategy, strategic planning and spatial frameworks, assets and enabling active communities.**
- **Agree all joint commissioning strategies for health and social care and the business plan to move towards further integration.**
- **Oversee budget frameworks and pooled budgets, including funding to accelerate economic growth, devolved Business Rates Retention; developing the local scheme.**

The new arrangements will streamline the existing arrangements and give a statutory footing to strategic partnership working.

Leadership Gloucestershire submitted a county-wide devolution proposal in Autumn 2015 and feedback from central government was very positive. The Ministerial Challenge session in November 2015 set us on a path for a devolution deal early in 2016.

Gloucestershire has come together with renewed vigour following the withdrawal of plans for a new unitary council based upon the existing boundaries of Cotswold and West Oxfordshire District Councils. There is recognition across the partnership that the approach to devolution and governance should be ambitious and challenging. A new study has been commissioned to demonstrate the value that can be achieved through coterminous devolution. The partnership has also begun a process to develop a 2050 Vision for Gloucestershire.

Leadership Gloucestershire has started some early discussions about the benefits of an elected mayor to work with the Combined Authority. Mayoral devolution deals agreed so far have secured significant infrastructure funding.



## Governance and leadership: LEP, the private sector and generating leverage

GFirst LEP is business-led and works closely and effectively with the private sector. The LEP fulfils its role as 'the voice of business' in Gloucestershire and is in the top 3 LEPs nationally for awareness by SMEs.

## Our approach to securing strong co-investment from private and public sector

We have made it absolutely clear to project promoters that to stand any chance of LEP support for their projects and success in securing SLGF that projects must leverage in significant private and/or public sector match. Our project selection and assessment process has included scoring for both private and public sector match and this is further tested in the due diligence process.

This package of proposals will leverage in up to £291m from private sources, for a Government investment of £79m. By investing in key infrastructure or regeneration projects we will remove barriers, and accelerate development, to ensure that private investment is secured to deliver homes and jobs for Gloucestershire. We have focused on sites that have the potential to be transformational, and deliver significant impact. In particular, £150m of private funding for the Eco Park and sporting facilities will be enabled by investing in improvements to the A419 from the M5 J13 towards Stroud. Similarly, the infrastructure improvements to support the Cyber Park and A40 Longford projects are supported by private developers keen to invest £50m and £3m, and the Hangar related investment at the Airport will generate £11m from companies attracted by the facilities available. Regeneration and site investments in Cinderford, Cirencester, Littlecombe, Brimscombe and Gloucester are expected to deliver a further £78m of private investment.

## Private sector and SME representation on our Board

The LEP Board has twelve members, with six coming from the private sector and five of these six from SMEs.

## Leverage of other public sector funding

We anticipate further leverage from public sector sources in the region of £36m. In particular, the investment in the new college at Cinderford will benefit from £4.05m from the HCA, £8.15m from the college and £9m from EFA. Public sector partners are very supportive of the projects, and in some cases, for example Littlecombe and Brimscombe Housing, the new projects will complement earlier public sector investment.

## How we are maximizing private sector leverage and comparison with current Growth Deal

The combined private and public sector leverage in our current Growth Deal is £220m against a Single Local Growth Fund investment of £77.5m (2.8:1 ratio). The combined private and public sector leverage through the new projects in this submission is £291m against a Single Local Growth Fund investment of £79m SLGF (3.7:1 ratio).

## How we engage with local businesses to consult and strengthen our partnerships

In addition to strong business representation on the LEP Board we have 11 business sector groups with approximately 100 local businesses represented on these.

GFirst LEP enjoys a very positive relationship with business. Support for the LEP continues to be high and awareness amongst SMEs is third amongst the 39 LEPs. All eleven LEP Business Groups were engaged in development of proposals for this round of Growth Deal and the LEP Investment Panel, that consists of a mix of private and public sector members, will carry out appraisal and due diligence of proposals in support of the LEP board.

