

3.0 AGENDA

Board Meeting

Date: Wednesday, 22 March 2017

Venue: Wiltshire College, Cocklebury Road, Chippenham, SN15 3QD

Membership:	Amanda Burnside (AB) / Col James Coote DSO OBE (JC) / George Gill (GG) / Shahina Johnson (SJ) / John Mortimer (JM) / Vic O'Brien (VO) / Simon Patten (SP) / David Renard (DR) / Marc Richard (MR) / Adam Schallamach (AS) / Baroness Scott of Bybrook OBE (JS) / Peter Wragg (PW)
Advisors:	Dr Carlton Brand (CB) / John Gilbert (JG)
Observers:	Fleur de Rhé-Philippe (FdRP) / Garry Perkins (GP)
In Attendance:	Sally Burnett (SB) / Andy Evans (AE) / Paddy Bradley (PB) / Alistair Cunningham (AC) / Parvis Khansari (PK) / Leanne Sykes (LS)
Apologies:	Parvis Khansari / Simon Patten / Garry Perkins
Guests:	Alex Crook, BEIS (ACr) / James Beeson and Kristina Angelova, RIKADigital
Chair:	John Mortimer
Minutes:	Deborah House (DKH)

Item	Timing	Topic	Paper No.	Lead	Type of Report
1.	09.30am	Welcome / Apologies / Conflicts of Interest		JM	
2.	09.35am	Draft Board Minutes of 25 January 2017 Action Log Chairman Up-date	3.1 3.2 Verbal	JM JM JM	
3.	09.45am	Submitted Questions	3.3	JM	
4.	10.00am 10.15am	<ul style="list-style-type: none"> Institute of Sustainable Technologies Innovation proposed project Growth Hub Overview Growth Hub Portal – presentation by RIKADigital 	3.4 3.5a 3.5b	AC ID ID	For approval
	11.00am	Comfort Break			
4. cont'd	11.15am 11.25am	<ul style="list-style-type: none"> Governance Framework Finance Reports <ul style="list-style-type: none"> LGF 1 and LGF 2 SWLEP General Account 2017-18 Local Growth Deal 3 Award 	3.6 3.7 3.8 3.9	PB ID PB ID	For approval

5.	11.45am 11.50am	<ul style="list-style-type: none"> Marketing and Communications update Update on European Investment and Structural Fund 2014-2020 programme 	3.10 3.11	VJ FdRP	For information
6.	11.55am	<ul style="list-style-type: none"> Commissioning Group Project Highlight Reports 	3.12	ID	For discussion
7.	12.10pm	<p>AOB</p> <p>Date of next Board meeting: Thursday, 25 May 2017</p> <p>Venue: Garrison Theatre, St Andrew's Road, Tidworth, Wiltshire, SP9 3QD</p>		JM	
	12.15pm	Close of Meeting			

The public meeting will close at 12.15pm.

Following this, the Board will hold a development workshop for Members of the Board. Lunch will be available during this time.

	Minutes of the Board Meeting Wednesday, 25 January 2017
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Attendees	<p>Board: Amanda Burnside (AB) - left at 12.25pm / George Gill (GG) / Shahina Johnson (SJ) / John Mortimer (JM) / Simon Patten (SP) / David Renard (DR) / Adam Schallamach (AS) / Baroness Scott of Bybrook OBE (JS) – left at 12.20pm / Peter Wragg (PW)</p> <p>Advisors: Dr Carlton Brand (CB) – left at 11am / John Gilbert (JG)</p> <p>Observers: Fleur de Rhé-Philippe (FdRP)</p> <p>Secretariat: Paddy Bradley (PB) / Sally Burnett (SB) / Alistair Cunningham (AC) and Parvis Khansari (PK) – both left at 11am</p> <p>Others: Ian Durston (ID) / Vanessa Joseph (VJ) / Colette Mallon (CM) / Debby Skellern (DS) / Leanne Sykes (LS)</p> <p>Guests : Alex Crook, BEIS (ACr) / Matt Croston, Wiltshire Council (MC) / Jonathan Eddy, BEIS (JE) / Stephen Hitchcock (SH) – representing Col James Coote DSO OBE / Tim Martienssen, Wiltshire Council (TM) / Matt Barnes, Great Western Railway (MB)</p>
Apologies	Col James Coote DSO OBE / Andy Evans (AE) / Vic O'Brien (VO) / Garry Perkins (GP) / Marc Richard
Chair	John Mortimer (JM)
Minutes	Deborah House (DKH)
Venue	Ceres Hall, The Corn Exchange, The Market Place, Devizes, SN10 1HS
Start time	9.30am
Finish time	12.40pm

Item	Summary of Issues Discussed and Decisions – Part I	Deadline
1	Welcome and Introductions, Conflicts of Interest	
	<p>The Chairman welcomed all those present to the meeting, in particular, Matt Croston and Tim Martienssen of Wiltshire Council and Matt Barnes of Great Western Railway, who would be presenting the item on the Chippenham Station project, Stephen Hitchcock representing Col James Coote and Jonathan Eddy and Alex Crook from BEIS. JE was attending in his capacity as temporary cover and introduced ACr who would be taking over the role from 20 February 2017. Apologies were noted.</p> <p>Conflicts of Interest - none declared.</p>	
2	Board Minutes, Action Log, Chairman update, Vice-Chair recruitment update	
	<p>The minutes of the meeting held on 24 November 2016 were presented for consideration and it was,</p> <p>Resolved: To APPROVE and sign the minutes as a true and correct record.</p> <p>Matters Arising</p>	

Business Support Administrator

PB updated the Board on the status of the recruitment process for the Business Support Administrator. The process had to be re-started when the preferred candidate declined the role.

The Board considered the Action Log of Board activities up to 16 January 2017 and items were noted as follows :

- Items 1 and 2 were to be discussed later on the agenda, and Item 3 would be brought to Board Meeting in May 2017

The Chairman updated the Board on his activities undertaken since the last meeting.

- 9 Dec – attended the Growth Hub Governance Review with BEIS lead;
- 15 Dec – attended the Joint Strategic Economic Committee (JSEC);
- 9 Jan – attended the launch of the ESIF low carbon programme;
- 10 Jan – chaired the Growth Hub Governance Group;
- 11 Jan – was interviewed by BBC Wiltshire, chaired Commissioning Group Meeting and gave evidence in London to the EFRA Select Committee enquiry into rural tourism meeting;
- 16 Jan – attended the first meeting of the Growth Hub portal development with contractor appointed for this review, and met developers wishing to build a hotel in Wiltshire ca. £45m investment;
- 24 Jan – attended Switch on to Swindon evening event which was a good launch with an excellent film showcasing Swindon.

JM reported that he would be holding a telephone conversation with Lord Prior (SWLEP ministerial sponsor) on 26 January.

Vice-Chair Recruitment

The Chairman advised the Board that the panel would like to appoint Adam Schallamach as Vice-Chair and asked the Board members to ratify the decision.

The Board resolved:

To APPROVE the appointment of Adam Schallamach as Vice-Chair with immediate effect.

3 Submitted questions

Questions were received from Mrs Charmian Spickernell, Campaign for the Protection of Rural England North Wilts and Swindon Group Committee Member. A copy of the questions and responses given is attached to these minutes. At the meeting Mrs Spickernell asked supplementary questions. These questions and responses are also attached to these minutes.

	<p>Industrial Strategy</p> <p>An additional paper was tabled regarding the Industrial Strategy. The Government Green Paper was launched on Monday, 23 January 2017 in the North West. Board Members were provided with an infographic detailing the ten pillars and a summary table of the paper. The discussion highlighted need to review the key sectors mentioned for the SWLEP area and to develop partnerships with other LEP areas. The Industrial Strategy would be a major piece of work for the March Board. JE commented that the spirit of the Green Paper was as a consultative document with an overall message to drive growth and productivity across the whole country. The Industrial Strategy stretches across departments in Whitehall, not solely BEIS, with Place as a key theme. The Strategic Economic Plan (SEP) would be the starting point for debate for a working group made up of the five Subgroup Chairs together with the policymakers from the UAs. The Budget Date is 8 March 2017. If we could have something drafted by beginning of March and circulated via email for agreement, it could be submitted prior to the March Board. Any ideas could be submitted by JE and ACr to BEIS stakeholder team prior to formal submission for feedback.</p> <p>Action : draft programme timetable for rapid response (PB / DS).</p>	<p>26/01/2017</p>
<p>4</p>	<p>Papers for approval</p>	
	<p>Assurance Framework</p> <p>The Assurance Framework is an essential document for working with Government. The existing Framework had been updated following the issue of guidelines from Government. The Quick Guide would be uploaded onto the SWLEP website.</p> <p>Questions were asked as to the process for cross-LEP schemes as it was felt the detail of how these might operate were not reflected in the Framework. In response, PB stated that issues of detailed methodology would be covered in the criteria for assessing future schemes managed through the open call process.</p> <p>The SWLEP would fund independent assessment of scheme proposals. It was noted that SMEs might face difficulty in assembling proposals, in which case, support mechanisms through the Growth Hub and Unitary Authority economic development teams would provide assistance.</p> <p>The Board resolved: To APPROVE the Assurance Framework as presented.</p> <p>The Board extended its thanks to Debby Skellern for completion of a complex task and PB added his personal thanks.</p>	

Finance Report

The paper provided to the Board shows the direction of travel. Subsequent discussion has highlighted the need for additional work and so this paper is now provided “for information” only. The paper at the March Board Meeting will be brought “for approval”.

Local Growth Deal 1 and 2 Funding Profile

This paper was provided as an update of the paper already seen by the Board at the Meeting in November 2016. The Chairman welcomed the layout of the report where the budget and actual spend were clearly defined. JE advised the Board that the information was clearly presented and that the work carried out by ID and LS was exemplary and held up as an example to other LEPs.

The SWELP Board APPROVED the approach outlined to managing LGF profiling.

LGF3 Update

PB gave a verbal update to the Board on the status of the LGF3 announcement. The Government was announcing the LGF3 in stages and the Northern Powerhouse announcement had been made the previous week. It was still uncertain when funding for the south west LEPs would be announced. JE advised that BEIS had received £6bn worth of submissions vs £1.8bn in the fund. He was certain that no LEP had received the full amount it had requested. He did confirm that SWELP’s submission was of high quality.

Chippenham Station Hub – Phase I Presentation

MC, TM and MB presented the Chippenham Station Hub project to the Board. The presentation described the history of the project and how it had reached its current scope. The proposal to the Board was to develop a business case, seeking the approval of the SWLEP to release earlier than originally planned up to £2m of the provisional £16m in the DfT retained scheme. The business case would be brought back to the May Board Meeting. A briefing to the local MP and Councillors would take place as soon as possible. (A meeting had been held with Cllr Caswill the previous week.) It was also suggested that a presentation should be given to the Chippenham Area Board. A consultation during the design phase would give the Board an indication of the level of public support. Dave Crook is the BEIS link into DfT with responsibility for the national programme of station regeneration and MC advised that he would be meeting him in the next two weeks.

The Board resolved

To APPROVE the development of a business case for GWR scheme, and to assesses the business case and, if approved,

recommend the release of funding by Department for Transport.

SWLEP support for culture and the arts, use of LGI monies

The Salisbury Plain and Heritage Centre's (SPHC) bid had been submitted to the Heritage Lottery Fund (HLF). The outcome may be known by May 2017, but certainly by July 2017. If successful, the SPHC would receive £1.35m from the reallocated LGFI monies. If not, the monies should be reallocated. The Swindon Museum & Art Gallery (SMAG) had delayed its submission until this year (2017). The original Board support for the two projects was until submission to the HLF in November 2016. DR requested that the SWLEP Board continued to support SMAG until April 2018. The MOD was itself looking at its support of military museums, so leeway was sought on the issue of timing. Although the money was secure, a question was raised on the impact of tying up £2.7m over this period. The option of using the cash to support other projects until cash was drawn down by the museum projects was discussed.

The SWLEP Board resolved:

To support the two projects to the conclusion of the current, and currently proposed, applications to the HLF and to authorise the SWLEP Director to work with the Chair of the Place-shaping Subgroup to bring to the SWLEP Board Meeting on the 19 July 2017, or earlier if all the information is available, a report on the outcome of the HLF bid by the Salisbury Plain Heritage Centre.

Action : A formal amendment note to be made to SMAG owing to its delayed submission. (PB)

Feb 2017

If either currently proposed application to the HLF was unsuccessful, project promoters would be allowed the opportunity to bring alternative proposals to the Board for further consideration. It was noted that the Board had been flexible on timescales with other projects, but there was concern about money not being spent.

The Board

noted the additional financial information for the Salisbury Plain Heritage Centre and the Swindon Museum and Art Gallery schemes.

5 Papers for discussion

Higher Futures

SP, as Chair of the Higher Futures programme board, advised the Board that it had been presented with an interim paper with a full paper to be provided for the March Board Meeting. The programme had been in place 12 months and had experienced some substantial challenges during that time, with the funding model currently not working. At the deep dive at the Commissioning Group in November 2016, the team had been asked to

review the model. The Higher Futures programme board met 24 January 2017 and one of the actions from the meeting was to hold a full day's strategy review. The need to maintain employer focus had been noted, and with two years funding left, it was felt that the programme needed to be self-sustaining at the end. Following the change in the MOD's procedures to only allow engagement through the Army's Careers Transition Partnership (CTP), there was no longer a definitive link to the number of Service Leavers, so increased contact would be required with the 28,000 businesses in the SWLEP area. A revised proposal would come to the March Board Meeting.

JE commented that the world had changed significantly since the Higher Futures City Deal project was first agreed, noting, for example, changes made by the MoD, introduction of the Apprenticeship Levy and at DfE. BEIS wanted to be flexible and helpful in the circumstances. At the Annual Conversation, the Chairman had suggested extending the market area beyond the SWLEP boundary.

Commissioning Group – Project Highlight Reports

The Board noted the receipt of the papers from the Commissioning Group and comments were made on particular projects where there were concerns as follows:

- **Swindon Bus Exchange** was rated Red. Although the Compulsory Purchase Order (CPO) challenge had been resolved in SBC's favour, the revised programme had led to a change in schedule with details to SWLEP Programme Manager expected in February 2017; and
- **A350 Yarnbrook / West Ashton Relief Road** was rated Red owing to an ecology planning application underway for bats. A redesign of the area requires a revised plan to be submitted to the appropriate planning committees.

GPIF

- The Kimmerfields project had also been affected by the CPO challenge. As this had been resolved, the project could push forward with rescheduling and the loan deferred until March 2018. This rescheduling has been notified formally to Swindon Borough Council.

JE advised the Board that the Programme Management of the SWLEP projects was classed as gold standard and held up as an example to other LEPs. He also advised that in future Ministers would be increasingly interested in the outputs of projects.

6 Papers for information and discussion

- **Marketing and Communications**
VJ updated the Board on the increased digital activity. There was more work needed to increase communication to local businesses.

It was felt that the forthcoming new Growth Hub portal and embedded CRM would make this process easier. JS commented that there was little understanding about the work of LEPs in the area and that more LEP presence would be beneficial at events. A structured response was needed with a formalised process. Communication needed to be targeted. GG offered to meet with VJ to discuss.

Action : GG and VJ to meet

Feb 2017

- **Skills & Talent Subgroup**

AB, Chair of the Subgroup, updated the Board with emphasis on Point 3.1 of the Action Plan which was to:

“improve educational attainment, exceeding the national average at 16 and 19”.

They wished to establish a pilot programme whereby they would engage with primary school children and follow them into secondary education to see why there was a drop off in the take up of STEM options. Thereafter they could flesh out the detail of the actions required to improve the number of students choosing STEM options. They were keen not to duplicate the work already being undertaken by SBC in this area.

- **Transport Infrastructure Subgroup**

AS, Chair of the Subgroup, updated the Board. Additional Board Member recruitment would increase the size of the Board and potential membership of the Subgroups, as this group would like a Vice-Chair. The group was looking to bring on three business members, but also to extend to wider stakeholder engagement as and when appropriate. DR highlighted the work already undertaken with A420 and rail to Oxford and beyond with the National Infrastructure Forum.

- **Digital Capability Subgroup**

GG, Chair of the Subgroup, updated the Board. Digital Capability is a theme which cuts across all Subgroups. A budget had been allocated to undertake a gap analysis and feed into the overall technology strategy. DR made the meeting aware that Swindon had been selected to be a pilot area for 5G and requested that Swindon officers be involved in this Subgroup. PB advised that no officers from either UA had yet been identified for this Subgroup and would follow up on this issue.

Action : PB to identify LA officers to join the Digital Capability Subgroup.

Feb 2017

	<ul style="list-style-type: none"> • Place Shaping Subgroup PB updated the Board in VO's and AC's absence. DR commented that Planning Officers from both UAs needed to be involved and that Masterplans already drafted needed to be taken into account, for example for Salisbury and Swindon. FdRP added that Town Centres generally should be considered and that the concept of the original retail high street should be reviewed for the future. • Business Development Subgroup JM, in his role as Chair of the Subgroup, updated the Board on the work of the group so far. The focus was on developing the structure to support delivery of the SEP priorities. This included establishing an overarching Business Development Subgroup, with a number of task groups, such as the Rural Economy Sector Group reporting into it. <p>Regular Subgroup updates will be brought to the Board.</p>	
7	<p>Papers for information</p>	
	<p>Update on European Investment and Structural Fund 2014-2020 programme FdRP commented on the paper. In December 2016, Low Carbon calls went out and submissions were expected for review by the Committee in April. The launch of programmes funded by the European Agricultural Food and Rural Development Fund (EAFRD) would take place on 8 February 2017 at the Corn Exchange in Devizes.</p> <p>Action : Board to receive regular updates on the ongoing developments of ESIF programmes</p>	<p>On-going</p>
8	<p>Any Other Business and date of next Board Meeting</p>	
	<p>FdRP wished to make the Board aware of the consultation taking place regarding the A303 options around Stonehenge.</p> <p>SH asked whether an update of the status of the military in the SWLEP area would be beneficial information for Board Members, to which he received an affirmative response.</p> <p>Action : SH to advise Col Coote of the request</p> <p>AS asked when there would be further recruitment for Board Members as there were currently vacancies. The Chairman responded that this recruitment would now go ahead as the Vice-Chair was now in post.</p> <p>Action : Initiate Board recruitment process (JM / PB)</p>	<p>May 2017</p> <p>May 2017</p>

	<p>The next Board Meeting was scheduled for 22 March 2017 commencing at 9.30am at Wiltshire College, Chippenham Campus, Cocklebury Road, SN15 3QD.</p> <p>Future Meetings :</p> <p>Thursday, 25 May 2016 Tidworth Garrison Theatre, St Andrew's Road, Tidworth, SP9 7EP</p> <p>Wednesday, 19 July 2016 Salisbury City Hall, Malthouse Lane, Salisbury, Wiltshire, SP2 7TU</p> <p>Wednesday, 20 September 2016 Location to be advised</p> <p>Wednesday, 29 November 2016 County Hall, Bythesea Road Trowbridge, BA14 8JN</p>	
Close of Meeting at 12.40pm		

Public Participation

From Mrs Charmian Spickernell, CPRE North Wilts & Swindon Group Committee Member

To SWLEP Board

The Assurance Framework, para 87 states.

“To date, the majority of candidate schemes have been identified as part of the Strategic Economic Plan, Local Plan, and Local Transport Plan processes undertaken by Swindon Borough Council, Wiltshire Council and the SWLEP. Henceforth candidate schemes will be identified by the SWLEP running a formal open call for schemes against its priorities in its strategic economic plan. In advance of a call, the SWLEP will publish the full methodology and criteria against which schemes will be assessed Broadly each scheme will need to meet the following criteria:”

The criteria includes

“Consultation and public acceptability: an outline of what consultation has taken place and the degree of consensus that has been achieved.”

Question One

Will the Assurance Framework be debated in both Councils before it is adopted?

Response

The Assurance Framework will be discussed by the Joint Strategic Economic Committee (JSEC), which is a joint committee of both councils, at its meeting on 14 February 2017. There is no current intention to debate the Assurance Framework in full Council meetings as an additional measure by either Swindon Borough Council or Wiltshire Council.

Question Two

Will the methodology and criteria cover social and environmental issues as well as economic ones?

Response

Appraisal of business cases involves a range of criteria including social and environmental impacts. The aim of calls for projects will be to attract projects which will aid economic growth.

Question Three

Will there be statutory consultation? How will the public be involved and how will their comments be taken into account?

Response

The methodology will include seeking information from prospective scheme developers about the extent of public support for their project. If a scheme requires statutory consultation then that will need to happen and follow the standard procedures for such a consultation.

Question Four

Will public transport schemes take priority?

Response

The priorities of the Strategic Economic Plan (SEP) will determine the selected projects and public transport will be part of that mix. At this stage, there is no thinking about giving an aspect of a SEP priority greater weighting than something else.

Supplementary Questions Received at Board Meeting

1. It is noted there are Government Guidelines for Assurance Frameworks and that each LEP writes its own Assurance Framework.

Where is the government guideline that states LEPs should take over the planning of road schemes from the Councils without this being debated in the Full Councils? If schemes are not debated in full Council, could there be a perception that those in position of power may be tempted to follow their own agenda?

Response

The SWLEP is not taking over the planning of road schemes from Councils. Its role is to promote transport improvements which would assist sustainable economic growth.

2. Given the stated aim to attract projects that will aid economic growth, how will social and environmental issues be resolved? Will each scheme have an environmental impact assessment? Will people who will be affected by the scheme be consulted and their concerns addressed?

Response

The assessment of schemes includes an appraisal of value for money.

3. When assessing schemes will the question be asked “Can it be made to work without incurring further costs?”

Response

Please refer to the answer to written Question 2.

4. Will the seeking of information by prospective scheme developers be perceived to be impartial?

Response

Scheme developers have access to a range of information in the public domain. LEP supported schemes are discussed in public session of the LEP Board unless there are matters of commercial confidence.

5. Who will conduct the statutory consultations if LEPs have taken over the identification of transport schemes?

Response

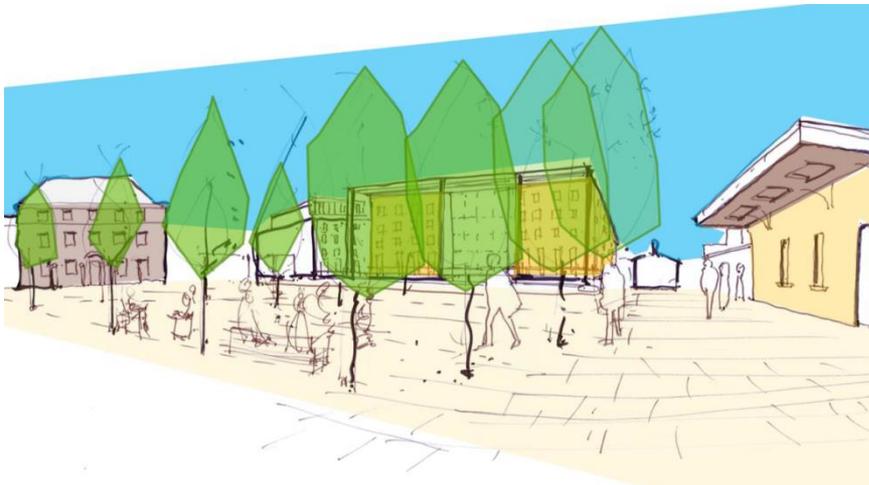
Please refer to the answer to Supplementary Question 1.

6. Until LEPs are subject to the Freedom of Information Act, how can it be known that the assurance given by LEPs to Ministers over the money they receive are being honoured?

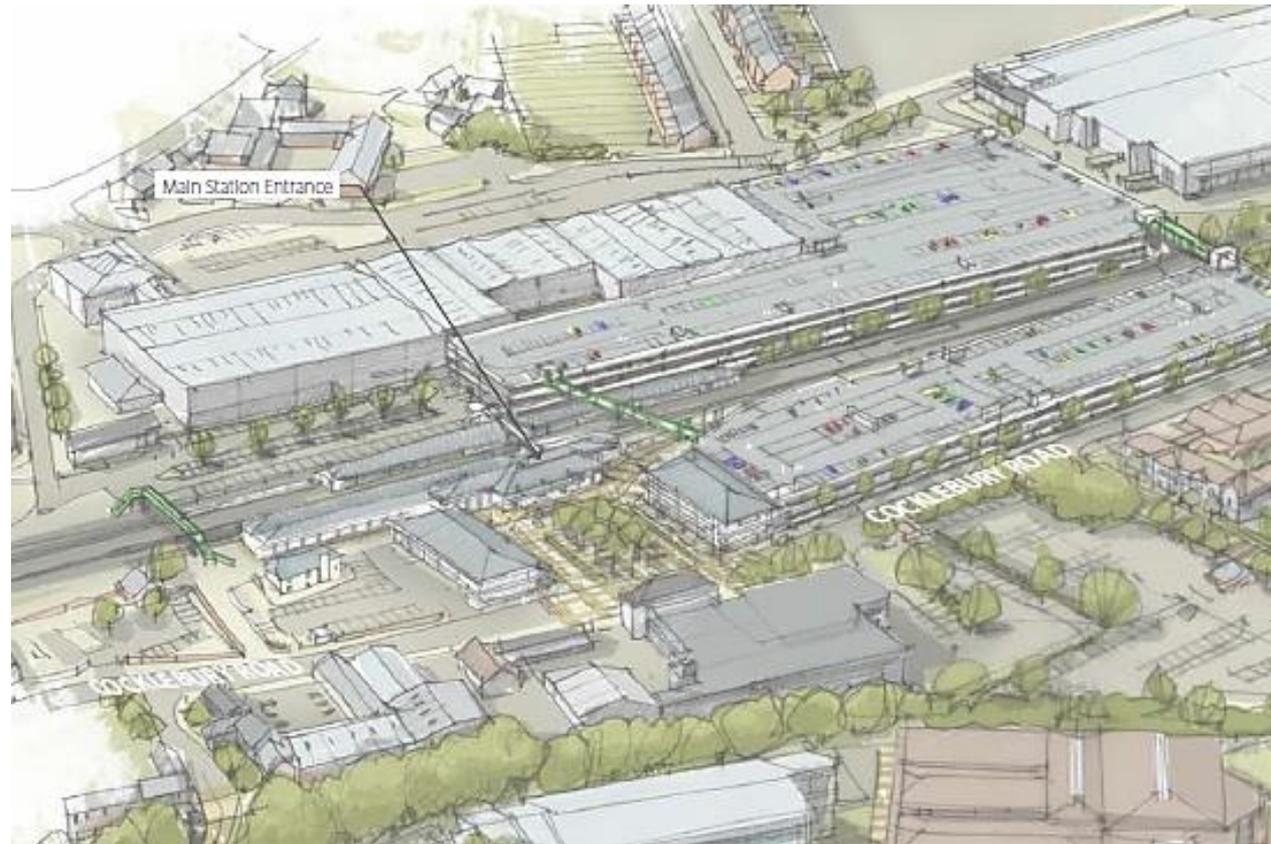
Response

SWLEP complies with the terms of the Freedom of information Act.