Individual projects demonstrate significant business support and the overall ambition of the programme has been presented at a Gloucestershire Chamber of Commerce event (and received extremely positively) as well as to 240 businesses at the 2016 Growing Gloucestershire Conference with a similarly positive response.

LEP business board members have led a sub-group to prioritise and shortlist project proposals.



## Our track record of delivery in current Growth Deal

In our current Growth Deal we have delivered what we said we would, when we said we would do it, and this has placed us firmly in the **group of top performing LEPs for delivery of Growth Deal.**

The projects that have received funding through Growth Deal to date, are all being monitored and managed closely to ensure that they progress to time, and fulfill their potential.

To ensure that we adhere to our agreed spend profile, we work closely with our project promoters, including negotiating their funding agreements to secure commitment to the drawdown of funds to time.

In order to mitigate the inevitable variations in spend requirements for complex transport schemes, we delegate the management of the funds for transport projects as a portfolio to our colleagues at Gloucestershire County Council.

We have established processes with all projects to keep in close contact, and ensure that they are maintaining momentum, adhering to not only their contracted outputs, but also to their role in delivering the wider vision for the whole programme.

These processes are adapted to suit each project, typically including: **a nominated LEP 'lead' as their first contact point, and a member of the project steering group; a nominated Board member; monthly updates and quarterly reporting; a mutually agreed 'project achievement register' capturing the wider commitments,** which is monitored regularly, and regular risk reporting.

As a result, we are able to manage the programme as a whole, to ensure forecast outputs, particularly jobs and leverage, remain on track to deliver our Growth Deal commitments.

## Deliverability of selected projects

In our original SEP and Growth Deal we concentrated on a group of projects that would have significant positive impact on the local economy and that we were confident could be delivered in the timescales of the Deal.

We are confident we have selected projects for this submission that can also be delivered on time to fit the SLGF availability.

Our experience in managing our programme of Growth Deal projects has ensured that we will keep the same focus on deliverability for all projects included in this submission.

### We have done this through:

- **Requiring all project promoters to prepare Expressions of Interest (Eols) and then Business Cases for their projects before being included in our submission – these Eols and business cases have included delivery timelines to fit the availability of SLGF funding, risk management, project governance and delivery.**
- **LEP and Accountable Body staff checking and challenging all Eols and Business Cases as part of the assessment and ranking process for project proposals – the project business cases assessment has included scoring on confidence in project governance, delivery and risk management.**
- **LEP Board members asking questions of all project promoters and challenging plans and deliverability through a 'Dragons Den' process.**



For projects that receive SLGF funding we will continue and increase this focus on deliverability through:

- **Working closely with the project promoters via named LEP staff**
- **The project due diligence process**
- **Monthly project reporting and programme risk register reviews via named LEP staff, that feed into the monthly Implementation Plan and supporting documents shared with our BIS Relationship Manager**
- **The funding agreements and management of funding releases/drawdowns with the Accountable Body**

## Lessons learned from delivery of current Growth Deal programme

Early discussions and collaboration with project promoters is critical to: emphasise the sorts of projects the LEP and Government want brought forward; reinforce the key criteria involved (e.g. economic growth outcomes, private/public sector leverage, deliverability, etc.); make sure project promoters understand their projects are part of a bigger programme so delivery and spend must fit this (e.g. a delay in spend on one project can impact on the whole programme).

Promoters need to know that the funding secured isn't 'their' funding until they have been through the full appraisal and due diligence process so the funding they asked for may be reduced or withheld if they don't deliver the appropriate information, plans, etc.

It is important to work with several key individuals in the project promoter organisations (e.g. CEO and marketing manager as well as the project manager) as some project managers don't have the strategic knowledge/understanding or are more focused on 'getting the job done' than promoting progress on the project to stakeholders and the public.

New initiatives and developments that were not in progress when the project business case was submitted can impact on projects (e.g. the University Technical College (UTC) development on another part of the Berkeley Green site) and early awareness of and communication between project promoter/s, LEP and Accountable Body are very important. This helps ensure that the risks and impacts of the new initiative/development are clearly seen by all the stakeholders and suitable actions can be taken.

Getting project promoters to understand the options for and to commit to environmental enhancements to their projects needs to be done at an early stage so that the advice provided on this, predominantly through the Local Nature Partnership (LNP), can be 'bought into' at a senior level within the organisation, be budgeted for, and incorporated in the detailed project plans.

Robust challenge of outline business cases at an early stage of development helps to ensure project promoters can actually deliver the outputs/outcomes they propose and in the timescales they say they can.

Robust programme management is needed to keep project promoters on track in terms of delivering the wider 'vision' for projects as well as the outputs specified in the funding agreement.

A strong Programme Management Group (PMG) that combines LEP and Accountable Body staff that meets monthly has worked well as a mechanism to ensure our programme of projects remains on track and takes action to deal with any problems or issues as quickly as possible.

The risk management workshops we have run with project promoters have greatly helped their understanding that their projects are part of a bigger programme and that risks identified at a project level can impact on the programme as a whole. Our improved project and programme risk management processes have incorporated feedback from project promoters.





## Programme Assurance and Assurance Framework

Our Assurance Framework, developed collaboratively between the LEP and the Accountable Body, and approved by the LEP Board and the Gloucestershire Economic Growth Joint Committee (GEGJC), has provided a robust framework to support the process of taking projects through from indicative funding to delivery.

The Framework was refreshed by the Programme Management Group (PMG) and approved by the LEP Board in June 2016. The refresh took several things into account e.g. transfer of Gloucestershire Local Transport Board (GLTB) decision-making arrangements to the GFirst LEP Board; role of the Programme Management Group; introduction of the Investment Panel to review project business cases and due diligence reports, etc. The refreshed version of our Assurance Framework can be viewed at [www.gfirstlep.com/framework](http://www.gfirstlep.com/framework).

All projects are taken through a robust and challenging due diligence process in advance of Board approval for funding. This is very effective at reviewing and improving the project propositions, and provides assurance to the Board that the funds will be wisely spent.

Gloucestershire County Council (GCC) as our Accountable Body, has undertaken an audit of our Growth Deal and this, combined with the project sampling work undertaken on three of our current Growth Deal projects by the Cities and Local Growth Unit, will help inform any further improvements to our Growth Deal programme and project management processes. We also report to and answer questions on our Growth Deal at all the Gloucestershire Economic Growth Joint Committee (GEGJC) and Gloucestershire Economic Growth Joint Scrutiny Committee meetings, which take place quarterly.

## Compliance with State Aid rules

Any projects with State Aid risks are identified at Expression of Interest stage and the LEP goes back to these project promoters to challenge them on this. It is clearly established that this issue remains the responsibility of the promoter. State Aid is also checked and advised on as part of the due diligence process (there is a specific section of due diligence reports for State Aid). Where this has happened we have worked with a State Aid specialist to provide advice e.g. with Gloucestershire Airport in current Growth Deal.

## Equalities Impact Assessment

Our Growth Deal programme is designed to benefit all of Gloucestershire, without any intended or unintended barriers to access. In particular this would include people who can be described as having one or more of the nine key characteristics: (age; disability; gender reassignment; marriage and civil partnership; pregnancy and maternity; race; religion or belief; sex; sexual orientation). Early evaluations suggest that there are no current problems with our delivery of the programme, but as our projects move from their early stages of implementation into full delivery we are reassessing our processes for monitoring and supporting our projects, including equalities impacts.