Chippenham Station Hub



SEP Submission



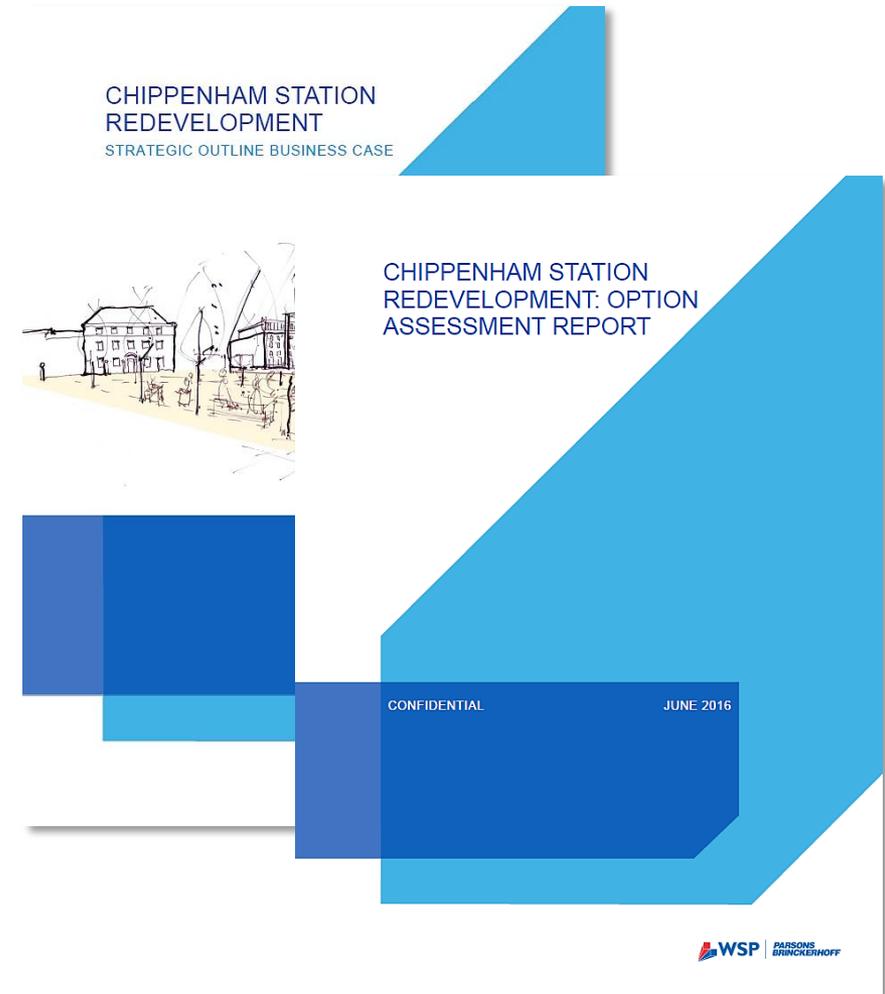
- concept masterplan produced in partnership between the LEP, WC, and NR
- enhancing car parking
- meeting needs of growing town
- creating sense of arrival
- improving commercial attractiveness
- aligning with the electrification programme
- aligning with masterplan for Chippenham
- aligning with partner objectives
- Costed at £34m

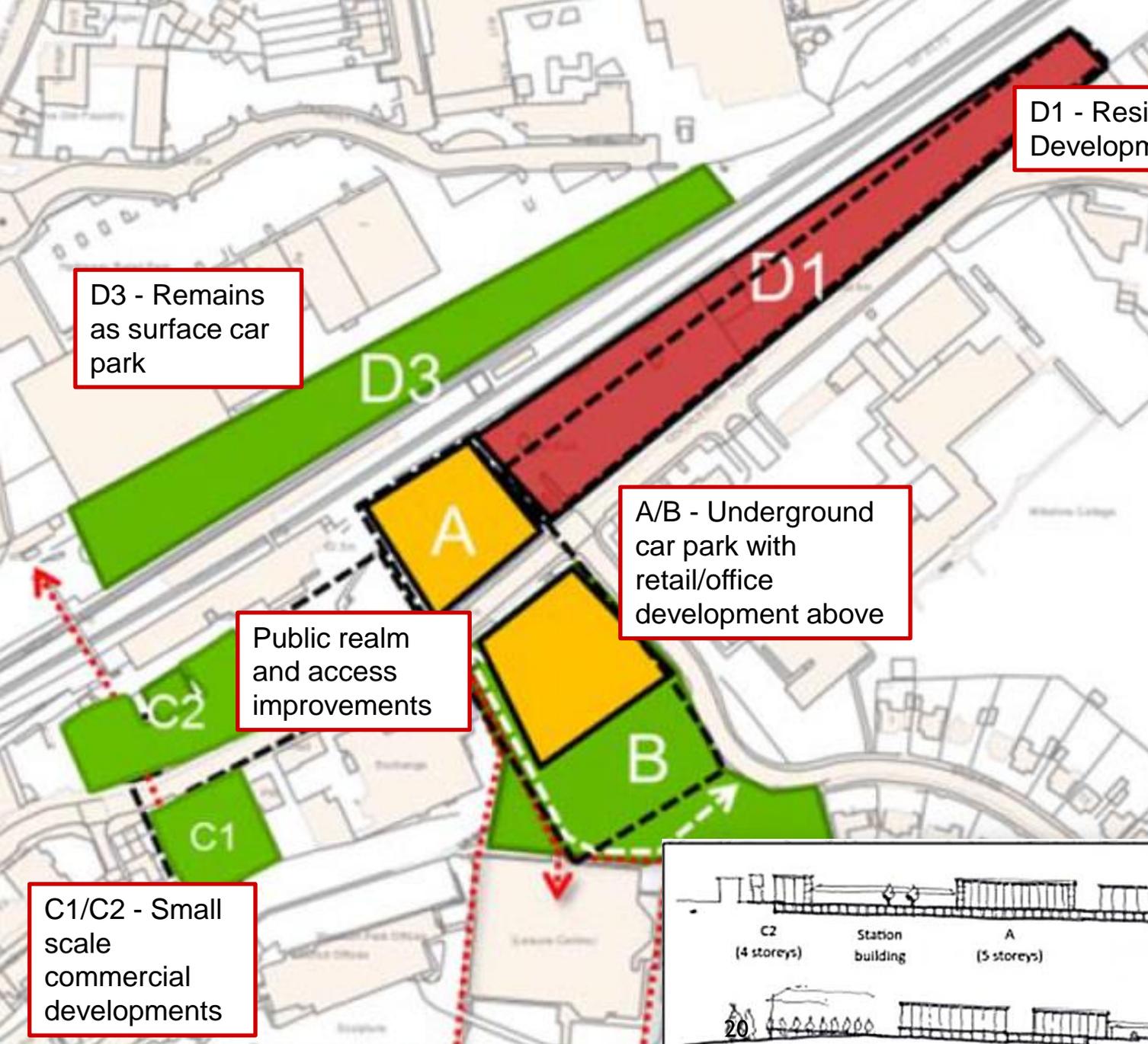
DFT Retained Scheme

- Scheme successful in being awarded conditional funding
- Retained Scheme - Further requirements to be met prior to receiving full grant allocation
- Development of a business case which takes into account the methodologies used by central government and clearly shows economic impact and benefit
- DFT agreed to allocate £350k for project development
- Needed to revise scheme – local changes (Langley Park, Hathaway Retail Park, Wiltshire College, etc.).

Project Development

- Support the enhancement of current car parking provision around Chippenham station
- Releasing land for development (retail, commercial and residential)
- Public realm improvements by creating a station square
- Access improvements between the station and the town centre
- Address north south severance issues created by the railway





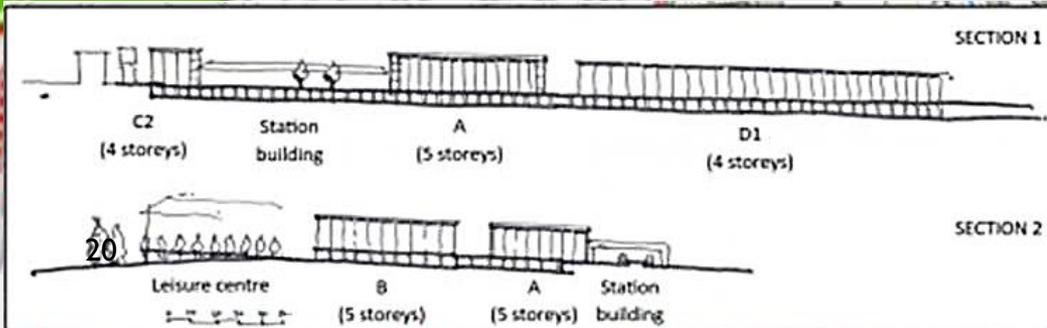
D1 - Residential Development

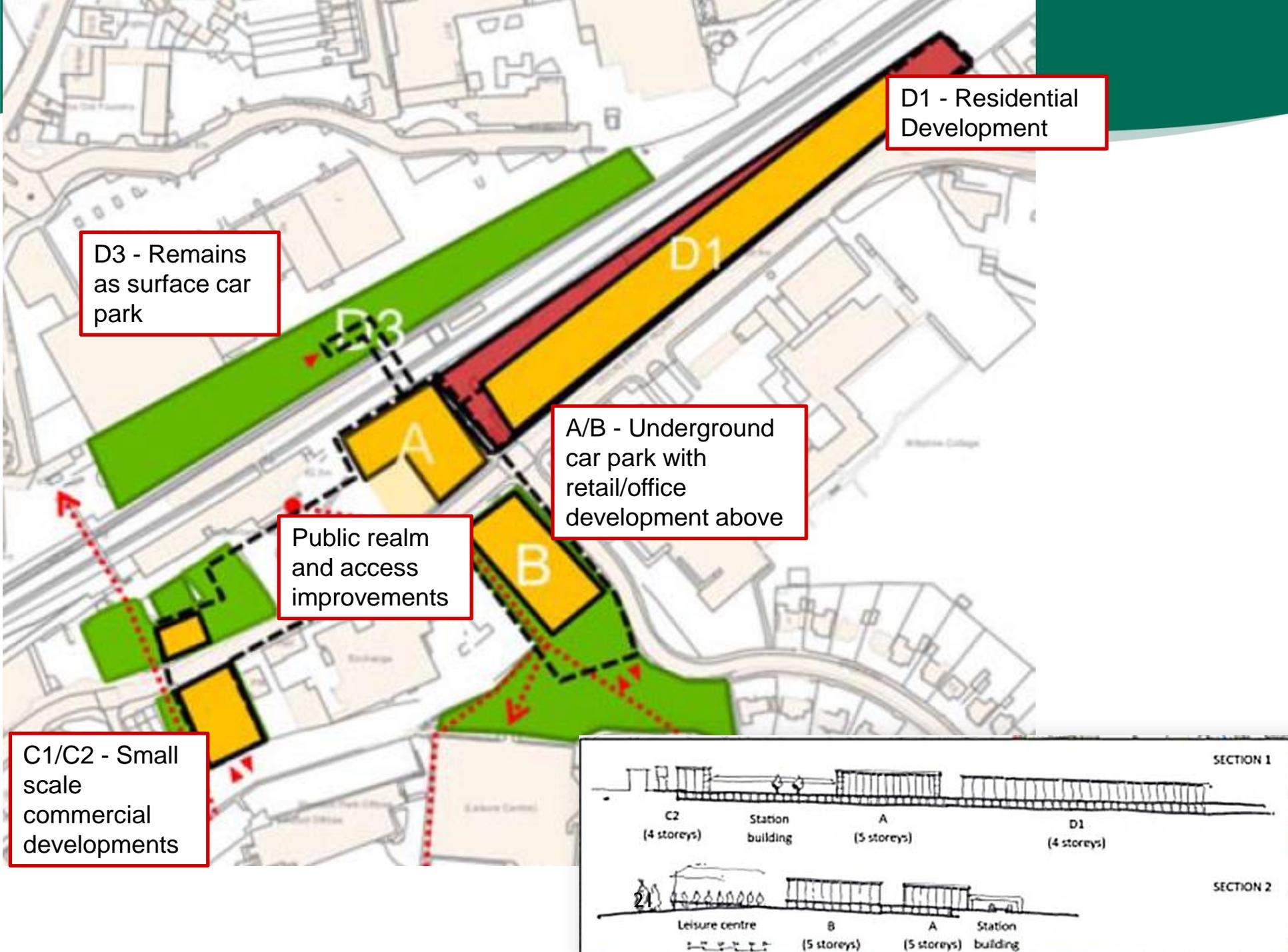
D3 - Remains as surface car park

A/B - Underground car park with retail/office development above

Public realm and access improvements

C1/C2 - Small scale commercial developments





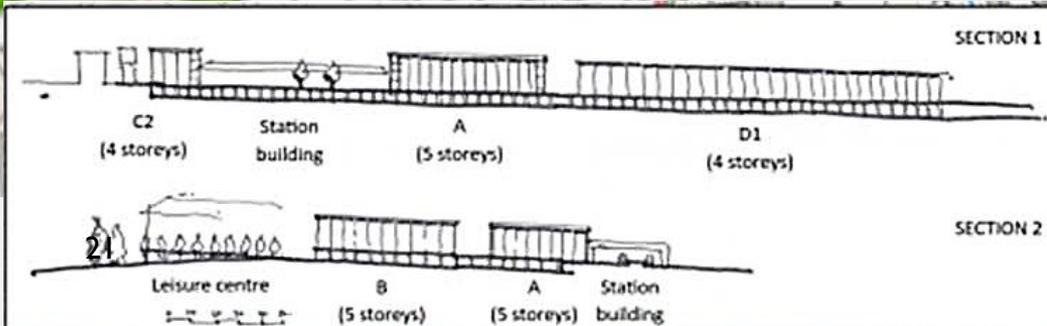
D1 - Residential Development

D3 - Remains as surface car park

A/B - Underground car park with retail/office development above

Public realm and access improvements

C1/C2 - Small scale commercial developments



Viability Assessment

High level analysis of SOBC scheme completed by GVA Bilfinger indicates further work is required to improve viability. Focus will centre on:



- Development mix - office, retail and residential mix
- Residential vs Office
- Parking solutions – underground, surface, multi story
- Affordable housing element
- Expectations of residual land value from land owners
- Return on Investment / attracting a development partner

Delivery

- Business Case 2017/18
- Planning application 2017/18
- Start of works 2018/19
- Completion 2019/20

DFT Requirements/approval

- Compliant Business Case indicating the project is value for money.

GWR Proposal

- GWR investing in ticket gatelines in 2017. Opportunity to complete gatelines as part of wider station improvement with improved ticket office, retail, and access
- Station improvements are a key part of the Hub project and the proposal secures their early delivery – getting the ball rolling on the Hub project at same time
- Joint funding package proposed using retained scheme funding (*part of existing allocation*)



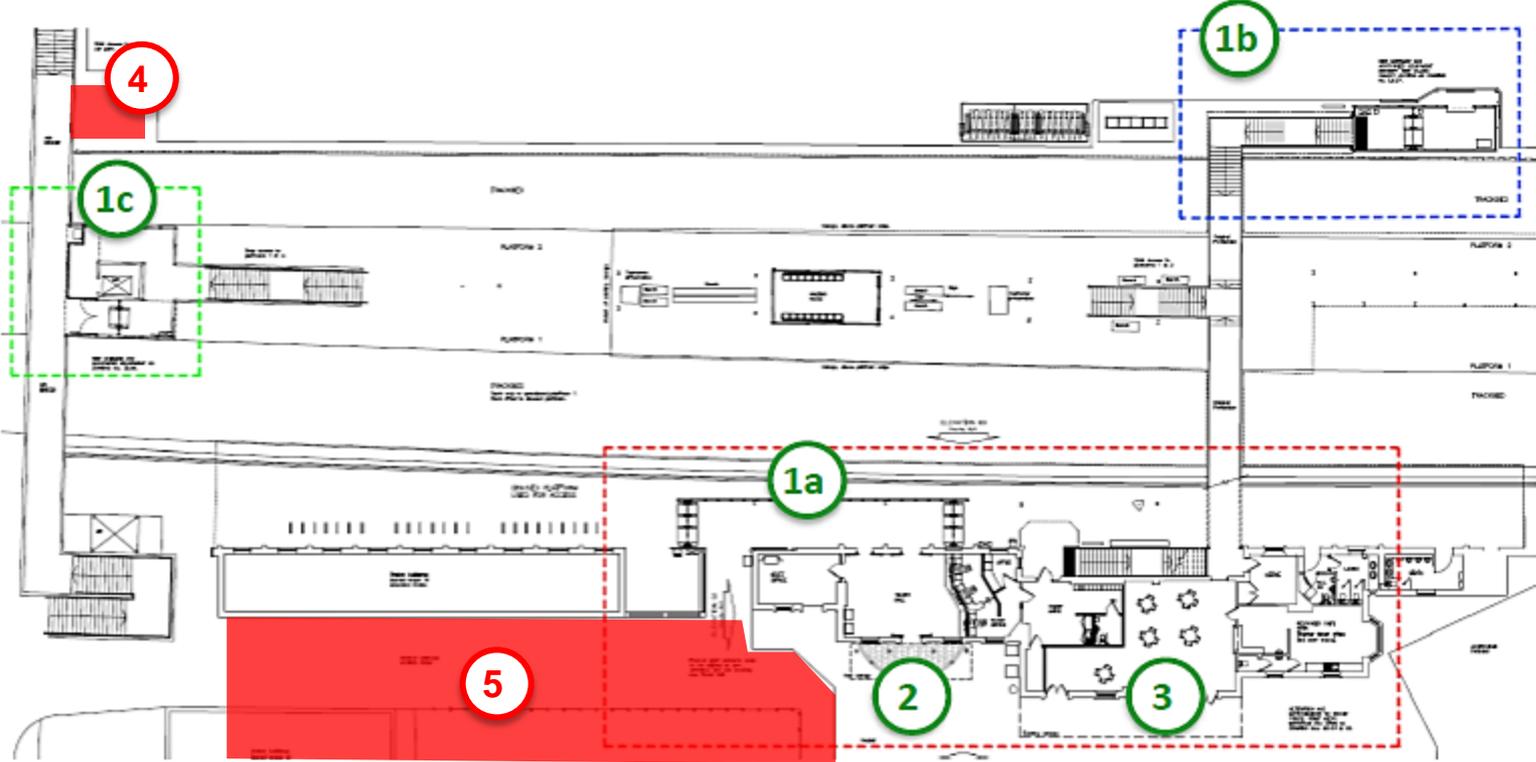
Outputs

Station Improvements

- 1. Gatelines
- 2. Ticket office relocated
- 3. Retail unit relocated

Access Improvements

- 4. North side lift
- 5. Forecourt works

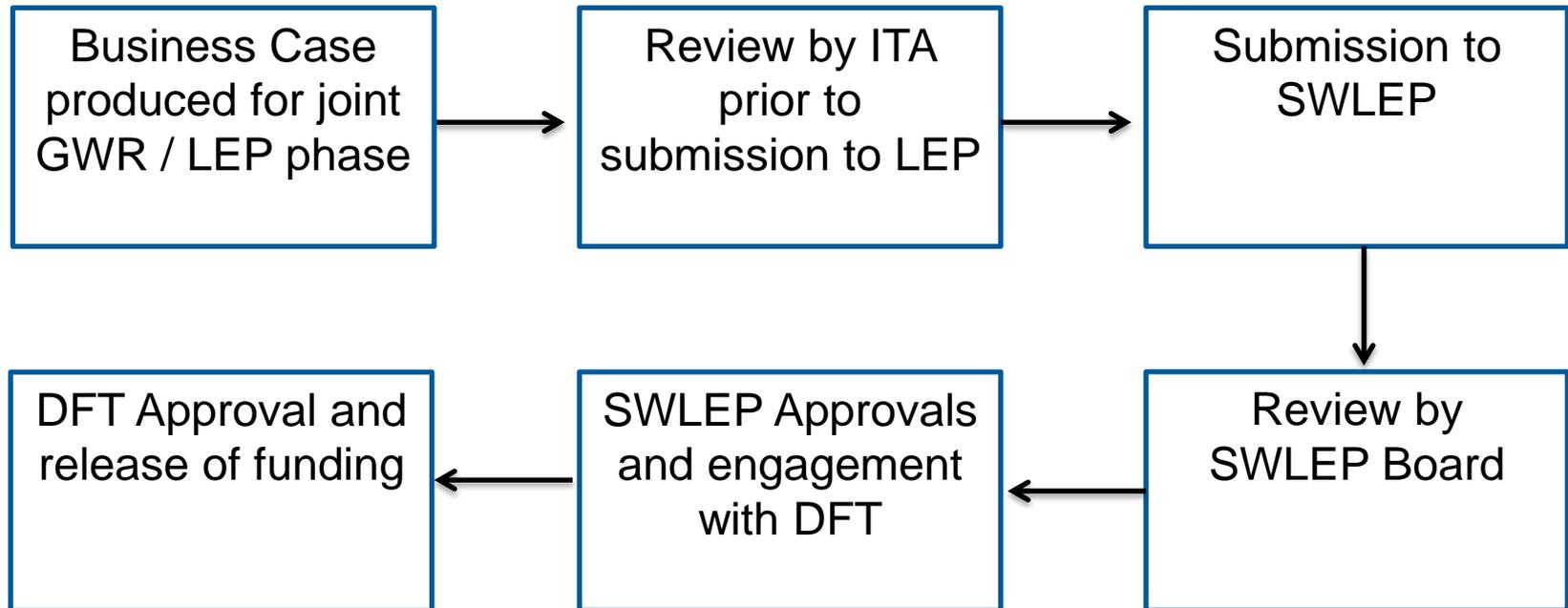


Business Case

- DfT has agreed in principle to joint funding using retained scheme funding
- A standalone Business Case for SWLEP, but not DfT, approval will be required
- The Business Case would still follow the SWLEP Assurance Framework. A summary of the 5 case approach is to the right.

Five Cases	Scheme Contribution
Strategic Case	<ul style="list-style-type: none"> • Station improvements will be a catalyst to successful regeneration of the area (eg Exeter Central). • Improved security, retail and customer experience will help demonstrate market and improve Hub viability. • Reduced severance across the railway with a new lift on the public footbridge and improved access to the station itself.
Economic Case	<ul style="list-style-type: none"> • WebTAG compliant appraisal to be undertaken and independently assessed
Financial Case	<ul style="list-style-type: none"> • Funding package of £1.1m from GWR and circa £2m from retained scheme funding. • Approx. £1.9m from GWR and LGF for station improvements in 2017/18. • Approx. £1.1m from LGF towards access improvements – circa £0.2m towards design in 2017/18; remainder in 2018/19.
Management Case	<ul style="list-style-type: none"> • GWR will manage the design and implementation of the works. Delivery of station improvements in 2017/18. Access improvements follow in 2018/19.
Commercial Case	<ul style="list-style-type: none"> • Funding agreements will be entered with GWR in two stages as costs become clear. • GWR will undertake procurement of consultants and contractors.

Process





RAG	Red - overdue
rating	WIP/Not due
	Completed
	Closed

Ref	Meeting date	Paper No.	Subject	Action	Board Lead	Action by	Due Date	Update	Status
1	13.07.16	7.4	Finance Report	Reallocation of Junction 15 funds of £3.7m to Ultrafast Broadband and Salisbury Plain Heritage Centre and Swindon Museum and Art Gallery	VO	PB	May or July 2017	Bring back decision re Salisbury Plain Heritage Centre from HLF. Letter sent to the museum and art gallery projects updating them on decisions of the Board in January 2017	
2	25.01.17	1.4	Governance Framework		PB	DS	Mar-17	On agenda	
3	24.11.16	11.6	M4 Junction 17 Full Business Case	Paper to be brought to Board for approval outlining the Full Business Case for M4 Junction 17 improvements	AS	PK	May-17		
4	25.01.17	1.9	Higher Futures Revised Proposal			SP	May-17	Item will be brought to May 2017 Board Meeting	
5	25.01.17	1.7	Chippenham Station Hub	Outline Business Case to be brought to Board for approval seeking early release of LGF funds for improvements to Chippenham Station	AS	PK	May-17		
6	25.01.17	1.7	A350 Chippenham Bypass Dualling	Paper to be brought to Board for approval outlining the Full Business Case for A350 Chippenham Bypass Dualling	AS	PK	May-17		
7	25.01.17	AOB	Update of the status of the military in SWLEP area	Presentation by Col James Coote	JC	SH	May 2017 TBC	Update at March 2017 meeting	

Intentionally left blank – questions received from members of the public will be circulated at the meeting

Security Level:	Confidential <input type="checkbox"/>	Restricted <input type="checkbox"/>	Unclassified <input checked="" type="checkbox"/>	Commercially Sensitive <input type="checkbox"/>
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Meeting & Date:	SWLEP Board – Wednesday, 22 March 2017		
Subject:	Proposed Institute of Sustainable Technology Innovation		
Attachments:			
Author:	Paddy Bradley	Total no of sheets:	3

Papers are provided for:	Approval <input checked="" type="checkbox"/>	Discussion <input type="checkbox"/>	Information <input type="checkbox"/>
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Summary & Recommendation:

1. Summary

- 1.1. The purpose of this report is to raise the awareness of the SWLEP Board about a project to establish an Institute of Sustainable Technology Innovation (ISTI). The University of Bath is developing the concept. The preferred location is within the M4 corridor, potentially within the SWLEP’s Swindon M4 Growth Zone.
- 1.2. The attached flyer provides a summary of the concept.
- 1.3. A SWLEP team, led by Alistair Cunningham is working with the University of Bath on the scope and size of the project and helping to identify potential locations. A meeting with senior leaders of the University of Bath is planned within the next six weeks.
- 1.4. There is much further work to do yet, but to house the ISTI within the SWLEP area would bring considerable benefits, including an uplift in research and development and improving links between academia and businesses on the commercial exploitation of the fundamental research carried out by the proposed ISTI.

2. Recommendation

- 2.1. The SWLEP Board is recommended to:
 - 2.1.1. Support the continued work to locate the Institute of Sustainable Technology Innovation within Swindon and Wiltshire.

Project ISTI

Overview

The University of Bath, in partnership with regional stakeholders, is planning to establish an **Institute for Sustainable Technology Innovation**. ISTI will be an applied, creative, industry-facing facility. It will focus on developing the next generation of **economically and environmentally harmonised** disruptive innovations in **chemical, biological and materials technologies**.



ISTI will evolve from the highly successful Centre for Sustainable Chemical Technologies (CSCT). The institute will work with companies operating in the **manufacturing, advanced materials** and **energy/waste** sectors. Our partners will be looking to add to their **competitive advantage**, to test **new disruptive technologies**, and to explore **new value chains**.

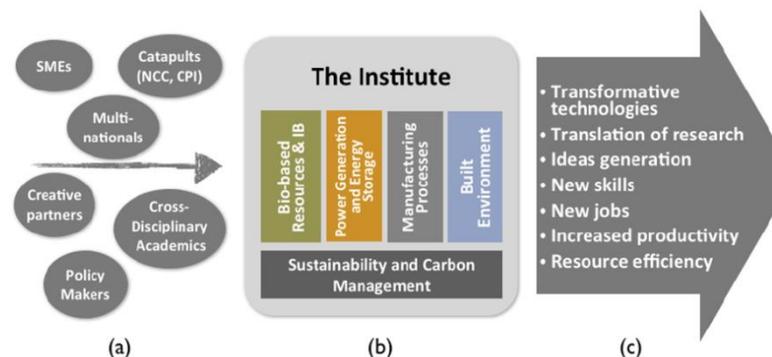
An Industry-facing Institute for 21st Century Innovation

To support these ambitions, ISTI will provide an easy access, low-risk, **application-oriented research environment**. The institute will comprise **5,000m² of innovation space** including collaboration, business engagement, offices, meeting, incubation and laboratory space. ISTI will be home to **50-60 dedicated cross-disciplinary R&D staff, innovators** and **entrepreneurs** supported by **SETsquared** – the premier global university business incubator.

Unlike traditional academic centres of excellence, ISTI will offer an agile, collaborative and creative **open innovation ecosystem**. The primary objective to deliver commercially attractive solutions to real world challenges. We will accelerate new or improved technologies towards market and thereby help deliver tangible commercial impact for our partner organisations.



We are currently evaluating several potential locations for the industry-facing component of ISTI within easy reach of the M4 corridor. This will ensure good links into London, Heathrow, and to the academic strengths in the SW region. The ISTI facility will retain strong links back to the University of Bath through an **Academic Gateway** and **Creativity Hub** based on campus. This integrating hub will coordinate activities between (and access to) the considerable **assets and capabilities** of the University, its GW4 University partners, and other facilities such as the Harwell and Porton Down campuses.



The proposed ISTI concept showing: (a) exemplary participating stakeholders; (b) indicative sustainable technology themes underpinned by principles of sustainability and carbon management; and (c) the deliverables.

Flexible Engagement Model

We will operate an **agile engagement model** suited to the varied requirements of our industry partners and the stage of technology development. The traditional academic arrangements (CASE, IPA, KTP, etc.) will be harnessed but will be supplemented with a new range of bespoke opportunities. This will suit **short-term speculative de-risking projects** designed to establish proof of concept and prepare them for next stage investment/funding or for translation through the Catapults.

ISTI Highlights

New Disruptive Technologies

- ISTI will house a highly applied innovation ecosystem that will accelerate the development of new technologies, facilitate access to new value chains and new commercial opportunities

Industry facing

- We will partner with industry and the Catapults to translate and commercialise new technologies and/or to help solve technical, commercial or environmental challenges of existing products and processes

Sustainability Embedded

- All of the work that ISTI undertakes will be performed within a background of understanding and improving overall environmental credentials evaluated alongside the economic realities

Advancing the Circular Economy

- ISTI will provide tangible examples of the potential of the circular economy for economic growth whilst helping to redefine how we use resources, manufacture our products and deal with waste.

Creativity at the Core

- The development of cutting-edge sustainable technologies requires new ways of thinking. ISTI will combine creativity, innovation and translation to deliver transformative solutions

Skills and Capability

- ISTI facilitates easy access to world-leading academics and facilities. We will also train applied scientists and engineers and ensure they are fit for purpose in the industry of the 21st Century.

Status and Requirements

- We have demonstrated both a clear need for ISTI and significant interest from potential public and private sector partners.
- We are finalising the strategic and business case for ISTI (with Deloitte).
- ISTI is in the planning phase seeking to secure financial commitments from key stakeholders including the University, regional partners, SWLEP and central government.

We are not seeking binding commitment from industry partners at this early stage.

- We wish to share the vision for ISTI more widely and listen to industry views and perspectives on how the institute can deliver.
- We are seeking to garner interest and evidence of support from regional, national and international business.
- We are looking to engage a group of early industry partners to help challenge and shape the vision and guide future governance
- We are looking to identify early partnership opportunities to develop new innovative approaches and technologies.

Outlook

Successful execution of the ISTI business plan will deliver an Institute fit to support industry's sustainable technology needs through the 21st century where techno-economics and environmental considerations will drive a new applied innovation ecosystem.

Key Contact

We would be delighted to share further details about this exciting project. Please contact Professor Davidson: m.g.davidson@bath.ac.uk +44 (0)1225 386443

Security Level:	Confidential <input type="checkbox"/>	Restricted <input type="checkbox"/>	Unclassified X	Commercially Sensitive <input type="checkbox"/>
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Meeting & Date:	SWLEP Board Meeting – Wednesday 22 March 2017		
Subject:	Growth Hub Overview 2017/18		
Attachments:	None		
Author:	Ian Durston	Total no of sheets: (inc cover sheet)	3

Papers are provided for:	Approval X	Discussion <input type="checkbox"/>	Information <input type="checkbox"/>
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Summary & Recommendation:

Summary

The Swindon and Wiltshire Growth Hub is going through a period of change. This paper sets out the key elements of this and the direction of travel for the Growth Hub service. This includes:

- Updated on-line portal
- Transfer of telephone service from Inpsire to TEN
- Use of 2017/18 budget to recruit two face to face business support advisors
- Signposting to ESIf funded SME Growth project for eligible businesses to access face to face support.
- Inclusion of TEN in the Growth Hub model

Recommendation

The Board is recommended to approve the approach described in this paper in conjunction with paper 3.5b.

Growth Hub Service 2017/18

To date, the Growth Hub has been delivered through an agreement with Inspire to manage and run the Growth Hub service on behalf of the SWLEP. This has included the following activities:

- Development and maintenance of an on-line portal
- Marketing of Growth Hub through various channels
- Provision of telephone answering service
- Interface with Wiltshire Business Support Service for face to face support

Over the past year, there have been some recurring issues with the service that have raised concerns amongst members of the Growth Hub Governance Group:

- The on-line portal has provided minimal information or signposting, with most areas pointing to the need for businesses to register their details in order to receive further information;
- Branding has been weak, with multipul brands appearing on the portal or at events, leading to confusion as to what the Growth Hub is.

On-line

In order to address the first issue, a project was initiated by the Growth Hub Governance Group to use some of the BEIS Growth Hub funding to redevelop the on-line portal to provide a much richer and productive experience for businesses using the site. The aim being to provide a portal where a large volume of the area's 28,000 businesses can find business support information they need, or be signposted to an appropriate provider, without the need for further telephone contact or face to face support. Paper 3.5b sets out the proposed way forward for this work.

Telephone Service

It is recognised that some businesses will want more than to just find information on-line, so a telephone service and face to face support are still an important part of the overall offering to businesses. In order to ensure that an impartial service is given, and that the Growth Hub acts as a genuine 'honest broker', the Growth Hub telephone number has been transferred so that it will now be answered by TEN staff. Inspire has been in agreement with this change and have helped out with the training of TEN staff.

Face to Face Service

The ESIF funded SME Growth project is already providing up to 12 hrs of face to face support to eligible businesses that are referred to them from Growth Hub or other channels. Inspire is one of the partners in the SME Growth project which is led by Wiltshire Council with Swindon Borough Council support (other partners are Business West, Oxford Innovation and Cool Ventures).

To supplement the SME Growth project, part of the 2017/18 Growth Hub budget (£78,000) has been allocated for the SWLEP core team to recruit a Growth Hub Manager/Advisor and a Growth Hub Advisor. These two roles will be able to provide face to face support to relevant businesses where appropriate, probably focussing their efforts of high growth 'scale-up' businesses as this is a current area of focus from BEIS. This will provide a service for businesses that want more interaction than can be provided on the Growth Hub portal, but do not need as much as the 12 hours of support provided by the SME Growth project. It will also provide for businesses that are in sectors that are not eligible for ESIF funded projects.

Marketing

Part of the 2017/18 budget will also be allocated to Growth Hub marketing which will be managed by the SWLEP Communications Manager in order to ensure that Growth Hub marketing is consistent and aligned with the SWLEP brand. This will address the second issue out-lined above.

Inclusion of TEN in the Growth Hub Model

As discussed above, the Growth Hub telephone number has already been transferred for answering by the TEN team. The TEN team also offers some business support activities to businesses located in its premises. It is therefore a logical progression that the various TEN centres around the area become a physical face of the Growth Hub (with the need for a centre in Swindon to be investigated).

Security Level:	Commercially Sensitive <input type="checkbox"/>	Unclassified X	Restricted <input type="checkbox"/>	Confidential <input type="checkbox"/>
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Meeting & Date:	SWLEP Board Meeting – Wednesday, 22 March 2017		
Subject:	Growth Hub Portal (inc Growth Hub, SWLEP Website and Higher Futures Website)		
Attachments:	None		
Author:	Ian Durston / RIKA Digital	Total no of sheets: (inc cover sheet)	13

Papers are provided for:	Information <input type="checkbox"/>	Discussion <input type="checkbox"/>	Approval X
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Summary & Recommendation:

Summary

Swindon and Wiltshire LEP has an ambitious vision to deliver growth and prosperity to the area, to encourage entrepreneurship and better engage with and meaningfully support the diverse business community.

To achieve this vision, the team has recognised the need to develop a strategic digital platform that will fully-enable its operational ambition, introduce efficiencies, scalability and self-sustainability.

The appointed consultants, RIKA Digital, in close-collaboration with SWLEP, has developed an overall strategy and technical architecture, along with a set of discrete work-streams that will deliver the required platform and allow SWLEP to leverage the capabilities of the technology, delivering scalable digital services as well as efficient and focused face-to-face service delivery.

This paper presents the recommended approach, technology, high-level costs and resourcing method, utilising funding from BEIS under the Growth Hub programme. The approach includes:

- A Customer Data Platform and CRM to capture intelligence on business behaviours, providing actionable insights and driving more meaningful business engagement.
- Completely revised and improved Growth Hub site that encourages engagement and delivers increased value to both the area’s businesses and to SWLEP and its partners.
- A new SWLEP site that provides an authoritative and strategic resource for businesses.

The costs of this approach will be £31,496 in 16/17, £65,320 in 17/18. This will be funded from the Growth Hub grant received from BEIS. Subsequent years will cost £16,656 per year which will be funded either from revenue generated by the Growth Hub, or from subsequent BEIS Growth Hub Grants (yet to be confirmed).

Recommendation

The Board is recommended to approve this approach and expenditure.

SWLEP Digital Platform

1. Introduction & Brief

RIKA Digital was appointed by the Swindon and Wiltshire Local Enterprise Partnership (SWLEP) to propose and specify a new digital platform to support and enable the work of the SWLEP and its Growth Hub and Higher Futures initiatives. This document summarises the findings of the research and defines a strategic vision for the design, development and implementation of the platform.

Swindon and Wiltshire LEP has an ambitious vision to deliver growth and prosperity, transforming the area into one of the best places in Britain to live, work and visit. The partnership wants to encourage entrepreneurship and better support and engage the business community by delivering meaningful insight and advice.

To achieve this vision, the team has recognised the need to develop a strategic platform that will enable its operations and introduce efficiencies and scale, bringing together a number of digital touchpoints; the SWLEP, Growth Hub and Higher Futures websites, all underpinned with a Customer Data Platform¹ which will provide a layer of intelligence and consolidate information from a range of online and offline sources.

This paper details the recommended approach, technology, high-level costs and resourcing method, which was presented to, and accepted by, the SWLEP team by RIKA Digital on 14 February 2017.

2. Work Undertaken

The new SWLEP website, Growth Hub, Higher Futures website, Customer Data Platform and CRM need to integrate and enable the successful fulfilment of the organisational objectives. As such, a strong emphasis has been put on understanding the underlying objectives, target audiences and the overall (digital) strategy prior to the scoping of the solution.

The initial stages of the project have been conducted in three separate phases; Insight (Discovery), Strategy and Production. This approach ensured that stakeholder objectives are aligned and any constraints or risks mitigated. Specific activities undertaken as part of this project are outlined below;

¹ **Customer Data Platform** (CDP) is a business-managed (rather than IT) system that creates a persistent, unified customer (or contact) database, accessible to other systems. The CDP creates a comprehensive view of each contact (or business) by capturing data from multiple sources (e.g. CRM; website; social media), linking information related to the same customer, and storing the information to track behaviour over time.

- Background research on the SWLEP function and its digital estate, including a review of currently adopted technical solutions.
- Fact-finding meetings and reviews of relevant reports and publications.
- Two half-day workshops with key stakeholders and the SWLEP team to establish the current baseline and define project objectives, core values and opportunities.
- Strategy formulation including analysis of internal strengths/weaknesses and external opportunities/threats for both the SWLEP and Growth Hub operations.
- Audience Studies and Persona² development including the design and development of an online audience survey, the results of which will be used to further refine our understanding of regional businesses and their needs.
- An extensive review and documentation of all UK Growth Hub sites, which informed site functionality decisions.
- Investigation and analysis of feasibility of reusing existing LEP solutions (for example, West of England) as a technical basis for the SWLEP platform (cost benefit).
- Research and costings for applicable technology solutions to support the development of the new digital platform and execution of business operations and marketing efforts.
- Production of the SWLEP Digital Platform Scope & Requirements Document.
- Production of a high-level Information Architecture and Wireframes for the new SWLEP and Growth Hub sites.

Current Baseline

The SWLEP operates in a complex environment, which can make its activities difficult to be understood by, or communicated to, its target audiences. Amongst businesses, general awareness of the SWLEP/Growth Hub and their function is low. Compounding this, there is a lack of detailed understanding, within SWLEP, about who the audiences and what their specific needs actually are - making effective business engagement more difficult. Data and business intelligence is not being shared between councils, SWLEP, Growth Hub and service delivery partners, leading to wasteful overlap and duplication of information and services. This highlights the need for consolidation and a singular view of businesses' activities across SWLEP's remit.

The existing digital estate, encompassing SWLEP, Growth Hub and Higher Futures sites, is fragmented and lacks a sense of integration and 'connectedness'. This fragmentation has, in part, led to a lack of identity and clarity about the origin of the information and services that businesses benefit from.

The Growth Hub site is variously described, internally, as confusing, disconnected, simplistic, frustrating and failing to deliver value for SWLEP or its intended audiences. This view is somewhat borne out by the site's performance. Based on data provided by Inspire, in the six-

²A **Persona** is a representation of a business customer based on market research and primary data from existing businesses, which models their customer demographics, behavior patterns, motivations, and goals.

month period between July and December 2016 the site attracted an average of 500 users per month³. However 62% of sessions ‘bounced’ (the user left immediately after arriving on a page), so a more realistic picture of Growth Hub site usage over the six-month period is; approximately 260 (non-bouncing) user sessions per month with an average of 2.3 pages viewed per session. Contrasting this with SWLEP site’s usage - approximately 450 (non-bouncing) user sessions per month⁴ and an average of three pages viewed per session - is illuminating. It was anticipated that the Growth Hub, rather than SWLEP, would be the focus of web traffic and audience engagement, but the lack of useful content and the constraints of requiring to register to read articles in full affects the discoverability and usage of the Growth Hub site. Overall, however, traffic to both sites is low and levels of engagement are generally poor.

Objectives and Success Criteria

An analysis of the current baseline, as well as the output from the two workshops have determined the following strategic objectives for the SWLEP’s Digital Platform initiative:

- **Integrate business intelligence data** that currently exists in various silos; eradicate duplication and repetition of activities amongst Councils, SWLEP, Growth Hub and delivery partners.
- **Re-integrate the operation of the Growth Hub into the SWLEP’s core team**, building a new platform to support all digital operations and marketing activities.
- **Implement robust communications and operational service standards** for all 3rd party delivery partners to eradicate conflicts of interest, ensure visibility of the SWLEP ‘brand’ and establish effective performance reporting and business intelligence data flow into SWLEP.
- **Address the lack of awareness of the SWLEP’s existence, function or benefit** amongst business leaders and develop a strategy that communicates a clear association between the Growth Hub’s service delivery and the SWLEP - the lack of which currently exacerbates the poor levels of awareness and lack of identity.
- **Develop a content strategy** for the SWLEP and Growth Hub that addresses the specific support and service delivery needs of businesses within the area and does not replicate generic information available in central government portals or private sector organisations; providing information and services that businesses actually need and want.
- **Increase service delivery capability for the Growth Hub** with an operational platform that supports both face-to-face and digital service delivery, allowing business support to be delivered at increased scale and cost-efficiency.

³ It could not be established whether the data provided had been correctly filtered to prevent usage from Inspire and Council networks appearing in the Growth Hub statistics.

⁴ Approximately 15% of traffic to the SWLEP site originated from Council networks.

- **Develop and implement a strategy for commercial self-sustainability** and autonomy for the SWLEP and Growth Hub, prioritising services where there has been a significant ‘market failure’ for the public sector to address.
- **Address capacity and skills constraints within the SWLEP team** which may limit the ability to deliver the strategic vision and priorities.

Proposed Solution for the SWLEP Digital Platform

The first step towards the delivery of the stated objectives is to design and deliver the enabling technology platform that will support the SWLEP team in its strategy going forward. An extensive review of appropriate technology systems, integrations and costs has been performed in order to ensure the most relevant, cost-effective and future-proof solutions are proposed. Initial acquisition, ongoing ownership and development costs have been considered and estimated to allow the SWLEP team to consider the recommendations fully.

There are three key components to the overall solution: a Customer Data Platform (CDP); Customer Relationship Management system (CRM) and Enterprise Content Management System (ECMS).

Customer Data Platform

A Customer Data Platform (CDP) is a business-managed (rather than IT managed) system that creates a persistent, unified customer (contact) database that is accessible to other systems. The CDP creates a comprehensive view of each customer by capturing data from multiple sources, linking information related to the same contact, and storing the information to track journeys and behaviour over time. Data stored in the CDP can be used by other systems (such as the CRM); it can be used by the SWLEP team to manage and analyse business interactions and conversions; data is also utilised by the website’s recommendations engine to offer the most relevant content to the user.

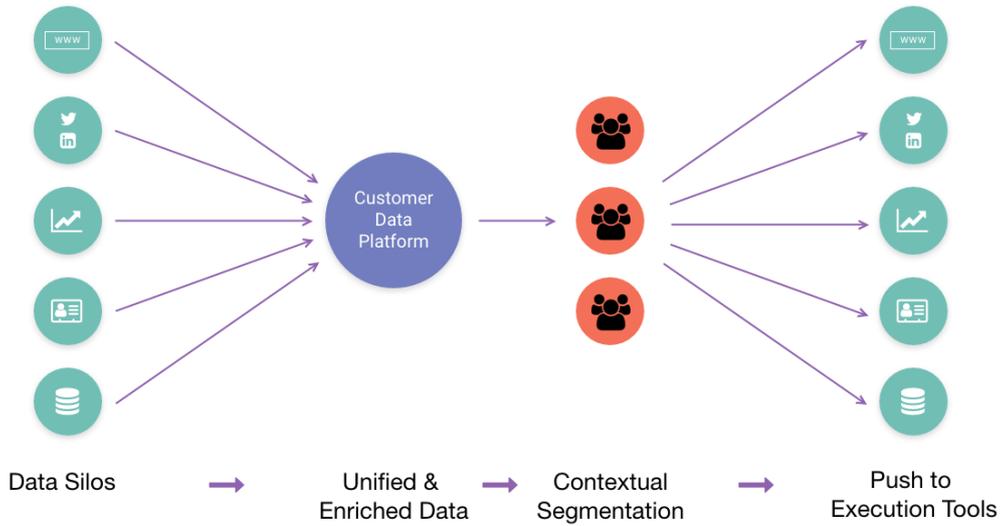


Fig. 1 Example of how the CDP can ingest data from various data sources, enrich that data and segment the contacts based upon common characteristics;

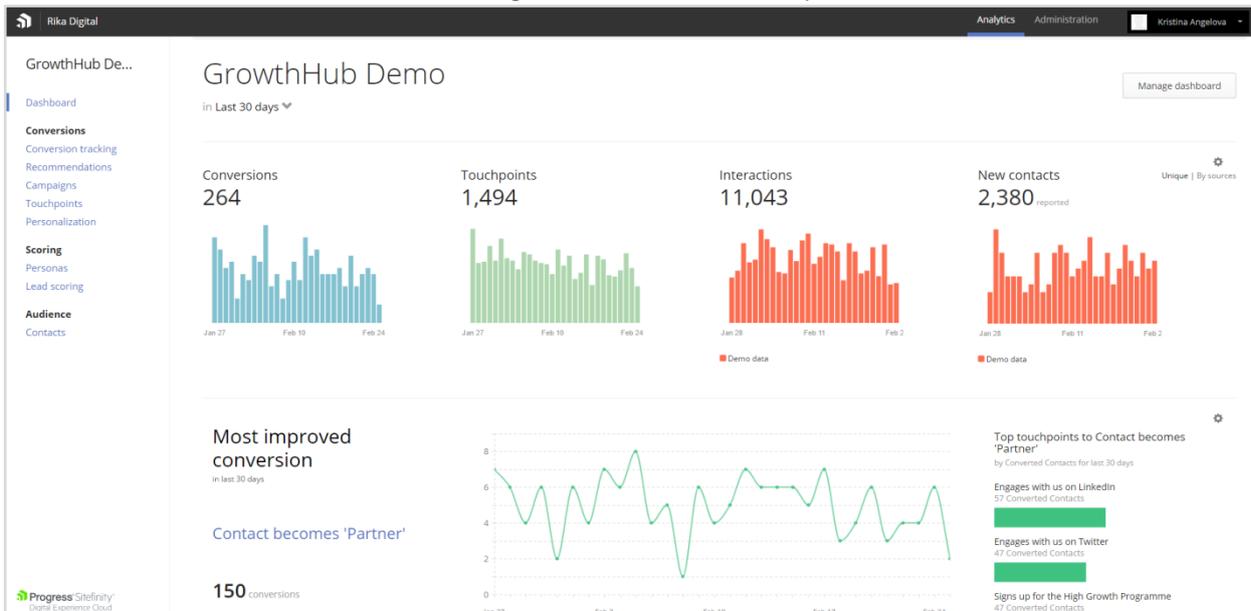


Fig. 2a

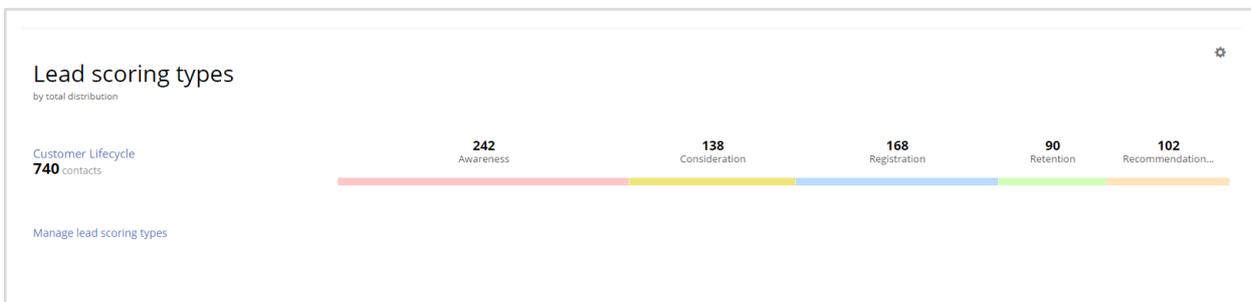


Fig. 2b

Figures 2a and 2b show examples of the business intelligence available from the Customer Data Platform. Figure 2a shows the dashboard, giving insight on the number of conversions⁵ generated on the Growth Hub website in the period; how many ‘hits’ each touchpoint⁶ received; what interactions occurred on the site and where, and how many new contacts (both anonymous or known) have been identified and created. Also visible is the ‘Most Improved Conversion’, which in this particular example shows us how many times a contact upgraded their membership status and which interactions contributed most to that conversion. This is an important metric, identifying activities or content that were effective in achieving a specific business goal. Visible in 2b are the number of contacts currently identified in each stage of their journey with the Growth Hub through ‘Awareness’, ‘Consideration’ (thinking of joining the Growth Hub), ‘Registration’, ‘Retention’, and ‘Advocacy’.

Customer Relationship Management

The CRM component provides the capability to maintain a complete record of all business contacts and their interactions with the wider SWLEP, Growth Hub and Higher Futures teams (or service delivery partners). A good CRM would enable the SWLEP to understand the customer in detail; company, contact details, sectors, services received, information requested, events attended, phone calls placed etc. When integrated with the Customer Data Platform, the CRM helps to paint a complete picture of all online and offline interactions the SWLEP has had with each contact, allowing for the definition of highly specific and relevant customer engagement.

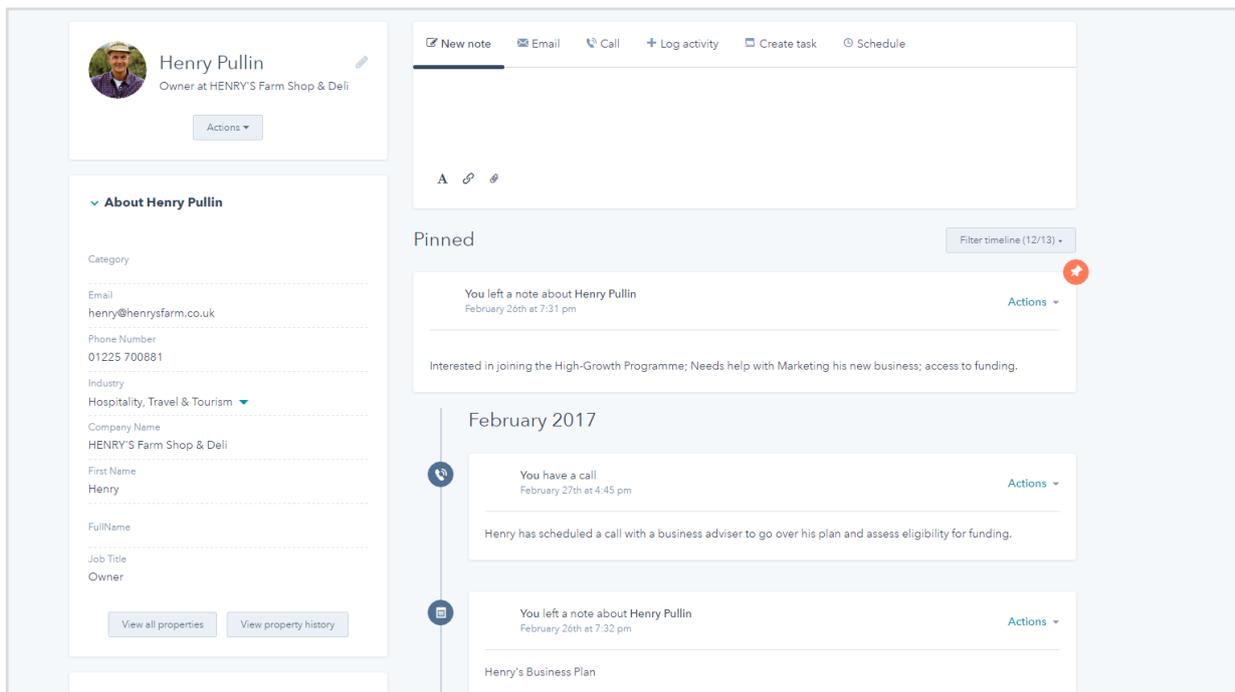


Fig. 3 Contact record example; all CRM flows/fields are customisable

⁵ Conversion refers to the tactic that encourages a customer to take a specific action (e.g. converting a visitor who browses your website into a paying customer). It's usually defined as a specific business objective.