## How we ensure good value for money for our projects

This is done at several stages:

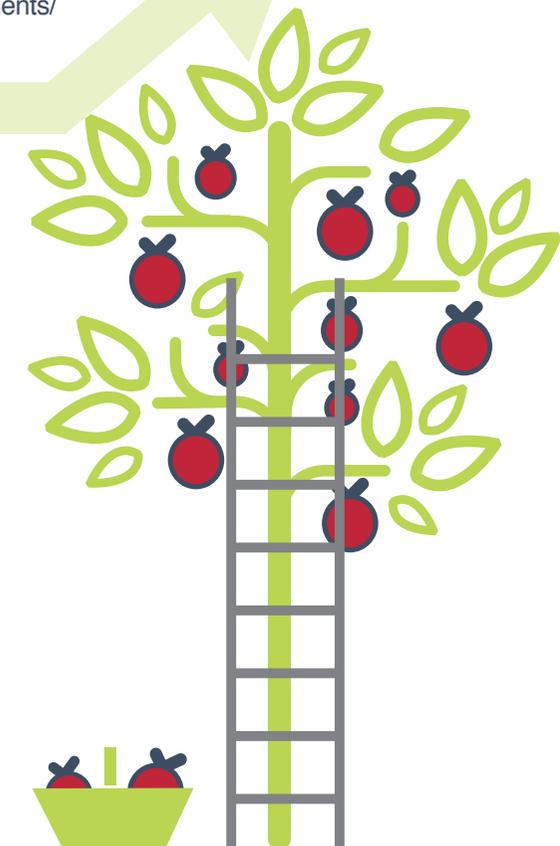
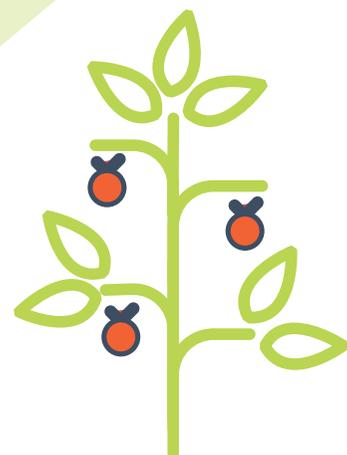
- **Assessment of project Expressions of Interest**
- **Assessment of project Business Cases**
- **Through external, independent due diligence and recommendations from this**
- **Through funding agreement e.g. clawback clauses**

We are aware of Government's desire for Benefit Cost Ratios (BCRs) to be included with projects submitted for this round of Growth Deal funding. As the timescale for the start of delivery of these projects runs from 2017-18 to 2020-21, the BCR information is not yet available. This will be developed as projects progress through our due diligence processes and we will provide BCR information when available.

## How we maximize public understanding and visibility of our projects

This is done through a range of different processes including: the publication of our SEP and progress reports on our website (being refreshed in Autumn 2016) and promotion via media channels; 'before, during and after' photos used to show project progress; updates to business groups and local authority stakeholders (e.g. GEGJC and Joint Scrutiny Committee meetings). We work closely with marketing managers in project promoter organisations in order to maximize the promotional opportunities brought by the projects.

Additionally, project promoters are expected to manage consultations with public and other stakeholders and this is reported back via business case assessments/ due diligence reports to the Investment Panel and the LEP Board.



## Growth Deal 3 For Gloucestershire

# Acknowledgements

The GFirst LEP Board would like to thank the following groups of people for their hard work in the preparation of this submission:

GFirst LEP staff who wrote and edited this submission and managed the project selection and assessment process

Katie Jenkins and colleagues at the Cities & Local Growth Unit of BEIS for advice and support during the submission and challenge session process

Project promoters who prepared Expressions of Interest and detailed outline business cases for the projects, as well as answering questions from the LEP Board and staff about their projects

The Leader and officers of Gloucestershire County Council, our Accountable Body, who have helped in the project selection and assessment process and worked with LEP staff to manage the implementation of our current Growth Deal

The Leaders and officers of the District Councils in Gloucestershire (Cheltenham Borough Council, Cotswolds District Council, Forest of Dean District Council, Gloucester City Council, Stroud District Council, Tewkesbury Borough Council) who provided information, text, feedback and support for this submission

The MPs and MEP for Gloucestershire who supported projects in this submission and our submission as a whole

Representatives of Gloucestershire's business community who give their time voluntarily to support the LEP and provided advice and feedback on this submission

The Isaac Partnership who designed this submission