⁶ Touchpoint is an influential action initiated by a communication, a human contact or a physical interaction.

Enterprise Content Management System (ECMS)

A Content Management System (CMS) supports the creation, management, distribution, publishing, and discovery of information for the digital domain. It covers the complete lifecycle of information for the web and provides the ability to manage the structure of a website, the appearance of the published pages, and the navigation provided to the users. An Enterprise Content Management System (ECMS) extends this concept further, enabling the management of assets and content for use across the organisation and across multiple distribution channels. The ECMS provides the ability to manage multiple websites from a single administrative interface.

Growth Hub Website

The Growth Hub website forms the core element of the SWLEP Digital Platform and provides the businesses of the area with a dedicated hub for support resources. Visitors will be provided with the ability to search and retrieve information based on their interests and information tracked during anonymous site visits and authenticated sessions where preferences are expressed and learned. The core platform enables for personalised user experiences, which includes site messaging, imagery and content recommendations.

The strategy for enabling self-sustainability for the SW Growth Hub is based on the concept of a local marketplace or community - a place for businesses and service providers to interact, with the site, SWLEP and each other, to seek and provide support to other members. It is envisaged that this marketplace will be a digital, commercial space where SWLEP's insight, coupled with the community's own 'user-generated content' will grow to become the invaluable and sustainable source of information, support and services that the business needs.

The proposed vision is that all businesses in the area will be invited to join the marketplace. Any local business can register on the Growth Hub and join as either Member (free), Partner (fee TBC) or Ambassador (fee TBC), with each (paid) level providing additional value to the business. Pre-start-ups (not yet trading) would have a slightly different on-boarding process, which can take them on a journey to help refine and develop their idea. Members will benefit from a range of available resources but would also use the platform to promote their own business, events, news, briefs/opportunities and job openings - a Hub in all respects.

The proposed concept above will be prototyped and tested with a selection of businesses (representative of the Growth Hub audience) to validate its feasibility and further refine its capability and features.

To make this platform a success, SWLEP would also need to consider a content strategy and partnership with 3rd parties who can deliver appropriate relevant information, tools and articles; scalability of operations and cost efficiencies.

CONTACT BECOME A MEMBER | SIGN IN

sw ABOUT BUSINESS SUPPORT COMMUNITY

Become a member to take advantage of extra services

Membership will always be free. But you will need to co-invest to access additional services like promoting your business as featured, creating extra events, listing a job vacancy or tendering a contract opportunity.

Select membership

MEMBER

Free

Select plan

- Tailored business advice
- Personalised resources
- Company profile
- Networking Opportunity

Free to anyone running a business in Swindon & Wilts.

PARTNER

£150

Select plan

- All the benefits of the Free
- Post your own content
- Use your member profile as a business website with custom URL

Get a full member profile, access to all areas

AMBASSADOR

£950

Select plan

- All the benefits of Partner
- Ability to publish featured content up to 5 times a week
- Access to Intelligence reports

Shape the future of the Swindon & Wiltshire region

Not sure which co-investment package is right for you?
Find out more about the benefits of co-investing in Wiltshire's most vibrant business community.

Payment details

Membership subscription	£150
VAT	£30
Payment Total	£180

Direct Debit Credit or debit card

By becoming a member you are agreeing to our terms and conditions and privacy policy

SUBSCRIBE ME

CONTACT MEMBER BENEFITS | MY ACCOUNT | LOG OUT

sw ABOUT BUSINESS SUPPORT COMMUNITY NEWS & INSIGHT EVENTS OPPORTUNITIES OFFERS JOBS MEMBERS

Henry Pullin, Business Owner

Profile



5 page views in Dec | 18 page views in Jan | 23 page views in Feb

Account Overview

Personal Details

Saved Resources

Business Profile

Member Q&A

Your Jobs

Opportunities

Company News

Events

Business Offer

My company
EDIT COMPANY PROFILE

News & Articles
CREATE CONTENT

Events
POST AN EVENT

Opportunities
POST A BRIEF

Member's Q&A
ASK A QUESTION

Business Offers
POST AN OFFER

SIGN-UP FOR OUR NEWSLETTER

henry.pullin@ms.com

Sign in | Meet the team | Sitemap

Join community | Careers | Privacy policy

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About us | Case Studies | Feedback

SWILEP SITE HIGHER FUTURES copyright 2017

CONTACT MEMBER BENEFITS | MY ACCOUNT | LOG OUT

sw ABOUT BUSINESS SUPPORT COMMUNITY

CREATE AN EVENT

Event Title: Launch of Henry's Farm Shop & Deli

Date: 01/08/1988

Event Description: From our own meat reared on the farms to locally grown fruit and vegetables, free range eggs and freshly baked breads - come and visit HENRY'S Farm Shop and Deli. Experience the succulent grass-fed beef steak and our selection of hand-picked fine wines.

AUGUST 1988						
MON	TUE	WED	THU	FRI	SAT	SUN
	01	02	03	04	05	06
07	08	09	10	11	12	13
14	15	16	17	18	19	20
21	22	23	24	25	26	27
28	29	30	31			

Venue: SN12 8HP

Location: 12th Avenue

Add Categories and Tags: DAY OFF, NEW BUSINESS, DINNER PARTY, MEET UP

SAVE DRAFT | SAVE & PUBLISH

CONTACT MEMBER BENEFITS | MY ACCOUNT | LOG OUT

sw ABOUT BUSINESS SUPPORT COMMUNITY NEWS & INSIGHT EVENTS OPPORTUNITIES OFFERS JOBS MEMBERS

Henry Pullin, Business Owner

MY EVENTS

Account Overview

Personal Details

Saved Resources

Business Profile

Member Q&A

Your Jobs

Opportunities

Company News

Events

Business Offer

Events you are registered to attend

Digital Summit	The Corn Exchange, Devizes	25th March 10am - 4pm
Digital Summit	The Corn Exchange, Devizes	25th March 10am - 4pm
Digital Summit	The Corn Exchange, Devizes	25th March 10am - 4pm

BROWSE & REGISTER

Your company's events

Launch of Henry's Farm Shop & Deli	1st August 12pm - 10 late
------------------------------------	---------------------------

CREATE AN EVENT

Fig. 4 User Registration, Dashboard and Events wireframe; this is only to display the functional elements of the website and not indicative of final design.

3. SWLEP Website

The SWLEP website will be redesigned completely to benefit from the capabilities of the new digital platform, providing a showcase to government, enterprise and other interested bodies and individuals on the strategic vision, purpose and programmes of the SWLEP.

Full integration with the Customer Data Platform and CRM system will ensure that all site usage will be tracked and used to enrich the data held on businesses, providing the SWLEP team with a wrap-around view of business activity in the area.

In common with the Growth Hub, visitors to the SWLEP site will have the ability to search and retrieve information based on their interests and information tracked during anonymous site visits and authenticated sessions, where preferences are expressed and learned. Content, imagery and on-page navigation will be tailored to specifically target and address SWLEP's distinct audiences.

SWLEP's extensive document library will benefit from the Enterprise Content Management System's digital asset management subsystem, allowing all assets, reports, images and templates to be optionally shared across both the Growth Hub and SWLEP sites, as well as being used as a central operational resource repository across all areas of SWLEP's remit.

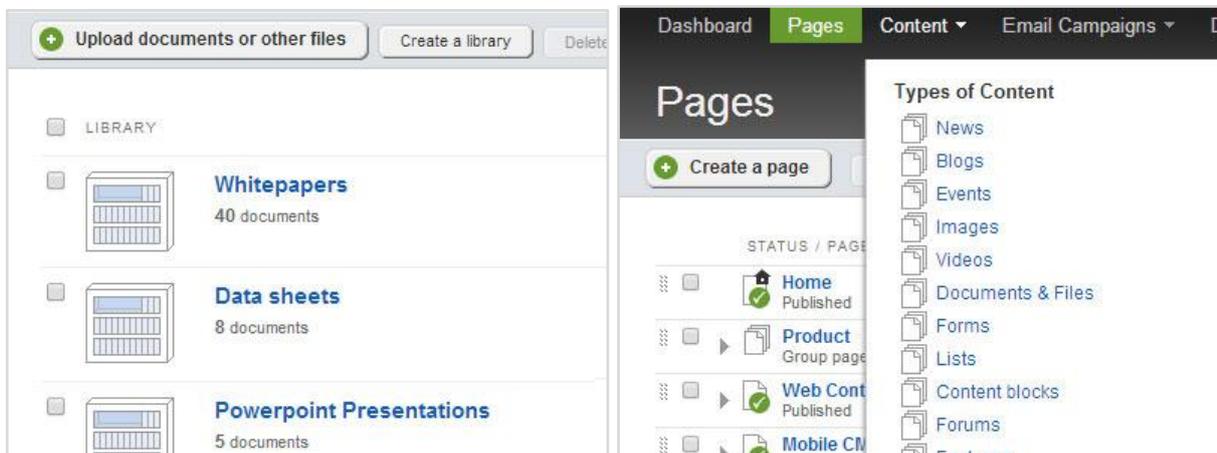


Fig. 5 Digital Asset Management and the types of content available in the ECMS out-of-the-box

4. High Level Cost Breakdown

The costs provided in the table below represent all currently anticipated expenditure on software and services from 3rd party vendors and suppliers. Internal resource costs are not included. It is envisaged that Year 1 activities will comprise initial delivery of a Minimum Viable Product (MVP) and subsequent iterations of increasing functionality. Enhanced functionality for cognitive/conversational search is shown as being delivered in Year 2. Year 3+ costs shows ongoing costs of platform operation and ownership.

Technology and supplier element	16/17 costs	17/18 costs	18/19+ costs
Enterprise Content Management System (ECMS) ⁷	£21,200	-	£6,360
Customer Data Platform (CDP) ⁸	£included	-	£included
Customer Relationship Management System (CRM) ⁹	£free	-	£free
Cognitive/Conversational Search and Retrieval (BOT) ¹⁰	£7,800	-	£7,800
Bulk Transactional Email Service ¹¹	£96	-	£96
Application Hosting ¹²	£2,400	-	£2,400
Design, Development and Implementation (effort) ¹³		See total	-
Project Management ¹⁴		See total	-
Contingency @ 10% of resource costs		See total	-
Training and Skills-Transfer ¹⁵		See total	-
PROJECT TOTALS	£31,496	£65,320	£16,656

Resource components
 Technology components

Note: Costs may change once project scope is confirmed and delivery partners have provided final production costs. Individual costs for resource components not included here due to commercial sensitivity (some elements may be tendered).

⁷ ECMS costs include 20% sector discount, multi-site add-on, maintenance (1 year free) and perpetual license

⁸ CDP costs are included as part of the ECMS and are fully integrated. CDP service is cloud-based

⁹ CRM service is offered free-of-charge. Service is cloud-based

¹⁰ Solution to utilise IBM Watson programming interfaces. Costs are based on approximate service usage costs

¹¹ SendGrid service costs are volume-based and have been provided using estimated mail volumes

¹² 3rd-party hosting costs are estimated based on anticipated resource requirements and subject to change

¹³ Estimated development costs if resourced by contractors. Subject to change once final scope/supplier is known

¹⁴ Provision of technical and functional project management and consultancy

¹⁵ Training on specific technology platforms and wider skills transfer for digital operations

5. Workstream and Priorities

The SWLEP Digital Platform project should be seen as a multiple-workstream, multiple-phase programme of activities and deliverables.

Task	Mar	April	May	Jun	July	Aug	Sep	Oct	Nov	Dec
Project Approval										
Acquisition of software and technology platforms										
Procurement of digital creative and development resources										
Programme and workstream planning										
Comms & Marketing Strategy planning										
Communications strategy execution										
Platform Continuous Delivery programme										
Implementation stages*										
Resourcing, Skills Transfer and Training										

To minimise project risk and to ensure the project’s outcomes are solutions that continue to meet the priorities and requirements of the SWLEP, RIKADigital advocates the adoption of a ‘Product-oriented’ approach. Under this approach the initial phase of the project is to deliver the ‘Minimum Viable Product’ (MVP). In this project’s case, the MVP would represent the SWLEP’s stated minimum set of requirements that need to be fulfilled in order to deliver a working Growth Hub website on the new digital platform. The MVP does not represent all the desired functionality - this will be delivered over time in subsequent phases.

Security Level:	Confidential <input type="checkbox"/>	Restricted <input type="checkbox"/>	Unclassified X	Commercially Sensitive <input type="checkbox"/>
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Meeting & Date:	SWLEP Board Meeting – 22 March 2017		
Subject:	SWLEP Governance Framework		
Attachments:	Draft Governance Framework V5a Quick Guide Table of changes		
Author:	Debby Skellern	Total no of sheets:	Total: 54 pages Governance Framework -44 pages Quick Guide - 4 pages Table of changes - 4 pages

Papers are provided for:	Approval X	Discussion <input type="checkbox"/>	Information <input type="checkbox"/>
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Summary & Recommendation:

Summary

The Governance Framework sets out the policies and procedures which the SWLEP has in place to guide the way the Board and its staff operate. The Governance Framework has been updated to reflect changes to existing policies and the inclusion of new policies which have been drawn up since 2015. It comprises nine sections which will be published as separate documents on the SWLEP website:

- | | |
|------------------------------------|------------------------------|
| A Role and governance principles | F Assurance framework |
| B Board constitution | G Accountable body agreement |
| C Conflict of interest policy | H Code of conduct |
| D Scheme of delegation | I Transparency code |
| E Finance and commissioning policy | |

Section F of the Governance Framework is the SWLEP Assurance Framework. The latter was approved as a standalone document by the SWLEP Board at its January 2017 meeting and is not submitted again as part of this pack of papers.

The Governance Framework has been reviewed and revised by the Officer Working Group and has been signed off by the Section 151 Officers at Swindon Borough Council and Wiltshire Council. The Legal Services teams at both local authorities have also advised on its revision. This final amended draft of the Governance Framework has also been discussed at the SWLEP Commissioning Group on 8 March 2017.

In addition, a brief guide to the Governance Framework has been written for use by Board Members and the public and will be posted on the SWLEP website once the Governance Framework has been approved.

Recommendations

The SWLEP Board is asked to:

- 1. Adopt the revised Governance Framework.**
- 2. Note the Quick Guide to the Governance Framework document for use by Board Members and for posting on the SWLEP website.**

Quick Guide: revised SWLEP Governance Framework

March 2017

What is the Governance Framework and why does the SWLEP need one?

The Governance Framework is a collection of policies and documents which sets out the processes and structures within which the SWLEP Board, its Subgroups, working groups and staff operate so it is clear to everyone: what the purpose of the SWLEP is; which organisations can sit on its Board; and how it works, makes decisions and awards funding in an open and transparent way. The Governance Framework comprises the following sections:

- | | |
|------------------------------------|------------------------------|
| A Role and governance principles | F Assurance framework |
| B Board constitution | G Accountable body agreement |
| C Conflict of interest policy | H Code of conduct |
| D Scheme of delegation | I Transparency code |
| E Finance and commissioning policy | |

A. Role and governance principles

This section sets out what the role of the SWLEP is in terms of delivering economic growth and job creation; its strategic objectives and the lists the range of activities it will undertake from strategy development and research and analysis through to securing and administering grant funding.

The SWLEP's governance principles are that it:

1. operates in accordance with its role and the SWLEP Assurance Framework (Section F).
2. pursues activities which add value, and in particular activities which do not unnecessarily duplicate the work of the members of the partnership or the roles of other organisations with similar aims.
3. effectively identifies, and appropriately represents the views and needs of business in the SWLEP area.
4. effectively identifies and appropriately takes into account the views of other stakeholders (Section B, paragraph 2b).
5. makes effective use of the resources available to it and accounts appropriately for that use as set out in the SWLEP Accountable Body Agreement (Section H); and
6. is accountable for its performance.

B. Board Constitution

This section sets out the roles and responsibilities of the SWLEP Board; its Chair; the Secretariat, which is the human resource working on behalf of the SWLEP and is drawn from a number of organisations; and the relationship between the SWLEP Director and the SWLEP Chair. The Board has a minimum of 14 and a maximum of 20 Members and is constituted to ensure that it is business led with its Chair and at least 70% of all Members representing the business community. Board members are appointed for 3 years, which can be extended, although the leaders of the two unitary authorities, the Commander of the Military HQ South West and the Education Sector representative are permanent members.

The constitution sets out: how often the Board meets and the notice given for dates and the publication of papers; who can vote and attend the meetings; and how decisions are made and actions delegated. The Board makes decisions on the basis of consensus but if it finds it cannot do so, it will take a vote. Wiltshire Council acts as the SWLEP's accountable body and its role and responsibilities are set out in Section H.

C. Conflicts of interest

This policy covers a range of items including the need for a register of interests for Board Members and the frequency in which this register will be updated. For example if a Board Member has 'relevant interests' in a project or organisation to be discussed at a Board Meeting, they are not allowed to vote or participate in the discussion. Board Members need to declare any interests they have on agenda items to be discussed at each meeting.

The appendix to the conflicts of interest policy sets out a 'declaration of acceptance of appointment' form which Board Members will be required to sign from April 2017.

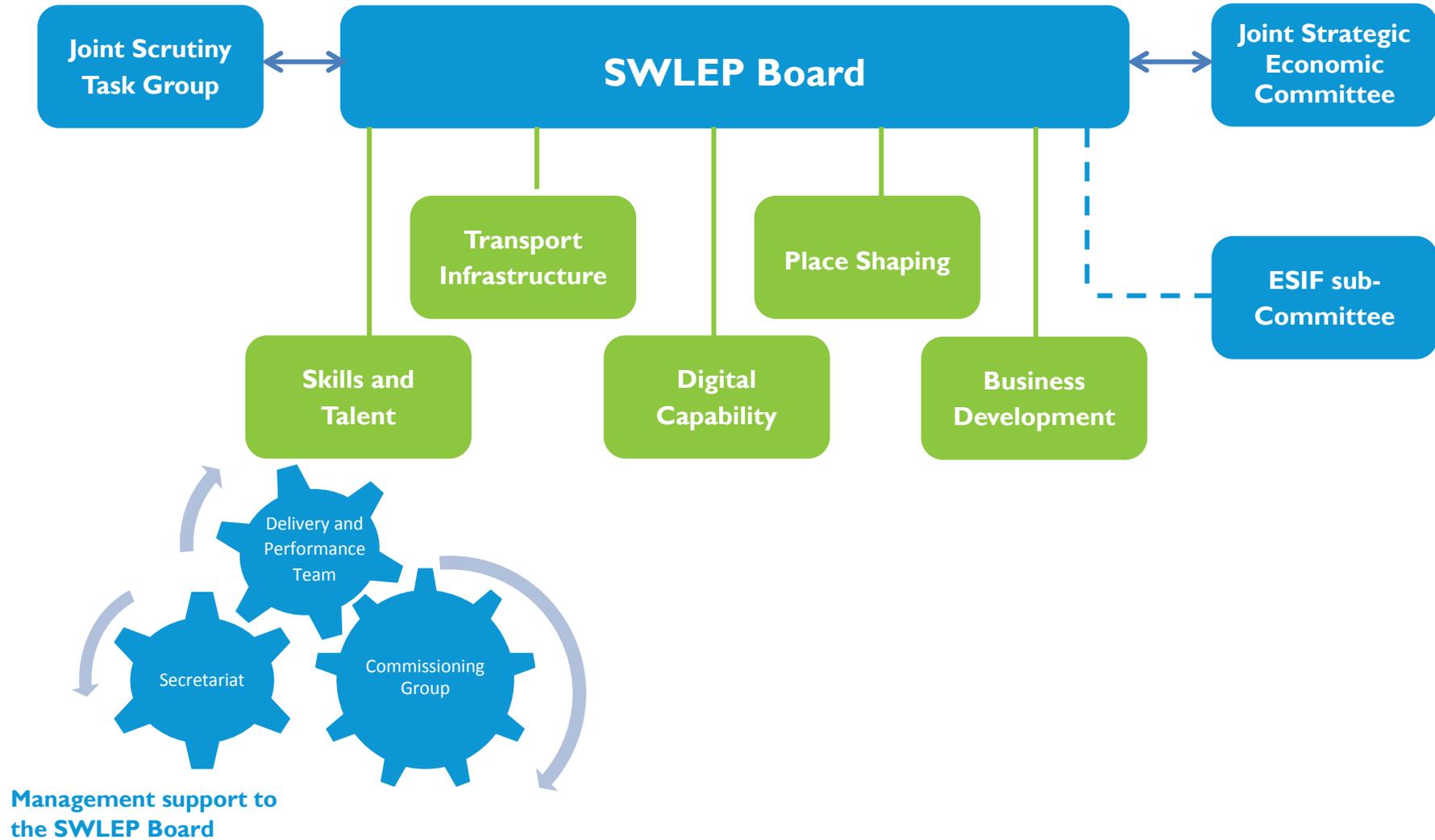
D. Scheme of delegation

This section of the Governance Framework sets out the day-to-day management and standing authorisation arrangements of the Chair and SWLEP Director as well as how significant issues will be reported to the Board. It also explains how the Board may delegate authority to the Chair or a Board working group and the requirements for reporting back to the Board on delegated activity.

E. Finance and commissioning policy

This policy sets out who can authorise or incur expenditure on projects and activities. Where a specific budget has been agreed by the Board for a project or activity, the Chair, or Vice Chair in their absence, may incur or authorise expenditure with the agreement of the Section 151 Officer of the Accountable Body. Sub-groups may also be awarded a budget to undertake activity or project work and they are authorised to spend up to the

Figure 2: Governance structure for the Swindon and Wiltshire Local Enterprise Partnership



value of the budget on this agreed work. In addition, The SWLEP Director, Chair or Vice Chair can authorise or incur any one-off item of expenditure up to the value of £10,000 which relates to the management of the SWLEP without the approval from the Board or any other person. This policy also sets out how unitary authority resources can be used in terms of staff supporting the work of the SWLEP. Where external resources are to be commissioned, the SWLEP will work within the procurement and contract rules of Wiltshire Council acting as its accountable body. Grant funding is held by the SWLEP's Accountable Body; the Assurance Framework (Section F) sets out how grant agreements are made including how applications, evaluation and prioritisation takes place.

F. Assurance Framework

The Assurance Framework is required so that it is clear to everyone: how the SWLEP agrees its strategy; what it wants to deliver; how it awards funding and how it manages delivery. The Assurance Framework also sets out who has the power to make decisions, sign off agreements, manage risk and monitor delivery in relation to delegated decision making and funding. Essentially it is the operational manual for the SWLEP.

G. Accountable Body Agreement

This is a legal agreement which sets out the roles and responsibilities of Wiltshire Council acting as the accountable body for the SWLEP and Swindon Borough Council and associated matters in relation to the application and allocation of the devolved government funding to relevant projects and programmes. As such it covers a range of issues such as: financial arrangements; record keeping; freedom of information requests; data protection; confidentiality; equality; social value; environmental performance; termination; and disputes.

H. Code of Conduct

This section sets out that members of the SWLEP Board, its Subgroups and officers will abide by the 7 principles of public life as detailed in Section 28 of the Localism Act 2011¹. These principles are: selflessness; integrity; objectivity; accountability; openness; honesty; and leadership. In addition, the way in which gifts and hospitality and complaints and whistle blowing are handled are also covered in this section.

I. Transparency code

The Government's Transparency Code is published annually and sets out the expectations of local authorities in publishing information and data. As an unincorporated partnership the SWLEP is not legally obliged to comply with the code however the SWLEP has agreed that it shall comply with the spirit of the Local Government Transparency Code 2015².

¹ <http://www.legislation.gov.uk/ukpga/2011/20/section/28/enacted>

² Subject to approval of the Board at its meeting on 22 March 2017

SWLEP Governance Framework amendments

The following table highlights the main changes which have been made to the Governance Framework 2015 as part of the 2016/17 revision.

2015 Framework	Amendment reference in 2017 Framework	Justification
Introduction		
New section	An introduction to the framework has been included	Needed as the breadth of the Governance Framework has been extended from the 2015 draft
Section A: Role and Governance principle		
General comment	The terms of reference section and the governance principles sections have been combined. The terms of reference text has been redrafted to reflect current strategic objectives, performance and activities.	Putting the two together was more logical and made one coherent section.
Section 5.2	Wording amended regarding unnecessary duplication with organisations with similar aims.	Clearer wording
Section 5.6	Reference to BEIS annual conversation included	Greater clarity
Section 5.6.c.v	Reference to SEP included	Updated information available
Section B: Board Constitution		
Definitions	Para d, the SWLEP is defined	Greater clarity
Roles and responsibilities	Section reworted around the production of the SEP, reporting and reviewing progress and assuring compliance with the Assurance Framework. Annual Report deadline amended to 'agreed by July each year'. Para 8 added regarding Board financial responsibilities and cross references within the framework added. Para 10 Reference to the Chair's job description added. Para 11-13 Job titles updated Para 14 Board membership changed to reflect agreement of Board at its January 2017 meeting. Para 15 added regarding a breach of the conflict of interest policy, Para 16 Commissioning Group wording added	Clarity over processes which are in operation now. To reflect agreed new timeline Greater clarity Greater clarity To reflect the Assurance Framework wording Updated information More robust policy Greater clarity

2015 Framework	Amendment reference in 2017 Framework	Justification
Board meetings	<p>Para 18 amended to reflect timescales agreed i.e. 4 weeks not one month and where meetings are convened at shorter notice, that they will be publicised as soon as possible. Para 20 amended as Board meetings are held in public</p> <p>Para 21.a new bullet added setting out need to show the purpose of Board papers e.g. approval, information etc. Para 21 c bullet 2 wording added regarding restricted from the public information Para 21 d reference to Secretariat removed and Board sub-groups and any other Board groups as appropriate added Para 22 b 'to support democratic accountability' added Para 22 c amended wording to make nominated representative text clearer enabling para d to be deleted Para 22 f Director not secretariat to be notified Para 22g amended to reflect 'individuals in attendance' not 'observers'. Para 22i Reference to Assurance Framework added Para 22l deleted as voting is covered elsewhere Para 23 Minutes to published within 14 clear working days</p>	<p>To reflect Assurance Framework wording</p> <p>Clarity over processes in operation and to reflect Assurance Framework. To reflect current practice</p> <p>To reflect wording in the Assurance Framework regarding restrictions More collective wording used and easier to read Greater clarity of the role of Observers Easier and clearer to understand</p> <p>Needs a named responsible individual To reflect terminology now in use</p> <p>Reflect Assurance Framework wording Removal of duplicated text To reflect timing in Assurance Framework</p>
Decision making and delegation	<p>Para 25 Wording added from 'Where the Board...to reflect the role of Director to report to the Board. Paras 28 and 32 Board working group composition amended to reflect the Board membership arrangements of the subgroups. Para 33 subgroups to report to the Board as required rather than every meeting</p>	<p>Clarity over roles and responsibilities Updated membership arrangements reflected.</p> <p>To give flexibility over the agenda when required</p>
Section C: conflict of interest policy		
Definitions	Para 1 'Significant' removed because there are different thresholds in place at Swindon Borough Council and Wiltshire Council.	Greater clarity and consistency
General	Para 3 new wording added ' This includes acting in the interest of the area as a whole and not according to sectoral or geographic interests of their member organisations'	More robust policy

2015 Framework	Amendment reference in 2017 Framework	Justification
Register of interests	Paras 4-5 'Secretariat' replaced with 'Director'	Needs a named responsible individual
Breach of the policy	This is a new section added to strengthen the policy	More robust policy
Declaration of acceptance of appointment	This is a new section added to strengthen the policy	More robust policy
Gifts and hospitality and complaints and whistle blowing	These sections have been deleted and are dealt with under the Code of Conduct section.	More appropriate location for text
Appendix 1 Declaration of acceptance	Declaration of acceptance of appointment to the Board drafted and added	More robust policy
Section D: Scheme of delegation		
Standing authorities	Paras 3-6 'Secretariat' replaced with 'Director regarding day to day management	Needs a named responsible individual
Individual delegations	Para 8 added whereby the Chair can suspend a Board Member who is subject to a complaint pending the outcome of an investigation Paras 10-14 Commissioning Group replaced with Board working group	Greater clarity and more robust policy To reflect a wider range of groups now in operation
Authorisation of action	Para 17 assurance framework reference added to replace Management Framework. Para 17 Sentence relating to the action of the Secretariat removed.	Updated terminology Dealt with in the Constitution section
Section E: Finance and commissioning policy		
Standing authorisations	Para 1 'with the agreement of the Section 151 Officer of the Accountable Body' added	More robust policy
Use of local authority resources	Para 11 Reference to constitution added	Cross referencing for greater clarity
Commissioning other external resources	Para 12 Reference to compliance with the procurement and contract rules of the Accountable Body added	Greater clarity
Disbursement of grant funding	Paras 13-14 Section added	Greater clarity

2015 Framework	Amendment reference in 2017 Framework	Justification
Terms of Reference		
Whole section	The Terms of Reference section has been deleted and merged with the former Governance Principles section to produce the new Section A: Role and Governance Principles	The terms of reference were out of date and have been rewritten.
Section F Accountable Body Agreement		
New section	Accountable Body Agreement terms included as a new section in the Governance Framework	Greater transparency
Section G: Code of conduct		
New section	Worded to reflect the Assurance Framework guidance regarding adherence to the principles of public life. Gifts and hospitality and complaints and whistle blowing sections moved here	Government requirement More appropriate section
Section H: Transparency code		
New section	New section drafted by legal	Statement required

Written by
 Debby Skellern
 Programme Manager – Policy
 Swindon and Wiltshire Local Enterprise Partnership
 28/02/17



swindonwiltshire

Local Enterprise Partnership

Governance Framework

April 2017

for approval

Draft SWLEP Governance Framework

Document History

Version	Dates	Notes
0	2015	Katherine Hathaway added comments whilst on secondment
1	11/08/16	DS amends to address some of KH comments and to align document to draft Assurance Framework 2016. Heads of Terms section added
2	16/11/16	Code of Conduct added Heads of Terms amended to 'Accountable Body Agreement'
3	06/12/16 15/12/16	Amends throughout to align with revised draft Assurance Framework V3.11 and address more queries raised by KH. PB/DS meeting revisions. Document circulated to Swindon Borough Council and Wiltshire Council Officers for comments and suggested amendments
4	10/01/17 11/01/17 12/01/17	No amends submitted SBC at this stage. Referred to legal team to comment Amends and comments received from Wiltshire Council reviewed by PB/DS Circulated to Officers in Finance and Legal Services for review and comment
5	20/02/17 22/02/17	Amended version to reflect: Amends during the conference call with S151 Officers and Heads of Legal Services on 23 Jan. Follow on meeting IG and AW on 31 Jan. Additional wording in section C para 13 and inclusion of Appendix I to that section as suggested by AW on 6 Feb. Wording supplied by AW for section J re transparency code. Revised Section F Terms of Reference by PB/DS now merged with Section A as SWLEP role and governance principles. Sent to ST/IG for final legal sign off
5a	010317	Technical proof, minor edits to spacing, layout, paragraph references. Additional amends to: Section B para 22K Section C Appendix I Proper Officer

		Section D Para 13 amended to reflect Section B para 28 Re-sent to ST/IG for final legal sign off
5a	080317	Commissioning Group sign off to go to the Board
Final draft	090317	Formatted onto SWLEP template

File Name	Final draft SWLEP Governance Framework 090317
Original Author(s)	DAC Beachcroft LLP 2013 Document no: 112678868
Current Author(s)	Debby Skellern (SWLEP)

for approval

Governance Framework

Introduction

The Swindon and Wiltshire Local Enterprise Partnership (SWLEP) is a non-statutory partnership between the public and private sectors, established to play a central role in determining local economic priorities and undertaking activities to drive economic growth and the creation of local jobs. The SWLEP is a partnership between Swindon Borough Council, Wiltshire Council, businesses in the area and the Military, with representatives from all these organisations on its Board. The SWLEP is able to access government funding to channel investment into the area and in particular to support its strategic objectives in skills and talent, transport infrastructure, digital capability, place-shaping and business development.

The Swindon and Wiltshire Local Enterprise Partnership (SWLEP) Governance Framework comprises:

- A. Role and governance principles
- B. Board constitution
- C. Conflict of interest policy
- D. Scheme of delegation
- E. Finance and commissioning policy
- F. Assurance Framework
- G. Accountable Body agreement
- H. Code of conduct
- I. Transparency code

A. Role and governance principles

I. Purpose

The Swindon and Wiltshire Local Enterprise Partnership (SWLEP) was established in 2011 with the aim of stimulating growth in the economy across the Swindon and Wiltshire area. In part it aims to do this by playing a central role in determining local economic priorities and undertaking activities to drive economic growth and the creation of local jobs. It is a primary partnership between the business community and the two local authorities; Swindon Borough Council and Wiltshire Council.

The role of the Swindon and Wiltshire Local Enterprise Partnership is to ‘provide the clear vision and strategic leadership to drive sustainable private sector-led growth and make a significant contribution to economic growth and job creation’¹ in the SWLEP area by:

- Ensuring that strategies for achieving economic growth and job creation within the area reflect the needs of business; and
- Driving the successful implementation of those strategies through engagement with local and central government, business, potential investors and others.

2. Strategic Objectives

The SWLEP has five strategic objectives (January 2016):

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

¹ Local growth: realising every place’s potential, HM Government 28 October 2010, page 12

3. Performance

The SWLEP's performance measures are set out in its Strategic Economic Plan which is regularly reviewed. Key drivers are to:

- Increase the GVA of the area as a whole and in each of the local authority areas covered by the SWLEP;
- Create new high value and highly skilled jobs within the area and in each of the local authority areas covered by the LEP; and
- Identify housing needs.

In this context 'GVA' refers both to productivity and the size of the economy.

4. Activities

The activities which the SWLEP will undertake, in respect of the Swindon and Wiltshire area and in pursuance of the overall aims and priorities, will include:

- Investigating and reporting on the following through research, analysis and engagement with business, the unitary authorities and others:
 - the type and profile of business activity;
 - training, education and skill levels amongst the workforce and potential workforce;
 - the type and profile of skills provision;
 - the needs of business, i.e. conditions or actions which are likely to encourage growth in existing areas or development of new areas
 - the likely impact on business of particular policies, strategies or events
- Developing strategy itself and providing input into and monitoring strategy and policy developed by others, e.g. local and central government;
- Identifying and securing sources of funding which are aligned with the SWLEP's aims and activities as set out in the Strategic Economic Plan;
- Administering and/or providing grants or other funding for activities likely to contribute to economic growth and job creation;
- Promoting the benefits of the SWLEP area as a location for the expansion and creation of businesses and inward investment through engagement and provision of information;
- Providing information about strategies for economic growth and job creation, skills provision, funding and other support available for businesses and investors, and other activities aimed at achieving economic growth and creating jobs;
- Identifying additional opportunities for the UAs and other bodies to provide support

for economic growth and job creation, including identifying land or other resources which may be made available to support business growth or inward investment; and

- Participating in regional and national LEP networks and activity.

5. Governance principles

The LEP should be governed so as to ensure that it:

1. Operates in accordance with its Assurance Framework (Section F).
2. Pursues activities which add value, and in particular activities which do not unnecessarily duplicate the work of the members of the partnership or the roles of other organisations with similar aims.
3. Effectively identifies, and appropriately represents the views and needs of business in the SWLEP area.
4. Effectively identifies and appropriately takes into account the views of other stakeholders (Section B, paragraph 2b).
5. Makes effective use of the resources available to it and accounts appropriately for that use as set out in the SWLEP Accountable Body Agreement (Section G).
6. Is accountable for its performance, through:
 - a. Clear decision-making by the Board;
 - b. Self-assessment by the Board of its own performance, including regular monitoring of progress, annual performance review through the Department of Business Energy and Industrial Strategy's Annual Conversation, and relevant benchmarking against other LEPs; and
 - c. Appropriate transparency through public reporting of:
 - i. Governance arrangements and the Assurance Framework
 - ii. Decisions
 - iii. Planned and completed activities
 - iv. Engagement with business and stakeholders
 - v. Progress against the delivery of the Strategic Economic Plan.
 - vi. Scrutiny of its operation by the Joint Scrutiny Task Group.
7. Is able to meet or respond quickly to any requirements or pre-conditions set by central government with regard to transparency, accountability and robust governance.

B. Board Constitution

1. The Governance Framework may be amended by the Board at any time under the decision-making processes set out in this Constitution.

Definitions

2. In this document:
 - a. "Unitary Authorities" refers to the local authority members of the SWLEP, Swindon Borough Council and Wiltshire Council;
 - b. "stakeholders" means any person or organisation likely to be directly affected by or interested in the activities of the SWLEP, including in particular the Unitary Authorities and employers, businesses, enterprises and other persons or organisations operating or likely to operate within or otherwise concerned with the economy in the LEP area;
 - c. "external resource" means resources (including human resource) other than the resources within the SWLEP Board and Secretariat.
 - d. "The SWLEP" means the SWLEP Board plus the operation of its activities through the Secretariat.

Roles and responsibilities

3. The Board is responsible for the SWLEP's performance in accordance with the its Role and Governance Principles (Section A). In particular the Board shall:
 - a. produce a Strategic Economic Plan (SEP) which is reviewed in line with government guidance;
 - b. produce an annual report reviewing progress against delivery of the SEP including a financial overview and setting out priority actions for the forthcoming year; and
 - c. ensure that the SWLEP complies with its Governance Framework and the terms of the Assurance Framework.
4. In making decisions as to actions to be undertaken by the SWLEP and the allocation of funding and other resources to activities and projects.
5. The LEP's annual report shall be agreed by the Board by 31 July each year. Prior to agreeing the work plan the Board shall carry out appropriate consultation with stakeholders and the Secretariat with regard to proposed activities and associated resource implications.

6. The Board shall provide information and co-operation as reasonably requested by the Unitary Authorities to enable them to carry out appropriate review and scrutiny activities in respect of matters relating to the SWLEP.
7. The Board is responsible for the allocation of the core SWLEP budget, comprising of contributions from central government, in kind and financial resources from the two Unitary Authorities and other sources of funding, with a view to ensuring efficient and effective use of those resources to manage the administration and operation of the SWLEP. Before taking decisions on the use of core financial resources, including any decision to delegate activities to the Director or direct the Director to commission external resources, the Board must consider the availability of resources and skills within the SWLEP and the likely cost and availability of external resources and skills.
8. The Board is also responsible for agreeing the allocation of external financial resources allocated to the SWLEP, such as but not limited to Growth Deal funding in line with its Assurance Framework (Section F); its Scheme of Delegation (Section D). and its Finance and Commissioning Policy (Section E)
9. The role of a Board member is to use their skills, knowledge and experience for the benefit of the SWLEP to assist it in fulfilling its role as set out under Role and Governance Principles (Section A). In accepting their appointment, a Board member agrees to act in accordance with this Governance Framework and, in particular, to comply with the Conflict of Interest policy.
10. The Chair is additionally responsible for providing leadership for the Board and the SWLEP and facilitating collective decision-making by the Board as set out in her/his job description. S/He shall act with the aims of:
 - a. ensuring that the Board operates efficiently and effectively;
 - b. being an effective ambassador for the SWLEP both regionally and nationally.
11. The Secretariat of the SWLEP is the human resource which is clearly committed to the work of the partnership on an ongoing basis. As such it comprises:
 - a. individuals engaged to carry out a role which solely involves working for or on behalf of the SWLEP, including but not limited to the SWLEP Director;
 - b. the Corporate Director of Economy, Regeneration & Skills (or equivalent post-holder) at Swindon Borough Council and the Associate Director, Economy, and

Planning (or equivalent post-holder) at Wiltshire Council, to the extent that their working time is clearly allocated to work for and on behalf of the SWLEP through a written statement specifying the amount of time allocated to work for the LEP and the nature of the activities to be carried out or prioritised during that time; and

- c. any other individuals whose working time is partly allocated to work for or on behalf of the SWLEP, to the extent that the time of those individuals is clearly allocated to working by or on behalf of the LEP through a secondment agreement or other written statement specifying the amount of time allocated to work for the LEP and the nature of the activities to be carried out or prioritised during that time;

and those individuals shall all be regarded as members of the Secretariat working together for the SWLEP regardless of the identity of the organisation(s) with which those individuals have contracts of employment and the proportion of their time allocated to working on behalf of the SWLEP.

12. The role of the Secretariat is to support the Board in performing the SWLEP's activities in compliance with its Governance Framework. This includes planning and co-ordination of the SWLEP's activities, engagement with stakeholders, administration and commissioning and management of external resource.
13. The SWLEP Director shall be accountable directly to the Chair (on behalf of the Board) for their performance. Reporting and accountability arrangements for staff within paragraph 11.c above shall be agreed in advance with the Board and specified in the written agreement specifying the allocation of their time to the SWLEP.
14. The SWLEP has a Board of a minimum of 14 and maximum of 20 Members and is constituted in such a way as to ensure that it is business-led, with its Chair and at least 70% of all Members representing the business community who will be appointed on a 3 year basis (which can be extended). The Leaders of the two Unitary Authorities and the Commander of the Military HQ South West are permanent members of the SWLEP Board. In addition a Board Member representing the education sector will be appointed on a 3 year basis (which can be extended). The composition of the Board and the selection, appointment and tenure period for the Chair and Vice Chair Board Member are set out in full in the SWLEP Assurance Framework. The Senior Whitehall Sponsor,

the BEIS² Minister who acts as the SWLEP champion and the BEIS Relationship Manager will be invited to join SWLEP Board meetings as guests but will not be able to vote.

15. In the event of a Board Member having been found to have been in breach of the Conflict of Interest Policy by the Independent Review Panel the Board has the power to remove or suspend.
16. The Commissioning Group oversees strategy development and the forward work plan of the Board; maintains strategic oversight of the delivery and financial performance of SWLEP schemes; and ensures compliance with the legal and financial terms of the Assurance Framework. It comprises the SWLEP Chair, the SWLEP Vice-Chair, the Leaders of Unitary Authorities, the Chief Executive of Swindon Borough Council, and the Corporate Director of Wiltshire Council, supported by the SWLEP Executive Group. The Commissioning Group will:
 - a) Ensure that the arrangements put in place conform to legal requirements with regard to freedom of information, equalities, the environment and other matters.
 - b) Advise the SWLEP Board on the appropriate use of SWLEP funds.
 - c) Ensure that there is independence between scheme promoter and the decision making body in order to avoid conflict of interest.
 - d) Ensure that official records of proceedings relating to the investment decisions are maintained.
 - e) Ensure that regular progress reports and updates are scheduled with appropriate Government teams.

Board meetings

17. The Board shall meet not less than five times per year.
18. A minimum of four weeks advance public notice will usually be given of Board meetings. However meetings may be convened at shorter notice where there is a need for decisions to be taken before the next scheduled Board meeting which will be publicised as soon as possible after the meeting date is confirmed.
19. The Board will usually meet in person but it may meet and take decisions virtually (by video conference, telephone conference or exchange of emails) where there is a need for decisions to be taken before the next scheduled Board meeting and it is not practicable for the Board to meet in person within the relevant timescales. Where

² Department for Business Energy and Industrial Strategy (BEIS)

virtual meetings take place they must be quorate in accordance with paragraph 22.a. Decision-making by email exchange will be regarded as quorate where at least six Board members have participated in the email exchange and expressed a clear view on the decision and both members representing Swindon Borough Council and Wiltshire Council.

20. The Board will conduct its business in an open and transparent manner, comparable to the two Unitary Authorities, which will enable interested stakeholders and members of the public to scrutinise and participate in SWLEP processes unless there are specific reasons for such discussion to be restricted from the public as set out in the Assurance Framework, Appendix B. This includes holding meetings in public; how individuals can submit questions to the Board and the publication of the Board agenda papers and minutes. Agenda papers for the Board will be published on the SWLEP website a minimum of five clear working days prior to the relevant meeting unless there is an extraordinary meeting called with less than five days notice.
21. The content and quality of the written materials and oral reports provided to the Board shall be sufficient to enable the Board to appropriately monitor and plan the SWLEP's activities and performance and to fully consider, discuss and reach informed decisions on any proposals or recommendations put to the Board for decision. In particular, the papers prepared for each Board meeting shall:
 - a. specify clearly the purpose of the document i.e. is it for approval, discussion, for information and whether it is commercially sensitive.
 - b. identify any recommendations or proposals put forward for decision and the reasons why a proposal or recommendation is made;
 - c. in the case of any expenditure or grant of funding proposed for agreement by the Board:
 - confirm that appropriate advice has been sought from the relevant Unitary Authority, in its capacity as accountable body for that expenditure or funding, as to whether the expenditure or funding is within the scope of any conditions which apply to the use of that funding and as to any onward conditions or requirements which should be attached to the expenditure or funding; and
 - attach or summarise any such advice received unless there are specific

reasons for such information to be restricted from the public as set out in the Assurance Framework, Appendix B.

d. include appropriate reports on:

- the activities of, Board sub-groups and any other Board groups as appropriate; and
- other delegated or commissioned activities.

22. Board meetings shall be conducted in accordance with the following provisions:

- a. The quorum for a Board meeting shall be 6, of whom at least one must be a member representing Swindon Borough Council and one must be a member representing Wiltshire Council. "Member representing" shall be interpreted in accordance with paragraph c.
- b. To support democratic accountability, Board members representing a Unitary Authority may be accompanied at Board meetings by one other elected Member of that Authority as an "Observer" who will be entitled to participate in discussions on the same basis as the Board member but will not be entitled to vote and are not counted as an attending Board member for the purposes of determining whether the meeting is quorate.
- c. Where a Board member representing a Unitary Authority is unable to attend a Board meeting s/he may nominate either the deputy leader or a member of the relevant Authority's cabinet as their representative to attend in their place to maintain this level of Members with democratic accountability responsibilities on the Board. In this circumstance, the alternate representative will be entitled to participate in discussions and vote as if s/he were a Board member.
- d. Where any other Board member is unable to attend a Board meeting s/he may nominate another Board member to comment on any matters on their behalf and exercise their vote if required.
- e. Any nominations under paragraphs c or d should be notified to the Chair and the SWLEP Director in advance of the meeting and must be minuted.
- f. The Chief Executive of Swindon Borough Council and the Corporate Director of Wiltshire Council shall have the status of Advisors to the Board. Advisors shall

not be counted when determining whether the meeting is quorate and shall not be entitled to vote. However Advisors shall be entitled to receive notice of Board meetings, receive copies of Board papers and to attend Board meetings as if they were Board members. Advisors shall be entitled to participate in discussions at Board meetings, subject only to the exercise of the Chair's general discretion as to the conduct of Board meetings.

- g. Individuals other than Board members may attend Board meetings to the extent that the Board considers that their attendance will assist the Board:
- in the conduct of the business to be conducted at that meeting;
 - in the ongoing management of the SWLEP's activities;
 - in the maintenance or development of relationships with stakeholders; or
 - to the extent that the Board otherwise considers it appropriate in the interests of transparency and maximising understanding of the SWLEP's role.

Such individuals shall be referred to as "in attendance", and may include (but are not limited to) members of the Secretariat, employees or members of the Unitary Authorities who are not Board members, professional advisers or others able to provide information or expertise to the Board. Individuals in attendance shall not be counted when determining whether the meeting is quorate and shall not be entitled to vote. Participation by individuals in attendance in discussions at Board meetings shall be at the discretion of the Chair.

- h. At the start of each Board meeting the Chair shall remind Board members of the need to declare any conflicts of interest or potential conflicts of interest in relation to specific agenda items. Board members must declare any such conflicts or potential conflicts prior to the start of discussion on the relevant agenda item. Such declarations shall be considered and actioned in accordance with the Conflict of Interest Policy (Section C).
- i. The SWLEP Board will aim to make decisions on the basis of consensus which is set out in more detail in section four of the SWLEP Assurance Framework. Where consensus does not emerge from the first full discussion of any issue or proposal, subject to paragraph j and unless a decision is required urgently (such that it cannot be delayed without prejudicing the position of the SWLEP or its stakeholders) the Board will usually delay decision-making on that matter until a later date to allow for further consideration and discussion, including collation

and consideration of any additional information or advice which the Board considers may be of assistance.

j. If either Unitary Authority expresses a concern that a proposal would, if accepted, result in a risk of one or both Unitary Authorities breaching regulatory or accounting requirements, contravening a core policy of the Authority or being subject to legal challenge:

- the Board shall delay decision-making on that proposal to allow for further consideration and discussion and to obtain appropriate advice;
- Board members shall have due regard to the views of the Unitary Authorities, any legal or other professional advice obtained or provided to it and all other relevant factors in reaching a final view on the proposal.

k. Where the Board has not been able to reach consensus even after it has proceeded in accordance with paragraphs i and j, or if a decision is required urgently and cannot be delayed beyond the first full discussion without prejudicing the position of the SWLEP or its stakeholders, the Board shall take a decision on the basis of a vote. Each Board member shall have a single vote and a proposal shall be agreed as a decision of the Board if a majority of members present and voting cast their votes in favour of the proposal as long as:

- the Board members representing both Unitary Authorities cast their votes in favour of accepting the plan; and
- at least 50% of the other Board members present and voting cast their votes in favour of accepting the proposal.

23. Discussion and decisions at Board meetings shall be minuted and the draft minutes shall be published on the SWLEP's website no later than fourteen clear working days after the Board meeting with the Chair's approval, subject to any redactions or exclusions reasonably necessary on the grounds of confidentiality or commercial sensitivity.

Decision-making and delegation

24. The Board takes the decisions of the SWLEP, subject only to delegations made in accordance with this Governance Framework. Any decision or action which has not been made, approved or delegated by the Board in accordance with this Governance Framework shall not be regarded as a decision of the SWLEP.

25. The Board shall only take a final decision on any activity to be undertaken by or on behalf of the SWLEP on the basis of appropriate information regarding the resources (both staff and financial) required to carry out that activity and the availability of such resources to the SWLEP. In taking any such decision the Board shall specify the manner in which its decision is to be implemented, including any delegation of actions or decisions, the resources to be used and any finance or commissioning actions required.
26. Subject to paragraph 11, the Board may use the resources of the Secretariat and may delegate actions and decisions to the Director in accordance with the Scheme of Delegation. Where the Board delegates any specific actions to the Director, sub-group, or other Board group or authorises any external commissioning of work, the delegation shall include a clear statement of the expected outputs or deliverables for the work (including requirements as to timing of outputs). The Director shall report appropriately to each Board meeting in accordance with the SWLEP's Assurance Framework on progress in respect of such delegations and commissioned work.
27. The Board may delegate decisions or actions to a sub-group or other Board working group only as provided for in the Scheme of Delegation. Any such sub-group must report fully and in the manner requested to each Board meeting on actions and decisions taken under the delegation since the previous Board meeting, including in particular any actions which commit or may commit the SWLEP to future actions or to use of its resources and submission of any bids or applications made on behalf of the SWLEP.
28. A Board working group is a group of Board members (minimum of two) and such other members as the Board considers appropriate.
29. The Board may establish one or more Board sub-groups to carry out particular actions or activities where it is satisfied that the following conditions are met:
 - a. The activities are within the SWLEP's Role and Governance Principles;
 - b. The activities are likely to facilitate delivery of the SWLEP's Strategic Economic Plan.
 - c. There is a clear statement of the proposed terms of reference, outputs and membership of the sub-group, and the scope of work proposed appears to be appropriate and reasonably practicable;
 - d. The resources required to enable the sub-group to fulfil its terms of reference

have been clearly identified, including any associated costs, and those resources are available or can be secured;

- e. It is appropriate to use the SWLEP staff and financial resources for this purpose having regard to the competing demands on the SWLEP's resources and the SWLEP's priorities as stated in its Role and Governance Principles and Strategic Economic Plan.

In this context "resources" includes both financial resources and the time of individuals (whether Board members, Secretariat staff or others). For the avoidance of doubt, the requirement in paragraph b above shall be complied with if the proposed activities are considered likely to improve the SWLEP's understanding of the needs of businesses or any particular type or category of business in the SWLEP area, or of the economic conditions affecting such businesses.

30. Any decision of the Board to establish a sub-group shall include a clear statement of the sub-group's terms of reference, membership and chairmanship.
31. The Board shall permit any sub-group to continue in operation only for as long as it continues to meet the conditions in paragraph 25.
32. The membership of a Board sub-group must include a minimum of one Board member who shall usually be the Chair of the sub-Group.
33. Each Board sub-group shall report to Board meetings as required on progress in delivering its terms of reference, including information about activities undertaken, use of resources and proposed further activities.
34. Where it is necessary to commission external resources in order to carry out the SWLEP's activities or implement decisions of the Board, this shall be done in accordance with the Finance and Commissioning Policy (Section E) and in accordance with para 7.

Financial responsibilities

35. Wiltshire Council shall act as the accountable body for funds paid or payable to the SWLEP and for expenditure, grants or other funding paid on behalf of the SWLEP. The SWLEP shall provide Wiltshire Council with all information and documentation reasonably required to enable Wiltshire Council to perform the function of accountable body in accordance with all relevant legal and regulatory responsibilities and applicable guidance.

36. Subject to paragraph 35, the Board is responsible for the management and expenditure of funds available to the SWLEP. Decisions involving expenditure or grant of funds shall only be made in accordance with the Finance and Commissioning Policy (Section E).

for approval

C. Conflicts of Interest Policy

Definitions

1. In this policy "Relevant Interest" means any company directorship, trusteeship, elected office or remunerated post, any financial interest in an organisation or project likely to be affected by the work of the SWLEP or any other relevant interest.

General

2. All Board members must comply with this policy in full. By accepting appointment as a Board member, an individual indicates their acceptance of this requirement and their agreement to notify interests in accordance with this policy.
3. The Board shall conduct its proceedings so as to ensure that all conflicts and potential conflicts of interest are disclosed and that appropriate action is taken in response to such disclosures. This includes acting in the interest of the area as a whole and not according to sectoral or geographic interests of their member organisations.

Register of Interests

4. The Director shall maintain a Register of Board Members' Interests which shall record all Relevant Interests of the Board members and which will be published on the SWLEP website. Board members shall supply information to the Director for inclusion in the register (or a nil return if appropriate) as soon as possible following their appointment and shall notify the Director at the earliest opportunity of any changes or additions to their Relevant Interests.
5. The Director shall:
 - a. send a request for information about Relevant Interests to any new Board member immediately following their appointment;
 - b. circulate to Board members at least annually a request to review their entries on the Register and notify any updates to the Director.
6. A Board member shall not vote or participate in discussions on any matter which relates directly to an organisation or project in respect of which the Board member has a Relevant Interests, or where the matter may have a particular impact on such an organisation or project.

Conflicts of interest

7. A conflict of interest arises on a matter to be discussed by the Board where:
 - a. the matter relates to an organisation with which a Board member or their partner/spouse or family member is associated as an employee, director, contractor, trustee, member or shareholder;
 - b. the matter may have a particular impact on an organisation with which a Board member or their partner/spouse or family member is associated as an employee, director, contractor, trustee, member or shareholder;
 - c. the matter may have a particular impact on a Board member, their partner/spouse, family member or close friend (i.e. an impact greater than the impact on the majority of Council tax payers or other comparable individuals in the area); or
 - d. the Board member has any other direct personal or financial interest in the outcome of the Board's discussion on the matter.
8. Where a Board member considers that s/he has or may have a conflict of interest in relation to a matter to be discussed by the Board, s/he must disclose the conflict or potential conflict to the Board prior to the commencement of the Board's discussion of that matter. This requirement applies regardless of whether he has previously declared the interest in the Register of Board Members' Interests.
9. Where a Board member makes a declaration under paragraph 8, unless the Board agrees that the matter declared does not fall within the definition of a conflict of interest the Board member shall not participate in or vote on the relevant matter and may, at the Chair's discussion, be asked to withdraw from the meeting.
10. A disclosure by a Board member under paragraph 8 and all decisions relating to that disclosure shall be minuted.

Breach of the policy

11. In the event of a complaint that an alleged action or actions by a Board Member or a number of Board Members contravene(s) the SWLEP Code of Conduct, the Board will convene a group of 3 independent individuals appointed by the Director (The Independent Review Panel), who are not Board Members, are not conflicted by the allegation and have the required skills to review the veracity of the allegation. The group is charged with making a decision as to whether the allegation is fully or partially proven or unproven. The Independent Review Panel will report to the Board on the outcome of its review, including recommending to the Board what

action it should take in respect of the Board Member or number of Board members who were the subject of the complaint.

12. When a complaint is received, the Chair (or in their absence the Vice-Chair), after taking advice from the Director will decide whether or not they should make an immediate recommendation to the Board to suspend the member or members from attending Board meetings and Board business subject to the complaint pending the outcome of the investigation by the Independent Review Panel and the response of the Board to the Panel's recommendations. Suspension is a neutral act enabling a full investigation to be carried out and is not intended to pre-judge the outcome of the investigation. It is expected that such investigations will be completed within 30 working days of the Board's decision to investigate. However the Board may extend the time for completion of an investigation where if it considers it is necessary to do so.

Declaration of acceptance of appointment

13. All Board Members are required to make a declaration of acceptance of appointment on the form included as appendix I to this policy before or at the first Board Meeting after their appointment.

Appendix I: Declaration of acceptance of appointment to the SWLEP Board

I

having been appointed as a Board Member of the Swindon and Wiltshire Local Enterprise Partnership declare that I take this role upon myself, and will duly and faithfully fulfil the duties of it according to the best of my judgement and ability.

Signed Date.....

This declaration was made and signed before me:

Signed Date.....

Proper officer of the SWLEP

for approval

D. Scheme of Delegation

1. Delegation of actions and decisions by the Board may only be made in accordance with the Constitution and this Scheme of Delegation.
2. Where the Chair is absent or unavailable, the Vice Chair may act in their place.

Standing authorisations to the Director and the Chair: day to day management

3. The Director is authorised to take such decisions as are necessary to enable her/him to carry out ongoing planning and administration tasks in relation to work already authorised by the Board within its business plan or by subsequent decisions of the Board. This includes liaison with Unitary Authorities and other stakeholders, making arrangements for Board meetings and other agreed activities and other decisions or actions which are required to implement decisions of the Board or support ongoing activities.
4. Any significant difficulties or complaints arising from use of the authority in paragraph 3 shall be reported promptly to the Chair at the first instance.
5. The Director shall provide a report to each Board meeting as required in relation to any significant issues or difficulties in relation to the use of the authority in paragraph 3 and shall provide further information about his/her actions on request from the Chair of the SWLEP Board.
6. The Chair is authorised to take day to day decisions in relation to the management of the work of the Director, and to provide financial authorisations to the Director as provided for in the Finance and Commissioning Policy (Section E).

Individual delegations of decision-making

7. The Board may delegate authority to the Chair to take a specified decision on behalf of the Board on an exceptional basis where it determines that such decision or action must be taken urgently prior to the next scheduled Board meeting and it will not be practicable or appropriate to arrange an additional meeting of the Board to take the decision (whether in person or virtually as provided for in paragraph 19 of the Constitution, Section B).
8. The Chair has the power to suspend a Board Member who is subject to a complaint pending the outcome of an investigation into that complaint in accordance with paragraph 12 of the Conflict of Interest Policy (Section C).

9. The Chair shall report to the Board at its next meeting on any decisions or actions made under a delegation within paragraph 7.
10. The Board may delegate authority to a Board working group, as defined in paragraph 13, on an exceptional basis to take specified decisions on behalf of the Board where the Board determines that such decision or action must be taken urgently prior to the next scheduled Board meeting and it is appropriate for it to be delegated to the Board working group rather than convening an additional Board meeting (whether in person or virtually as provided for in paragraph 16 of the Constitution).
11. The terms of any delegation under paragraph 10 shall be clearly minuted, including the scope of the Group's authority and activities and the extent to which it is authorised to take decisions on behalf of the Board.
12. The Board working group shall report to the Board at its next meeting on all decisions or actions made under a delegation within paragraph 10.
13. The Board working group is a group of Board members (minimum of two) and such other Board members as the Board considers appropriate.

Authorisation of actions to implement Board decisions

14. The Board may ask the Director, individual Board members, Commissioning Group, any Board Sub-Group or other working group of the Board to carry out specific tasks or actions which implement decisions taken by the Board, where it considers that this will facilitate the performance of the SWLEP's activities within its Role and Governance Principles (Section A).
15. The Board may ask other individuals or organisations to carry out specific tasks or actions which implement decisions taken by the Board where it considers that this will facilitate the performance of the SWLEP's activities within its Role and Governance Principles and in accordance with the SWLEP's Finance and Commissioning Policy.
16. A Board Sub-Group shall only carry out such activities as are specified within its terms of reference as agreed by the Board under paragraph 28 of the Constitution or amended by the Board from time to time under paragraph 14.
17. Where any matter is delegated under paragraphs 14 or 15, this shall be subject to the requirement that the person or group given delegated authority shall provide



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Local Enterprise Partnership

appropriate reports on their activities to the Board on request and in accordance with the LEP Assurance Framework.

for approval

E. Finance and Commissioning Policy

Standing financial authorisations

1. Where the Board has agreed a specific budget for expenditure on a particular project or activity, the Chair (or in their absence the Vice Chair) may incur or authorise any expenditure, with the agreement of the Section 151 Officer of the Accountable Body, up to the total value of that budget provided that it relates to work which is within the scope of the project or activity as originally agreed by the Board.
2. Where the Board has agreed a specific budget for expenditure on a particular project or activity to be carried out by a Board Sub-Group, the Chair of that Sub-Group may incur or authorise any expenditure up to the total value of that budget provided that it relates to work which is within the scope of the project or activity as originally authorised by the Board within the Sub-Group's Terms of Reference.
3. Subject to paragraph 4, the following persons may incur or authorise any one-off item of expenditure up to the value of £10,000 which does not fall within paragraphs 1 or 2 but which relates to the management of the SWLEP or activities within the SWLEP's Role and Governance Principles, without prior authorisation or approval from the Board or any other person:
 - a. the SWLEP Director;
 - b. the Chair or, in their absence, the Vice Chair.
4. Paragraph 3 cannot be used either sequentially or at a single point in time to authorise multiple items of expenditure relating to the same activity, project or operational matter unless the total value of all such items is less than £10,000.
5. Expenditure beyond the limits specified in paragraphs 1 to 3 may only be incurred with the prior authorisation of the Board.
6. No expenditure or financial commitments may be made by any individual Board member other than the Chair (or the Vice-Chair if acting in the absence of the Chair). Decisions on expenditure and financial commitments may be made only in accordance with this Finance and Commissioning Policy and in accordance with the Assurance Framework.

7. Use of the authority given by paragraphs 1 to 3 must be reported appropriately to the Board at the next scheduled Board meeting in accordance with the LEP Management Framework.

Use of Unitary Authority resources

8. Where a Unitary Authority has agreed to provide resource to the SWLEP on an ongoing basis in the form of a proportion of the time of one or more staff members employed to work within the Unitary Authority, this agreement shall be covered by a secondment agreement or comparable written agreement as specified in paragraph 11 of the Board Constitution. For the purposes of the Board Constitution, such resource shall be regarded as part of the Secretariat resources available internally within the SWLEP.
9. Additional individual arrangements may be made between the SWLEP and the Unitary Authorities for the use of Unitary Authority resources (including staff time, equipment and other resources) provided that:
 - a. these arrangements comply with legal, constitutional, financial/accounting and regulatory duties and obligations on the Unitary Authority;
 - b. the nature of the arrangements, including the details of the resources to be made available, the work to be carried out and the timing of the work, is clearly specified in writing and agreed by the Board.
10. It is the responsibility of the Unitary Authority to satisfy itself that the arrangements comply with the requirement in paragraph 9.a.
11. For the purposes of the Board Constitution, arrangements under paragraph 9 above shall be regarded as commissioning of external resource in accordance with the Constitution paragraphs 2c and 7.

Commissioning other external resources

12. In relation to the commissioning of external resource other than arrangements under paragraph 9, the SWLEP hereby adopts and shall apply the procurement and contract rules of Wiltshire Council as Accountable Body³.

³ Part 10 procurement and contract rules of the Wiltshire Council Constitution

Disbursement of grant funding

13. The disbursement of funding through a grant agreements will be subject to an application, evaluation and prioritisation process as set out in full in the SWLEP Assurance Framework.

14. Grant funding will be held by the Accountable Body as set out in full in the Accountable Body Agreement.

for approval



swindonwiltshire

Local Enterprise Partnership

G Accountable Body Agreement

Dated

2015

(1) WILTSHIRE COUNCIL

(2) SWINDON BOROUGH COUNCIL

**(3) SWINDON AND WILTSHIRE LOCAL
ENTERPRISE PARTNERSHIP**

ACCOUNTABLE BODY AGREEMENT

This Agreement made on

2015

BETWEEN:

1. **WILTSHIRE COUNCIL** of County Hall, Bythesea Road, Trowbridge, Wiltshire, BA14 8JN (“**Wiltshire**”);
2. **SWINDON BOROUGH COUNCIL** of Civic Offices, Euclid Street, Swindon, SN1 2JH (“**Swindon**”); and
3. **SWINDON AND WILTSHIRE LOCAL ENTERPRISE PARTNERSHIP** of Wiltshire Council Offices, Monkton Park, Chippenham, SN15 1ER (“**SWLEP**”)

(being either a “**Party**” or together “**the Parties**”)

BACKGROUND

- A. SWLEP was established in 2011 with the aim of stimulating growth in the economy across the Wiltshire and Swindon area. In part it aims to do this by playing a central role in determining local economic priorities and undertaking activities to drive economic growth and the creation of local jobs. It is a primary partnership between the business community and the two local councils; Wiltshire and Swindon.
- B. Central government has requested that all Local Enterprise Partnerships (“LEPs”) develop a single assurance framework to cover all devolved government funding received by LEPs. SWLEP has been allocated monies from central government which can only be paid to a local authority nominated as an accountable body. Wiltshire has agreed that it will act as the accountable body in respect of funding received by SWLEP.
- C. The purpose of this Accountable Body Agreement is to set out the respective roles and responsibilities of Wiltshire acting as the accountable body for the SWLEP and Swindon and associated matters in relation to the application and allocation of the devolved government funding to relevant projects and programmes.
- D. Swindon and Wiltshire are empowered under Section 1(1) Localism Act 2011.

IT IS AGREED AS FOLLOWS:

I Definitions

1.1 In this Agreement the following terms shall have the following meanings:

Accountable Body means Wiltshire;

Agreement means this Accountable Body Agreement and any schedules;

Chief Executive means the Chief Executive of Swindon;

Corporate Director means the Corporate Director with responsibility for economy and enterprise in Wiltshire or in his absence one of the other corporate directors in Wiltshire.

EIR means the Environmental Information Regulations 2004;

FOIA means the Freedom of Information Act 2000;

Financial Year means during the continuance of the Agreement any period commencing on 1st April and ending on 31st March or part thereof

Funding means all and any devolved government funding including the Local Growth Fund held by Wiltshire as accountable body and to be allocated by SWLEP pursuant to the Assurance Framework;

Projects/Programmes the schemes allocated the Funding;

Scheme Promoters means Wiltshire or Swindon or such other organisation which supports and promotes any of the Projects or Programmes;

The SWLEP Assurance Framework means the Swindon and Wiltshire Local Enterprise Partnership (SWLEP) Assurance Framework dated March 2015, a copy of which is set out in Schedule 2.

1.1 Headings contained in this Agreement are for reference purposes only and should not be incorporated into this Agreement and shall not be deemed to be any indication of the meaning of the clauses to which they relate.

1.2 References to any statute or statutory provision include references to:

1.2.1 all Acts of Parliament and all other legislation having legal effect in the United Kingdom;

1.2.2 any subsequent statutes directly or indirectly amending, consolidating, extending, replacing or re-enacting that statute and also include any orders, regulations, instruments or other subordinate legislation made under that statute;

2 Duration

2.1 This Agreement shall commence on the date hereof and shall continue in effect until either Wiltshire or Swindon terminates the Agreement in accordance with Clause 13 of this Agreement.

3 Roles and responsibilities

3.1 It is the overriding responsibility of SWLEP to ensure that SWLEP allocates or otherwise deals with the Funding in such a way which does not breach the terms and conditions upon which Wiltshire as Accountable Body has received the Funding for the purposes of the SWLEP and is in accordance with the SWLEP Assurance Framework.

3.2 The roles and responsibilities of the Parties are set out in the Schedule 1 to this Agreement.

4 Governance and decision making

4.1 The governance and working arrangements between the Parties shall be in accordance with the SWLEP Assurance Framework.

5 Financial Arrangements

5.1 Unless otherwise agreed, Swindon and Wiltshire is each solely responsible for Projects or Programmes for which either are the Scheme Promoter in their respective administrative areas and in respect thereof for compliance with any grant conditions which shall include the obligation to repay in whole or part the Funding in the event of non-compliance with any conditions.

5.2 As the Accountable Body Wiltshire will enter into any required grant funding or loan agreement with a Scheme Promoter in relation to any part of the Funding allocated to such Scheme Promoter substantially which shall substantially be in the form of Grant Agreement attached in Schedule 3.

5.3 In the event that a Scheme Promoter who is a recipient of any part of the Funding granted by SWLEP fails to comply with the terms and conditions or any other aspect of any grant funding or loan agreement, Wiltshire as the Accountable Body will use reasonable endeavours to recover such sums as may be due and to enforce such terms.

5.4 Wiltshire as the Accountable Body shall:

5.4.1 establish and maintain a financial system to account for all monies received and disbursed on behalf of SWLEP;

5.4.2 transfer, subject to due diligence, the Funding for the Projects/Programmes on behalf of the SWLEP ;

5.4.3 receive income and make timely payments for and on behalf of SWLEP;

- 5.4.4 maintain proper records of all monies received and disbursed for SWLEP and make such records available for inspection by both internal and external regulators;
 - 5.4.5 arrange regular audit examination of SWLEP activities with regards to use of public resources and, following each audit, present a report to SWLEP with recommendations to strengthen their governance and management practices;
 - 5.4.6 supply, as necessary, completed statements of income, expenditure and disbursement to SWLEP, funding organisations, central government and external auditor.
- 5.5 Interest shall accrue on the Funding which shall be held by Wiltshire and as agreed between the Parties distributed, taking into account the reasonable costs of Wiltshire for acting as the Accountable Body. The Parties will use their reasonable endeavours to agree a more detailed procedure in relation to such interest during the continuance of the Agreement.
- 5.6 Where all the Parties agree, and in the event that there is a requirement to undertake any re-profiling of the Funding in any Financial Year, that part of the Funding which has been the subject of such re-profiling shall be available to either Wiltshire or Swindon for any of their respective capital projects. Such amount of such Funding utilised by either Swindon or Wiltshire in accordance with this Clause 5.6 shall be provided for in either of the Party's budgets for the next Financial Year and immediately reimbursed to SWLEP at the start of the next Financial Year.
- 5.7 SWLEP and Swindon shall:
- 5.7.1 Co-operate with and assist Wiltshire acting in its role as accountable body in undertaking the day to day responsibility for financial matters;
 - 5.7.2 Co-operate with and assist Wiltshire in regular audit examinations of all operating systems;
 - 5.7.3 Report any financial irregularity or suspected irregularity in the use of any of the Funding to Wiltshire.

6 Record Keeping and Communication

- 6.1 The Parties shall ensure that a proper record is kept of the proceedings of the SWLEP.
- 6.2 A communication protocol in relation to publicity and disclosure of

information shall be agreed between the Parties including the management and timing of such communications.

7 Freedom of Information

7.1 SWLEP and Swindon acknowledges that Wiltshire as Accountable Body is subject to the requirements of the FOIA and the EIR and shall:

7.1.1 provide all necessary assistance and cooperation as reasonably requested by Wiltshire to enable Wiltshire to comply with its obligations under the FOIA and the EIR; and

7.1.2 provide Wiltshire with a copy of all information belonging to Wiltshire requested in the Request for Information which is in its possession or control in the form that Wiltshire requires within 7 Working Days (or such other period as Wiltshire may reasonably specify) of Wiltshire's request for such information; and

7.1.3 not respond directly to a Request for Information unless authorised in writing to do so by Wiltshire.

7.2 SWLEP and Swindon acknowledges that Wiltshire may be required under the FOIA and the EIR to disclose Information concerning this Agreement without consulting or obtaining consent from either the SWLEP or Swindon. In these circumstances Wiltshire shall, in accordance with any relevant guidance issued under the FOIA, take reasonable steps, where appropriate, to give the SWLEP or Swindon advance notice, or failing that, to draw the disclosure to the SWLEP or Swindon's attention after any such disclosure.

7.3 The Parties acknowledge that where any of them receives a Request for Information not relating to Wiltshire as Accountable Body but otherwise in relation to Projects and Programmes, such a Request for Information will be dealt with by the recipient in accordance with the provisions of the FOIA.

8 Data Protection

8.1 The Parties shall comply with their obligations under the Data Protection Act 1998 in the performance of their obligations under this Agreement.

8.2 The provisions of this Clause 8 shall apply during the continuance of the Agreement and indefinitely after its expiry or termination.

9 Confidentiality

9.1 Neither Party will use or disclose any confidential information provided by the other pursuant to this Agreement otherwise than for the performance of

their obligations under this Agreement, save as may be otherwise agreed or required by law.

9.2 For the avoidance of doubt, confidential information shall not include:

9.2.1 any information obtained from a third party who is free to divulge such information;

9.2.2 any information which is already in the public domain otherwise than as a breach of this Agreement; or

9.2.3 any information which was rightfully in the possession of a Party prior to the disclosure by the other Party and lawfully acquired from sources other than the other Party.

9.3 Subject to Clause 9.2 the Parties shall not make any press announcement or publicise the Agreement or any part of the Agreement in any way, except with the agreement of the Parties

10 Equality

10.1 The Parties shall perform its obligations under this Agreement in accordance with:

10.1.1 all applicable equality Law (whether in relation to race, sex, gender reassignment, age, disability, sexual orientation, religion or belief, pregnancy, maternity or otherwise);

10.1.2 any applicable equality and diversity policy of the Parties from time to time; and

10.1.3 take all necessary steps, and inform each other of the steps taken, to prevent unlawful discrimination designated as such by any court or tribunal, or the Equality and Human Rights Commission or (any successor organisation).

11 Social Value

11.1 In performing their obligations in pursuance of these this Agreement the Parties shall comply with the requirements of Public Services (Social Value) Act 2012.

12 Environmental

12.1 In performing their obligations in pursuance of this Agreement the Parties shall at all times co-operate with each other to improve environmental

performance where it is not detrimental to the interests of any Party to do so.

13 Termination on notice

13.1 This Agreement shall continue in full force and effect unless or until either Wiltshire or Swindon serve at least twelve months' notice to terminate to the other Parties or by mutual agreement of the Parties at any time.

14 Disputes

14.1 Prior to action under paragraph 79 of the SWLEP Assurance Framework, if any Party has any issues, concerns or complaints about any matter relating to this Agreement that Party shall notify the other Party/Parties and the Parties shall then seek to resolve the issue by a process of consultation. If the issue cannot be resolved within a reasonable period of time, the matter shall be escalated to the Corporate Director and the Chief Executive to resolve such dispute negotiating on the basis of good faith.

14.2 If any Party receives any formal inquiry, complaint, claim or threat of action from a third party they shall notify the other Parties and co-operate with each other to respond, or take such action, as is appropriate and/or necessary.

15 The Contracts (Rights of Third Parties) Act 1999

15.1 The Contracts (Rights of Third Parties) Act 1999 shall not apply to this Agreement but this does not affect any rights which are available apart from this Act.

16 General

16.1 Each of the Parties represents and warrants to the other that it has full capacity and authority, and all necessary consents, licences and permissions to enter into and perform its obligations under the Agreement, and that the Agreement is executed by its duly authorised representative.

16.2 The Agreement cannot be varied except in writing signed by a duly authorised representative of the Parties.

16.3 The Agreement contains the whole agreement between the Parties and supersedes and replaces any prior written or oral agreements, representations or understandings between them. The Parties confirm that they have not entered into the Agreement on the basis of any representation that is not expressly incorporated into the Agreement. Nothing in this clause shall exclude liability for fraud or fraudulent misrepresentation.



- 16.4 Any waiver or relaxation either partly, or wholly of any of the terms and conditions of the Agreement shall be valid only if it is communicated to the other Party in writing and expressly stated to be a waiver. A waiver of any right or remedy arising from a breach of contract shall not constitute a waiver of any right or remedy arising from any other breach of the Agreement.
- 16.5 The Agreement shall not constitute or imply any partnership, joint venture, agency, fiduciary relationship or other relationship between the Parties other than the contractual relationship expressly provided for in the Agreement. Neither Party shall have, nor represent that it has, any authority to make any commitments on the other Party's behalf.
- 16.6 Except as otherwise expressly provided by the Agreement, all remedies available to either Party for breach of the Agreement (whether under the Agreement, statute or common law) are cumulative and may be exercised concurrently or separately, and the exercise of one remedy shall not be deemed an election of such remedy to the exclusion of other remedies.
- 16.7 If any provision of the Agreement is prohibited by law or judged by a court to be unlawful, void or unenforceable, the provision shall, to the extent required, be severed from the Agreement and rendered ineffective as far as possible without modifying the remaining provisions of the Agreement, and shall not in any way affect any other circumstances of or the validity or enforcement of the Agreement.

17 Notices

- 17.1 Any notice to be given under the Agreement shall be in writing and may be served by personal delivery, first class recorded or e-mail to the address of the relevant Party set out below, or such other address as that Party may from time to time notify to the other Party in accordance with this clause.

18 English Law

- 18.1 This Agreement and any dispute or claim arising out of or in connection with it or its subject matter or formation (including non-contractual disputes or claims) shall be governed by and construed in accordance with the law of England and Wales.

IN WITNESS WHEREOF the parties have signed this Agreement as a Deed on the day and year first before written.

EXECUTED as a DEED BY)
THE COMMON SEAL OF WILTSHIRE)
COUNCIL being affixed hereto and)
 authenticated by the undermentioned person)
 authorised by the Council to act for that purpose:)

.....
 Authorised Signatory

EXECUTED as a DEED BY)
THE COMMON SEAL OF SWINDON BOROUGH)
COUNCIL being affixed hereto and)
 authenticated by the undermentioned person)
 authorised by the Council to act for that purpose:)

.....
 Authorised Signatory

.....
Signed for and on behalf of
SWINDON AND WILTSHIRE LOCAL ENTERPRISE PARTNERSHIP

Schedule I

Roles & Responsibilities

I.1 Wiltshire shall:

- I.1.1 Ensure that the decisions and activities of the SWLEP conform with legal requirements with regard to freedom of information, equalities, the environment and other matters.
- I.1.2 Ensure (through the Section 151 officer) that funds are used appropriately using the same checks that Wiltshire Council would of its own funds and in line with any grant conditions in the grant condition letter through a Section 31 Grant Determination (and not for its own purposes or without consent of the SWLEP).
- I.1.3 Ensure that the SWLEP Assurance Framework is being adhered to.
- I.1.4 Ensure the official record of SWLEP proceedings is maintained and having access to all relevant SWLEP documents.
- I.1.5 Take responsibility for the decisions of the SWLEP in approving schemes (e.g. if subjected to legal challenge) as per the Legal Frameworks and Agreements between the Accountable Body, SWLEP and Scheme Promoters.
- I.1.6 Ensure that there are arrangements for local audit of funding allocated by the SWLEP comparable to Wiltshire Council's own arrangements for local authority spend.

I.2 SWLEP shall:

- I.2.1 Comply with the SWLEP Assurance Framework.
- I.2.2 Develop strategic economic plans and policies, including amendments to the Swindon and Wiltshire Strategic Economic Plan.
- I.2.3 Identify a prioritised list of schemes within the available budget including under / over programming to enable prudent management.
- I.2.4 Make decisions based on the scrutiny of individual scheme business cases.
- I.2.5 Approve the release of funding in consultation with the Accountable Body Section 151 Officer and in accordance with the Accountable Body Legal Agreement to the relevant scheme promoter in line with any grant conditions in the grant condition letter through a Section 31 Grant Determination.
- I.2.6 Using reasonable endeavours ensure value for money is achieved.
- I.2.7 Monitor progress of scheme delivery and spend.
- I.2.8 Use reasonable endeavours to ensure on-time delivery of schemes to the programme.
- I.2.9 Actively manage the devolved budget and programme to respond to changed circumstances.



1.3 Swindon shall:

- 1.3.1 Comply with the terms and conditions of the Funding received by Wiltshire as the accountable body in relation to SWLEP pertaining to the administrative area of Swindon.
- 1.3.2 Comply with the SWLEP Assurance Framework.
- 1.3.3 Provide all necessary assistance to SWLEP and Wiltshire in relation to Projects and Programmes which operate in the administrative area of Swindon.

for approval

Schedule 2

SWLEP Assurance Framework

(See Section F of the Governance Framework)

for approval

H Code of Conduct

All members of the SWLEP Board, its Subgroups and officers shall, when carrying out any duties or responsibilities on behalf of the SWLEP, abide by the 7 principles of public life: as set out in Section 28 of the Localism Act 2011⁴;

1. Selflessness;
2. Integrity;
3. Objectivity;
4. Accountability;
5. Openness;
6. Honesty; and
7. Leadership

Board Members are expected to conduct themselves in accordance with these principles, which underpin the purpose and provisions of the Code of Conduct. The 7 principles of public life are taken to be consistent with the following:

Selflessness	Holders of public office should act solely in terms of the public interest. They should not do so in order to gain financial or other benefits for themselves, their family or their friends
Integrity	Holders of public office should not place themselves under any financial or other obligation to outside individuals or organisations that might seek to influence them in the performance of their official duties.
Objectivity	In carrying out public business, including making public appointments, awarding contracts, or recommending individuals for rewards and benefits, holders of public office should make choices on merit.
Accountability	Holders of public office are accountable for their decisions and actions to the public and must submit themselves to whatever scrutiny is appropriate to their office.
Openness	Holders of public office should be as open as possible about all the decisions and actions that they take. They should give reasons for their decisions and restrict information only when the wider public interest clearly demands it.
Honesty	Holders of public office have a duty to declare any private interests relating to their public duties and to take steps to resolve any conflicts arising in a way that protects the public interest.
Leadership	Holders of public office should promote and support these principles by leadership and example.

On joining the SWLEP Board, all members shall make a written declaration of their agreement to the Board's Governance Framework which includes this code of conduct.

⁴ <http://www.legislation.gov.uk/ukpga/2011/20/section/28/enacted>

Gifts and Hospitality

1. All Members of the Board should follow the gifts and hospitality policy of Wiltshire Council as the Accountable Body as set out in Part 12 of its Constitution⁵.

Complaints and Whistle-Blowing

2. Any individual or organisation is entitled to make a complaint about the work of the SWLEP if they feel that it is not being conducted in accordance with the Governance Framework. All complaints will be dealt with by the Accountable Body using the Accountable Body's complaints procedure⁶.

for approval

⁵ <https://cms.wiltshire.gov.uk/mglistgifts.aspx?bcr=1>

⁶ <http://www.wiltshire.gov.uk/council/complaints/complaintsmakingacomplaint.htm>

I Transparency Code

The SWLEP shall comply with the spirit of the Local Government Transparency Code 2015.

for approval

Security Level:	Confidential <input type="checkbox"/>	Restricted <input type="checkbox"/>	Unclassified X	Commercially Sensitive <input type="checkbox"/>
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Meeting & Date:	SWLEP Board Meeting – Wednesday, 22 March 2017		
Subject:	LGF Finance Summary		
Attachments:	None		
Author:	Ian Durston	Total no of sheets: (inc cover sheet)	11

Papers are provided for:	Approval X	Discussion <input type="checkbox"/>	Information <input type="checkbox"/>
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Summary & Recommendation:

Summary

This paper is for information and summarises the current financial status across the various streams of LGF funding and explains the position with regards to dealing with the variances in actual spend against the baseline grant issued by Central Government.

Recommendation

The Board is asked to approve the figures presented in this paper.

LGF Finance Summary

I. LGF

The following projects fit into this category

Growth Deal Round 1

- A350 Chippenham Bypass Dualling (Bumpers Farm)
- A350 Chippenham Bypass Dualling (Badger, Brook and Chequers)
- A429 Access Improvements (Malmesbury)
- LSTF Sustainable Transport (Swindon)
- M4 Junction 16 Improvements
- Porton Science Park
- Swindon Rapid Transit

Growth Deal Round 2

- Mansion House (Corsham)
- M4 Junction 17 Improvements
- Swindon Bus Exchange
- Yarnbrook West Ashton Relief Road

Substituted Projects (for M4 Junction 15)

- Salisbury Plain Heritage Centre
- Swindon Museum and Art Gallery
- Ultra Fast Broadband

Please note that Growth Deal Round 3 (LGF3) projects are not included here but will be added in the next report.

Table I shows the current forecast spend profile for each project and the corresponding actual spend to date. At the bottom of the table is the total of all the project lines, plus the profile of the grant that we receive from BEIS (shown in the 'orange' line). These total lines are shown graphically in Figure 1a.

Figure 1b also shows the position of total cumulative profiled spend against the total cumulative grant.

In 15/16, there was an underspend of £2,250,800. This was mainly due to the delays to Porton Science Park while ESIF funding was agreed. We do not lose this money as BEIS effectively allow us to carry it over to the next year.

In 16/17, assuming that all projects spend as per the forecast, there will be a further underspend of £715,848, resulting in a total cumulative underspend at the end of the year of £2,966,648. This is due to further delays with the spend on Porton Science Park (though construction has now started on this project) and delays to the Corsham Mansion House project. Again, this money can be carried over to the next year.

It should be noted, however, that the actual spend to date in 16/17 is significantly below the amount that the projects have been forecasting. While there is still some spend to be accounted for before the end of the financial year, this will not make up the gap with the profiled spend. The cumulative underspend will therefore be significantly higher than the £2,966,648 currently forecast.

From 17/18, it is forecast for spend to have caught up with the grant profile and for this to continue to the end of the grant period (2021). In order for this to be the case, Wiltshire Council have agreed to cash flow the A350 Chippenham Bypass Dualling and Junction 17 projects. In light of the bigger than anticipated underspend in 16/17, however, this profiling will now need to be reviewed with each of the projects once the final 16/17 actual spend is known at 31 March 2017.

It should also be noted that BEIS have awarded £89,630 of grant over and above the forecast profiling of the projects. How this money is to be used is to be determined.

Table 1

		Q1 15/16	Q2 15/16	Q3 15/16	Q4 15/16	Total 15/16	Q1 16/17	Q2 16/17	Q3 16/17	Q4 16/17	Total 16/17	17/18	18/19	19/20	20/21	TOTAL
A350 Bumpers Farm - COMPLETE	Forecast Profile Spend				1,670,000	1,670,000					0					1,670,000
	Actual Spend to Date				1,670,000	1,670,000					0					1,670,000
A429 Malmesbury - COMPLETE	Forecast Profile Spend				1,400,000	1,400,000					0					1,400,000
	Actual Spend to Date				1,400,000	1,400,000					0					1,400,000
Porton Science Park	Forecast Profile Spend					0	667,000	1,133,000	400,000		2,200,000	1,800,000				4,000,000
	Actual Spend to Date					0					0					0
A350 West Ashton/Yarnbrook	Forecast Profile Spend					0	117,300				117,300			2,282,700	3,100,000	5,500,000
	Actual Spend to Date					0	117,300				117,300					117,300
M4 Junction 17	Forecast Profile Spend					0	35,645	99,955			135,600			364,400		500,000
	Actual Spend to Date					0	37,555	15,326	48,627	8,600	110,109					110,109
Corsham Mansion House	Forecast Profile Spend				26,200	26,200	4,700	25,000	130,000	94,500	254,200	2,169,600	50,000			2,500,000
	Actual Spend to Date	2,092	17,274	3,716	7,783	30,865	12,515	24,452	49,294	9,824	96,085					126,950
A350 Dualling Chippenham Bypass	Forecast Profile Spend					0	193,000	155,000	161,000	161,000	670,000	1,133,854	2,683,246	2,612,900		7,100,000
	Actual Spend to Date					0	145,580	232,501	334,382	17,760	730,223					730,223
Ultra Fast Broadband	Forecast Profile Spend					0					0	1,000,000				1,000,000
	Actual Spend to Date					0					0					0
Salisbury Plain Heritage Centre	Forecast Profile Spend					0					0	425,000	925,000			1,350,000
	Actual Spend to Date					0					0					0
Swindon Museum and Art Gallery	Forecast Profile Spend					0					0	425,000	925,000			1,350,000
	Actual Spend to Date					0					0					0
Local Sustainable Transport Fund	Forecast Profile Spend	16,000	99,000	73,000	1,039,000	1,227,000	-409,000	322,000	158,000	1,202,000	1,273,000	1,250,000				3,750,000
	Actual Spend to Date	16,000	99,000	73,000	1,039,000	1,227,000	-409,000	322,000	158,000	45,000	116,000					1,343,000
M4 Junction 16	Forecast Profile Spend	80,000	86,000	54,000	656,000	876,000	-125,000	812,000	904,000	3,094,000	4,685,000	3,479,000		-3,120,000		5,920,000
	Actual Spend to Date	80,000	86,000	54,000	656,000	876,000	158,000	812,000	904,000	283,000	2,167,000					3,033,000
Rapid Transit	Forecast Profile Spend					0				164,000	164,000	3,283,000	3,283,000	3,120,000		9,850,000
	Actual Spend to Date					0			27,000		27,000					27,000
Swindon Bus Exchange	Forecast Profile Spend					0					0	737,000	2,063,000	200,000		3,000,000
	Actual Spend to Date					0					0					0
TOTAL Forecast Profile		96,000	185,000	127,000	4,791,200	5,199,200	483,645	2,546,955	1,753,000	4,715,500	9,499,100	15,702,454	9,929,246	5,460,000	3,100,000	48,890,000
TOTAL Actual		98,092	202,274	130,716	4,772,783	5,203,865	61,951	1,406,279	1,521,303	364,184	3,353,717	0	0	0	0	8,557,582
Grant Annual						7,450,000					10,214,948	12,735,560	10,028,520	5,455,301	3,095,301	48,979,630

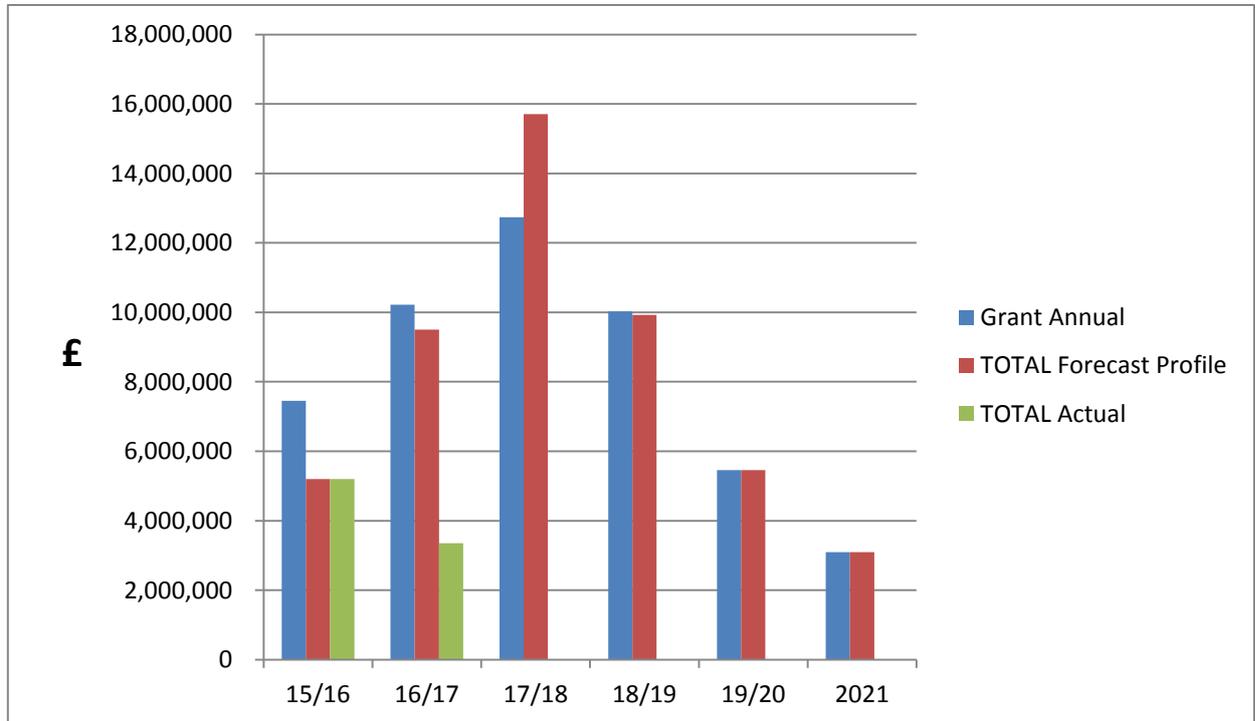


Figure 1a

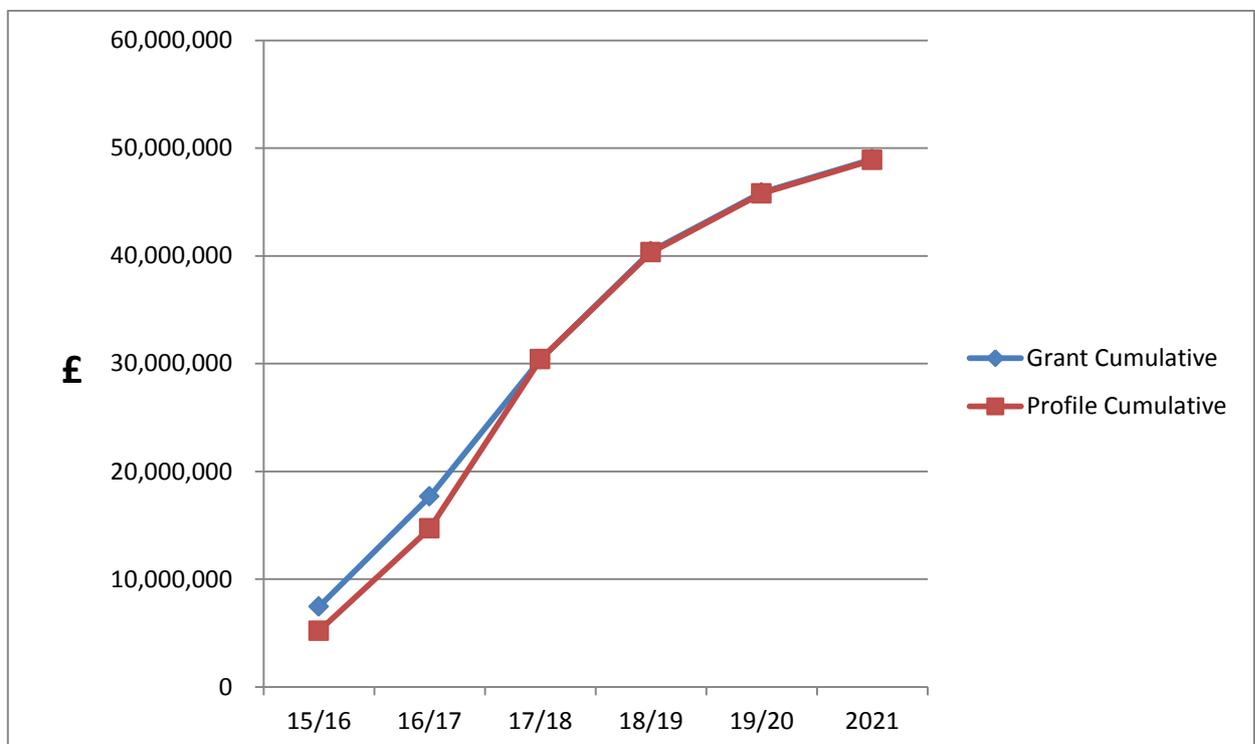


Figure 1b

2. LGF – DfT Projects

The following New Eastern Villages projects, while LGF projects, are funded by DfT with separate funding conditions, so are accounted for separately:

- NEV – Greenbridge Roundabout
- NEV – West Of A419 (Package 2)
- NEV – Geat Stall Bridge
- NEV – A420 Gablecross

Table 2 shows the current Forecast Spend Profile for each project and the corresponding actual spend to date. At the bottom of the table is the total of all the project lines, plus the profile of the grant that we receive from BEIS (shown in the ‘orange’ line). These total lines are shown graphically in Figure 2a.

Figure 2b also shows the position of total cumulative spend against the total cumulative grant.

It should be noted that the spend in 15/16 was cashflowed by Swindon Borough Council.

The mismatch between the grant profile and the forecast spend profile is due to slippages to the A420 Gablecross project and a change in spend profile to the Great Stall Bridge project. Updated profiling information has been requested from the NEV project so that discussions can be held with DfT to explain this and arrange for the grant profile to be changed accordingly.

Table 2

		Q1 15/16	Q2 15/16	Q3 15/16	Q4 15/16	Total 15/16	Q1 16/17	Q2 16/17	Q3 16/17	Q4 16/17	Total 16/17	17/18	18/19	19/20	20/21	TOTAL
Green Bridge Roundabout	Forecast Profile Spend			145,000	446,000	591,000	612,000	797,000			1,409,000					2,000,000
	Actual Spend to Date			145,000	446,000	591,000	612,000	797,000			1,409,000					2,000,000
West of A419 - Package 2	Forecast Profile Spend					0					0			500,000	1,500,000	2,000,000
	Actual Spend to Date					0					0					0
A420 Corridor	Forecast Profile Spend				41,000	41,000	22,000	-22,000		30,000	30,000	500,000	1,500,000	429,000		2,500,000
	Actual Spend to Date				41,000	41,000	22,000	-22,000			0					41,000
Great Stall Bridge	Forecast Profile Spend					0					0	500,000	1,761,000	4,696,000	643,000	7,600,000
	Actual Spend to Date					0					0					0
TOTAL Forecast Profile		0	0	145,000	487,000	632,000	634,000	775,000	0	30,000	1,439,000	1,000,000	3,261,000	5,625,000	2,143,000	14,100,000
TOTAL Actual		0	0	145,000	487,000	632,000	634,000	775,000	0	0	1,409,000	0	0	0	0	2,041,000
Grant Annual						0					4,500,000	500,000	3,500,000	4,100,000	1,500,000	14,100,000

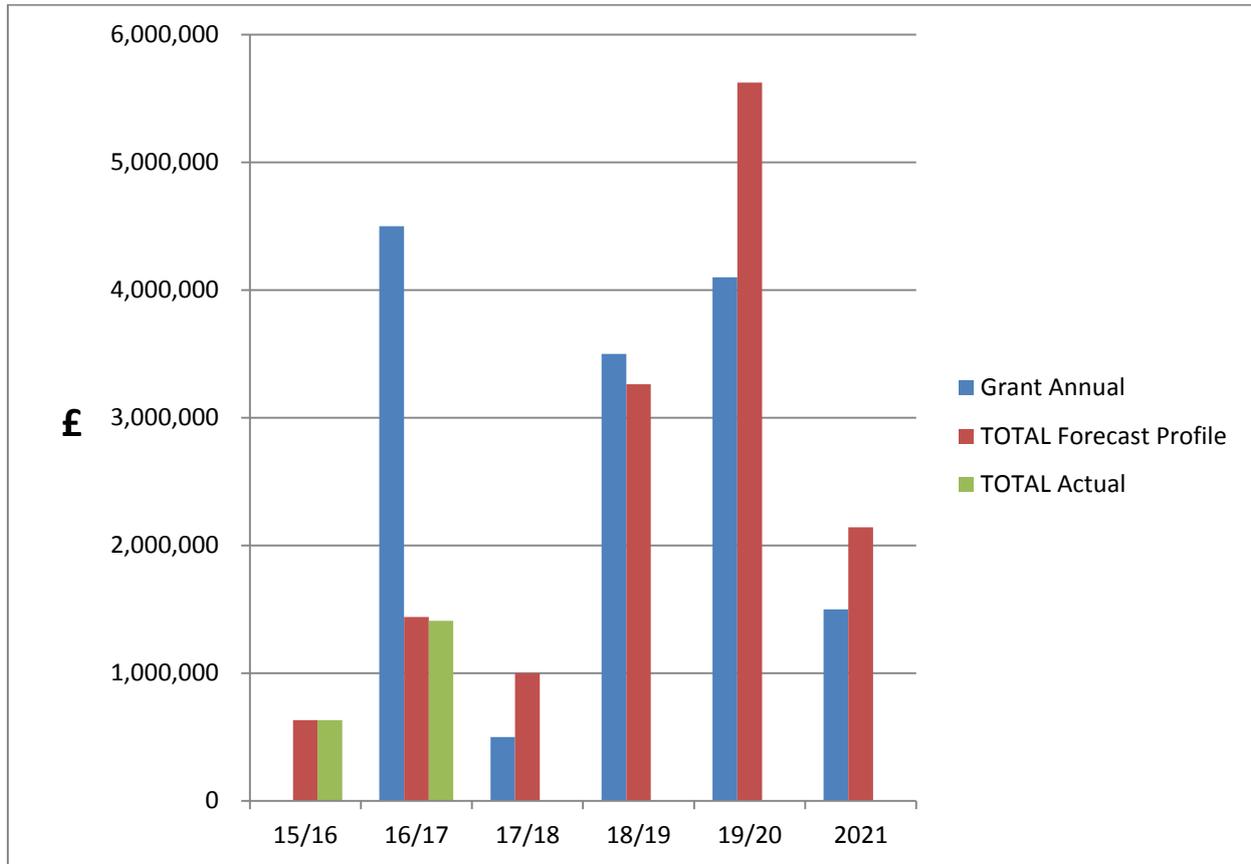


Figure 2a

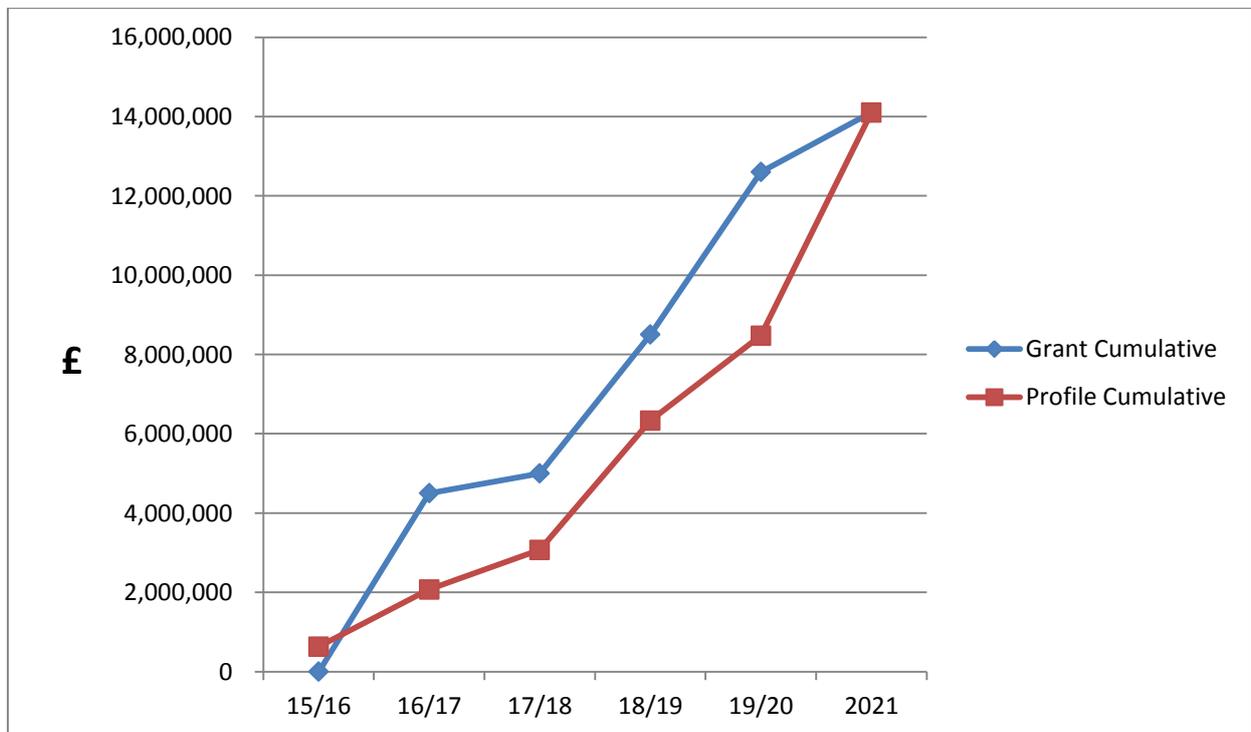


Figure 2b

3. DfT Retained Projects

The following projects have been retained by the DfT who require project status reporting as well as them controlling the grant payments:

- NEV – Business Case
- NEV – Southern Connector Rd
- NEV – White Hart Junction
- Chippenham Station Hub
- Whichelstowe Western Access

Table 3 shows the current Forecast Spend Profile for each project and the corresponding actual spend to date. At the bottom of the table is the total of all the project lines, plus the profile of the grant that we receive from BEIS (shown in the 'orange' line). These total lines are shown graphically in Figure 3a.

Figure 3b also shows the position of total cumulative spend against the total cumulative grant.

While there was some delay in spending in 15/16, this has been communicated to and agreed with DfT. It should be noted, however, that the actual spend to date in 16/17 is below the amount that the projects have been forecasting. While there is still some spend to be accounted for before the end of the financial year, this will not make up the gap with the profiled spend. This will be reviewed with DfT when the final spend is known at 31 March 2017.

Table 3

		Q1 15/16	Q2 15/16	Q3 15/16	Q4 15/16	Total 15/16	Q1 16/17	Q2 16/17	Q3 16/17	Q4 16/17	Total 16/17	17/18	18/19	19/20	20/21	TOTAL	
Chippenham Station Hub	Forecast Profile Spend	23,647			4,210	27,857	0	0	322,143	0	322,143	3,000,000	12,650,000				16,000,000
	Actual Spend to Date	23,647			4,210	27,857	32,267	62,013			94,280						
Wichelstowe Western Access	Forecast Profile Spend					0					0	200,000	2,340,000	10,360,000	10,000,000		22,900,000
	Actual Spend to Date					0					0						
New Eastern Villages - Business Case	Forecast Profile Spend			79,000	303,000	382,000	57,000	-94,000	66,000	89,000	118,000						500,000
	Actual Spend to Date			79,000	303,000	382,000	57,000	-94,000	66,000	58,000	87,000						469,000
New Eastern Villages - White Hart Junction	Forecast Profile Spend					0				600,000	600,000	400,000	0	11,000,000	10,500,000		22,500,000
	Actual Spend to Date					0					0						0
New Eastern Villages - Southern Connector Road	Forecast Profile Spend					0					0			5,800,000	5,800,000		11,600,000
	Actual Spend to Date					0					0						0
TOTAL Forecast Profile		23,647	0	79,000	307,210	409,857	57,000	-94,000	388,143	689,000	1,040,143	3,600,000	14,990,000	27,160,000	26,300,000		73,500,000
TOTAL Actual		23,647	0	79,000	307,210	409,857	89,267	-31,987	66,000	58,000	181,280	0	0	0	0	0	591,137
Grant Annual						850,000					600,000	3,600,000	15,350,000	26,800,000	26,300,000		73,500,000

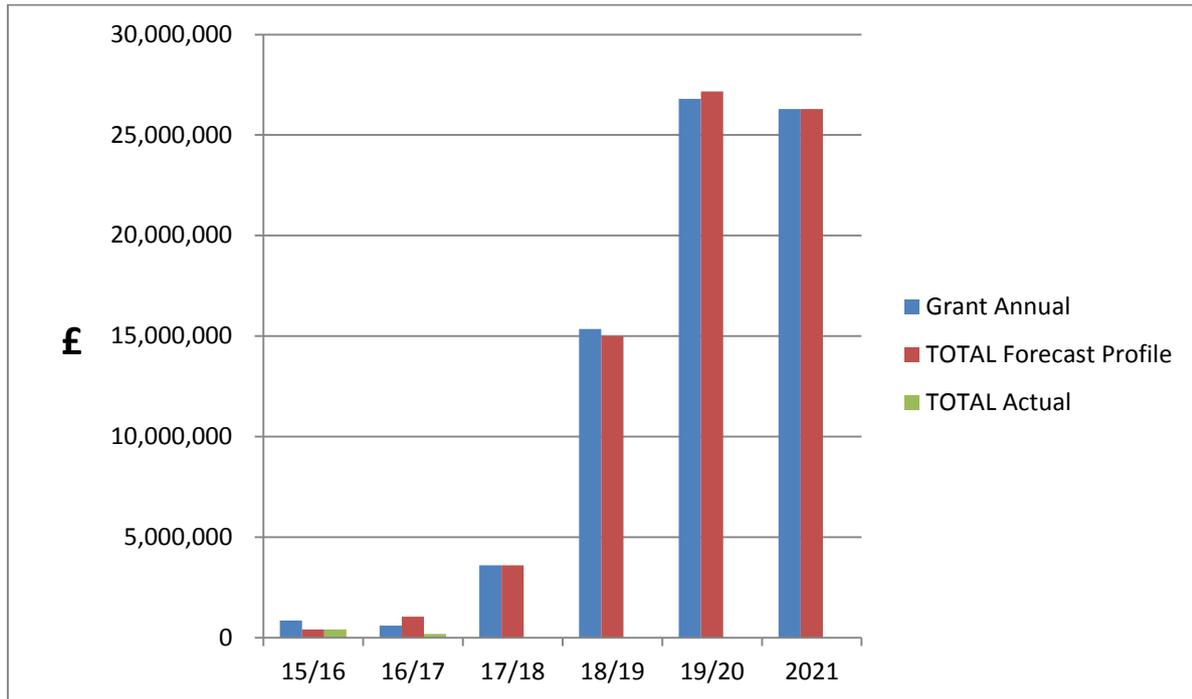


Figure 3a

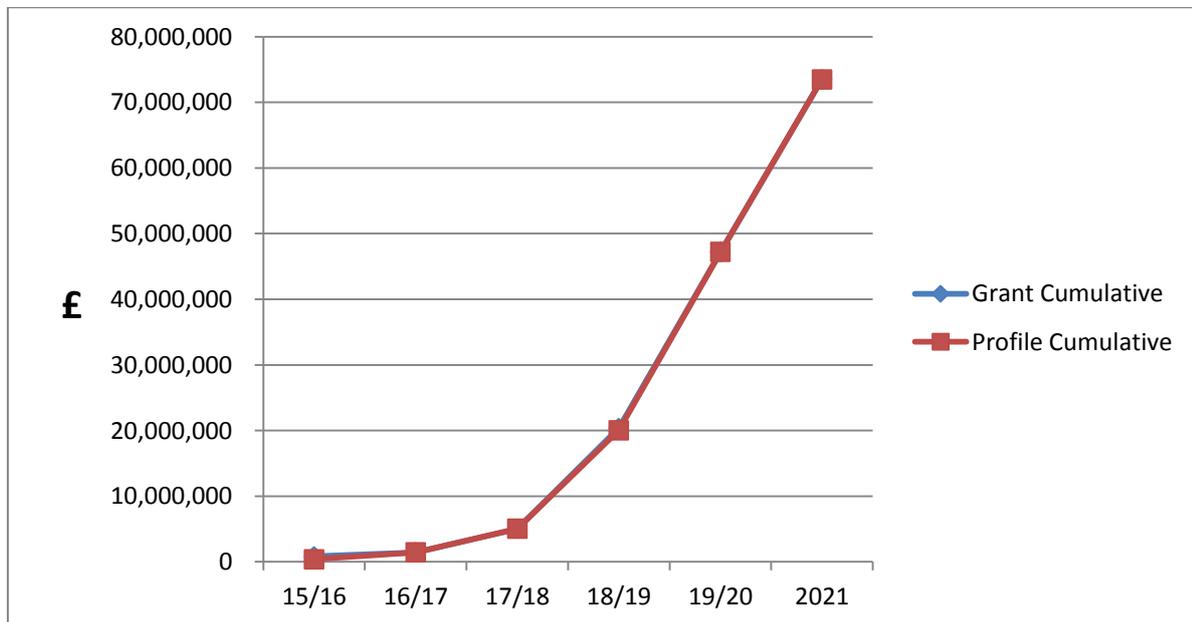


Figure 3b

Ian Durston, SWLEP Programme Manager

14 March 2017

8Security Level:	Confidential <input type="checkbox"/>	Restricted <input type="checkbox"/>	Unclassified <input checked="" type="checkbox"/>	Commercially Sensitive <input type="checkbox"/>
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Meeting & Date:	SWLEP Board – Wednesday, 22 March 2017		
Subject:	SWLEP General Account 2017-18		
Attachments:	None		
Author:	Paddy Bradley	Total no of sheets:	7

Papers are provided for:	Approval <input checked="" type="checkbox"/>	Discussion <input type="checkbox"/>	Information <input type="checkbox"/>
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Summary & Recommendation:

1. Summary

- 1.1. The report seeks approval from the SWLEP Board for the use of the Core budget, which includes as its major items, staffing, subgroup spend, communications and strategy development.
- 1.2. In addition, there is a proposal to use existing programme budgets to fund core activity in relation to investment and the management of the Growth Hub. The combination of the core and programme budgets is described as a Core+ budget proposal.
- 1.3. The Board is recommended to approve the budget. Without this approval, which may include an amendment to the proposal, the Director would not have authorisation to implement spending plans.

2. Recommendation

- 2.1. The SWLEP Board is recommended to approve the budget for the General Account and the additional use of the programme budget funds shown in section 6 and Appendix 2.

3. The purpose of the core budget

- 3.1. The SWLEP core budget from central government provides funding to support the administration of the LEP and to assist with the development of policy and strategy.
- 3.2. In addition, the two local authorities allocate time from staff specifically to support the operation of the LEP. This is in addition to local authority staff carrying out their jobs in relation to SWLEP projects for which the local authority is the scheme

developer.

4. The elements which make up the core budget

- 4.1. Income from central government of £500,000 in 2017-18. Currently, there is no funding from central government guaranteed beyond March 2018. There may be clarification in the Budget Statement on the 8 March 2017 or in subsequent announcements arising from the Statement.
- 4.2. There is an estimated carry forward from the 2016-17 budget of £320,000 due in large part to underspends on staffing, communications and subgroup plans.
- 4.3. The two local authorities provide match funding of £210,000 through time allocated by their staff to SWLEP activity.
- 4.4. The final element of match funding is £40,000 to account for the time given by business board members throughout the year.
- 4.5. The total match funding of £250,000 is the amount required by central government to release the £500,000 grant.

5. Other relevant programme budgets

- 5.1. Two of the SWLEP programmes include revenue funding which can be used to support SWLEP core activity and staffing.
- 5.2. The Growth Hub grant is £205,000 per year, currently guaranteed until March 2018. This budget is designed to help develop the concept of the Growth Hub in the area, aiming to make it the first point of contact for business.
- 5.3. The Growing Places Infrastructure Fund (GPIF), which is a revolving capital loan scheme also has an associated revenue stream of £526,200 carried over from 2016-17. This revenue budget is currently used to cover the costs of scheme appraisals and legal fees associated with funding agreements.

6. 2017-18 Core+ Budget Proposal

- 6.1. The features of the 2017-18 budget proposals in comparison with the 2016-17 budget plan are as follows:

- 6.1.1. The staffing establishment funded by central government's Core Budget allocation remains as for 2016-17, but the forecast spend of £409,000 for 2017-18 reflects all staff in post for the full year, which was not the case in 2016-17. The posts funded from the core budget are

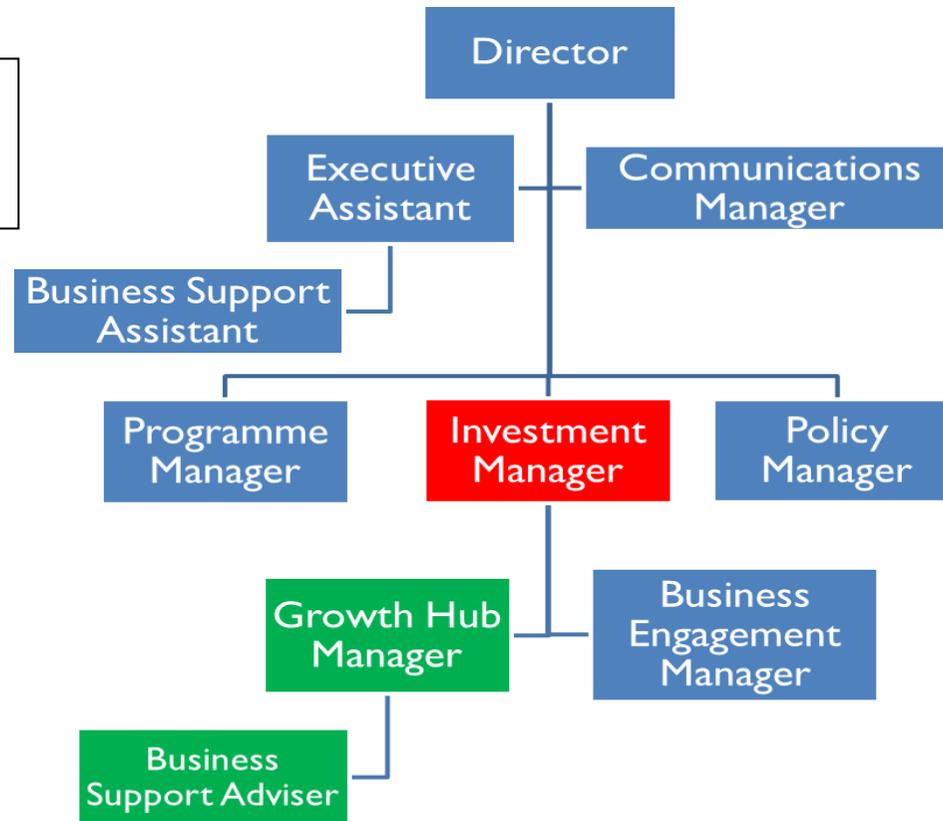
Director
Programme Manager
Project Manager Policy
Executive Assistant
Business Engagement Manager
Business Support Assistant
Marketing Manager.

- 6.1.2. The aspect which makes this a Core+ Budget proposal is the inclusion of extra posts funded through the Growth Hub and GPIF programmes and totalling £153,000.
- 6.1.3. An Investment Manager (total salary and expenses costs of £75,000 per year, funded from the £526,200 revenue stream in GPIF). The role responsibilities would include to:
- 6.1.3.1. Develop and implement the inward investment strategy for Swindon and Wiltshire, working with the economic development teams of both local authorities to ensure clarity of responsibilities and reflecting the priorities of the Strategic Economic Plan and national policy and strategies, particularly the Industrial Strategy;
 - 6.1.3.2. Co-ordinate the development and use of place marketing materials in collaboration with the SWLEP Communications Manager, place-marketing lead officers for both local authorities including both Switch On To Swindon and VisitWiltshire;
 - 6.1.3.3. Lead the process of public calls for projects to access funds managed by the SWLEP, either directly or through bids to central government;
 - 6.1.3.4. Manage the Growing Places Investment Fund to promote growth in employment and housing.
 - 6.1.3.5. Oversee the management of the business development function of the SWLEP.
- 6.1.4. A Growth Hub Manager (full annual cost of £42,000) and a Business Advisor (full annual cost of £36,000) funded from the Growth Hub grant of £205,000).
- 6.1.4.1. The Growth Hub Manager will be tasked to develop the full potential of the revised Growth Hub, including the new portal, ensuring there is appropriate face to face advice to business and working with partners to bring other programmes into the Growth Hub, starting with Higher Futures.
 - 6.1.4.2. The Growth Hub Business Adviser will work with the SWLEP's Business Engagement Manager to provide support to businesses

not eligible for support from the European Structural Investment Fund programme of the SME Growth Programme and for which the Growth Hub must provide assistance. This support will include direct assistance in addition to signposting businesses to other appropriate sources of help.

- 6.1.5. The staffing structure supported by the proposed Core+ Budget is attached as Appendix 1.
- 6.1.6. There is provision for £250,000 spend on subgroup action plans, five times higher than the allocation for 2016-17, reflecting the Board's drive to ensure implementation of the Strategic Economic Plan.
- 6.1.7. The other spending areas are £60,000 for Marketing and Communications; £25,000 for Board development and expenses, which includes £10,000 for the Chair's post and £51,000 for independent scheme assessments, policy development and membership fee for the national LEP Network.
- 6.1.8. The current 2016-17 and the proposed 2017-18 budgets are shown in Appendix 2.

Appendix 1
SWLEP Proposed Organisation Chart
2017-18



Funded from Central Government Core allocation

Funded from The Growth Hub grant

Funded from Growing Places Infrastructure Fund Revenue Stream

Appendix 2 – General Account Budget

Board Report - General Account 2016-17 (13/03/2017)	Approved Budget	Year to Date		Forecast
		Actual	Variance	
<i>SWLEP General Account</i>				
Central Government				
BIS Core Funding	£250,000	£250,000	£0	£250,000
Capacity Funding	£250,000	£250,000	£0	£250,000
Partner Contributions				
<i>Balance b/f 2015/2016 Swindon Skills Mapping</i>	£6,667	£6,667	£0	£6,700
<i>Balance b/f 2015/2016 Interest/DCLG</i>	£256,053	£256,053	£0	£256,100
<i>Interest 2016/2017</i>	£50,000		£50,000	£50,000
Total Income	£812,719	£762,719	£50,000	£812,800
Governance				
Board Development	£20,000	£9,799	£10,201	£10,200
Board Expenses	£20,000	£10,470	£9,530	£11,200
Accountable Body Charge	£50,000	£0	£50,000	£50,000
Administration				
SWLEP Staffing	£414,200	£322,138	£92,062	£338,100
Communications/Marketing				
Media Support	£100,000	£46,001	£53,999	£47,400
Projects				
Sector Development	£35,800	£6,424	£29,376	£16,400
Sub Group Support (Sector Research)	£45,000	£0	£45,000	£0
Independent Technical Advisors	£30,000	£3,050	£26,950	£3,100
LEP Network	£5,000	£5,000	£0	£5,000
LEP Events	£10,000	£2,612	£7,388	£2,600
Swindon Skills Mapping	£6,667	£6,667	£0	£6,700
Total Expenditure	£736,667	£412,161	£324,506	£490,700
Balance SWLEP General Account	£76,052	£350,558	£274,506	£322,100

Board Report – Proposed General Account 2017/2018	Proposed Budget
SWLEP General Account	
Central Government	
BIS Core Funding	£250,000
Capacity Funding	£250,000
Partner Contributions	
<i>Forecast Balance b/f 2016/2017 DCLG</i>	£320,000
<i>Interest 2017/2018</i>	£50,000
Total Income	£870,000
Governance	
Board Development	£10,000
Board Expenses	£15,000
Accountable Body Charge	£50,000
Administration	
SWLEP Staffing	£409,000
Communications/Marketing	
Media Support	£60,000
Projects	
Sub Group:	£250,000
<i>Transport Improvement</i>	
<i>Business Development</i>	
<i>Digital Capability</i>	
<i>Skills and Talent</i>	
<i>Place Shaping</i>	
Independent Technical Advisors	£25,000
Policy Development	£20,000
LEP Network	£6,000
Total Expenditure	£845,000
Balance SWLEP General Account	£25,000

SWLEP Programme	Amount	Use
Growing Places Infrastructure Fund Revenue	£75,000	Investment Manager
Growth Hub grant	£78,000	Growth Hub Manager Business Support Adviser

Security Level:	Confidential <input type="checkbox"/>	Restricted <input type="checkbox"/>	Unclassified <input checked="" type="checkbox"/>	Commercially Sensitive <input type="checkbox"/>
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Meeting & Date:	SWLEP Board – Wednesday, 22 March 2017		
Subject:	Local Growth Deal 3 Award		
Attachments:	Letter to project leads		
Author:	Ian Durston	Total no of sheets:	5

Papers are provided for:	Approval <input checked="" type="checkbox"/>	Discussion <input type="checkbox"/>	Information <input type="checkbox"/>
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Summary & Recommendation:

1. Summary

- 1.1. The report summarises the Local Growth Deal 3 award to Swindon and Wiltshire LEP (SWLEP) which was announced by the Secretary of State for Communities and Local Government on the 23 February 2017 at the Chippenham Campus of Wiltshire College.
- 1.2. The Board is recommended to note the value of the award and the payment schedule associated with it and acknowledge the quality of the work associated by all concerned in the production of the local growth deal bid submitted to Government in July 2016 and its ultimate success in attracting further funding to Swindon and Wiltshire.

2. Recommendation

- 2.1. The SWLEP Board is recommended to note:
 - 2.1.1. the award of £28.09m in local growth deal round 3, which is in addition to £140.8m previously awarded in the first two rounds in 2014 and 2015;
 - 2.1.2. the payment schedule received from BEIS for LGF 3 projects and the associated cash flow management process across the portfolio of LGF1,2 and 3 projects;

2.1.3. the letter sent by the Chairman and the Director to all project leads of the 11 projects which formed the SWLEP's bid to Government in July 2016.

3. Detail

3.1. The allocation from central government to the SWLEP for Local Growth Fund 3 is £28.09m.

3.2. Board members received a special paper on 2 December 2016 outlining the amount of the award. They agreed to the recommendation that the funding be used to support fully the first two projects in the SWLEP's bid and to support in part the third project on the list.

3.3. The funding will allocated as follows:

Scheme	Investment programme	Investment sought	Investment allocated
Wiltshire College Salisbury	Skills capital	£13.83m	£13.83m
Wiltshire College Lackham	Skills capital	£8.20m	£8.20m
Regeneration of the Central Car Park and Maltings, Salisbury	Place shaping	£7.50m	£6.06m

3.4. This allocation is the third tranche of funding from Government through the Local Growth Deal process. The previous two rounds have resulted in allocations totalling £140.8m.

3.5. The total value of the projects operating through the Local Growth Deal is £518m. This includes £123m from other public sources and £226m from the private sector.

3.6. The budget profile for the Local Growth Deal Fund 3 allocation is slightly different from the profile defined by the projects receiving the allocation. The discrepancy is shown below:

	2017/18	2018/19	2019/20	2020/21	Total
Wiltshire College Salisbury	£2,300,000	£2,300,000	£2,300,000	£6,930,000	£13,830,000
Wiltshire College Lackham	£1,360,000	£1,360,000	£1,360,000	£4,120,000	£8,200,000
Regeneration of the Central Car Park and Maltings, Salisbury	£1,250,000	£1,250,000	£1,250,000	£3,750,000	£7,500,000 *
	£4,910,000	£4,910,000	£4,910,000	£14,800,000	£29,530,000
BEIS LGF3 Payments	£6,716,274	£5,513,225	£2,754,922	£13,105,580	£28,090,001

*Note: this is original profiling submitted by project. LGF3 allocation is less.

- 3.7. The SWLEP Programme Manager has discussed these differences with the project leads who have agreed that the process can be managed. The Section 151 Officer of the Accountable Body is also aware and agrees that the discrepancies can be handled through effective cash flow management. This will be carried out across the portfolio of LGF 1, 2 and 3 projects in the same way as has been reported to the Board for LGF1 and 2.
- 3.8. The eight projects which did not receive funding remain part of the Category 1 projects which the Board identified in May 2016 as the strategically important projects which will form the basis of investment and bidding opportunities.
- 3.9. Although there is not likely to be another Local Growth Fund round in the period of this Parliament, there are further opportunities which may arise from announcements made in the Government's Autumn Statement in November 2016 and the Budget announcement in March 2017.
- 3.10. In such circumstances, the SWLEP would review the existing Category 1 projects against the assessment criteria for any bidding opportunity and use appropriate projects as a basis for any submission. It is also important to keep developing and amending the pipeline of projects so that our thinking remains current.

7 March 2017

(Name and address)

Dear (Name)

Local Growth Fund 3

On 23 February 2017, Sajid Javid, the Secretary of State for Communities and Local Government, announced new funding for Swindon and Wiltshire as part of the third round of the Local Growth Deal.

We were awarded £28.09m, which follows announcements in 2014 and 2015 totalling £140.1m. Our total award over the three rounds is £168.19m. With additional public sector match of £122.76m and private sector contributions of £226.03m, our successful bids have resulted in an investment of £516.98m in infrastructure projects in our area between 2015 and 2021.

We submitted a bid in July 2016 which included 11 projects in priority order. Our bid was highly rated by the assessors at the Department for Business, Energy and Industrial Strategy, which is due recognition for the coherence of the SWLEP Board's approach and the quality of the individual scheme submissions.

Our award of £28.09m enables us to support the first three projects in our bid: the engineering, life sciences, construction and HE facility at the Salisbury campus of Wiltshire College; the agri-tech and HE facility at the Lackham campus of Wiltshire College and the re-development of the Central Car Park and The Maltings in Salisbury.

This leaves eight proposed projects, which still require funding. These projects are in our main set of first priority projects and we will continue to seek opportunities to obtain funding from a range of sources, including central government. We are hopeful that the Government's commitment to investing in infrastructure and funding opportunities arising from the Industrial Strategy, will enable various other projects to proceed. Of course, we need to respond to the criteria associated with the range of potential future funds, so the Board will assess the best match between fund criteria and projects in the SWLEP pipeline.

Thank you for all your hard work in developing projects throughout the three rounds of the Local Growth Deal and for those unsuccessful in this last round, please be assured that we will take every opportunity to secure further sources of capital funding.

Yours sincerely

John Mortimer
Chairman

Paddy Bradley
Director

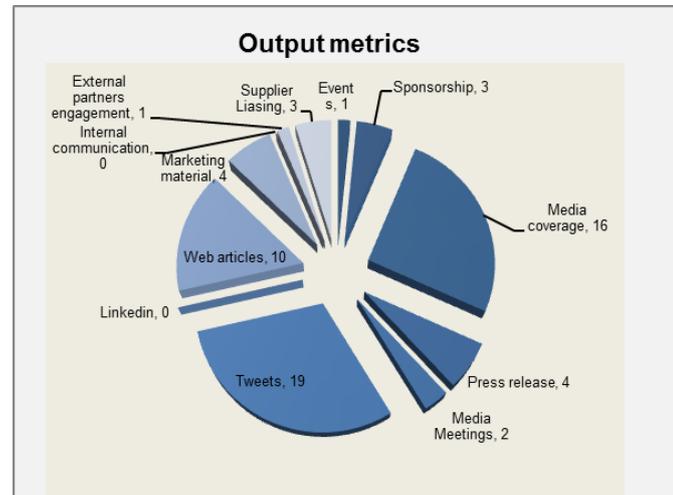
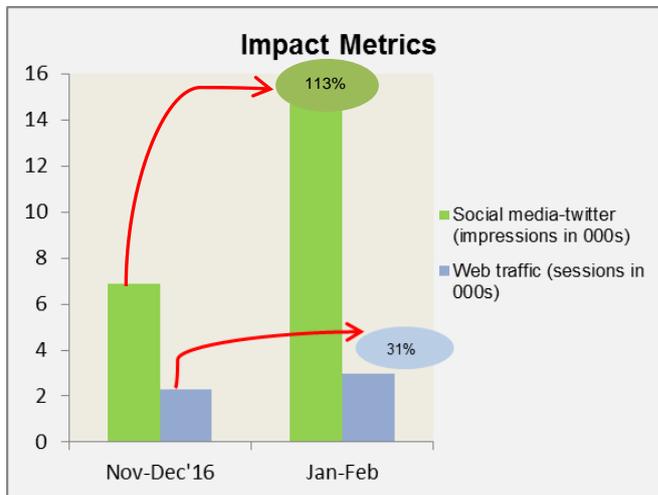
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Meeting & Date:	SWLEP Board Meeting – Wednesday, 22 March 2017		
Subject:	Marketing and Communications update		
Attachments:			
Author:	Vanessa Joseph	Total no of sheets:	3

Papers are provided for:	Approval <input type="checkbox"/>	Discussion <input type="checkbox"/>	Information X
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Function Highlights

- Rural Growth Development Programme and One day Event communication and publicity
- Ministerial Visit on LGF 3 announcement - visit co-ordination and publicity on radio, television and print media
- Growth Hub Event - end to end event planning, communication and promotions
- Increased Website traffic - 31% higher in period January 2017 – February 2017 over period November'206 - December 2016
- Growing social media profile - 113% increase in Twitter activity between January 2017 – February 2017
- Increased engagement with local businesses, **128** new followers added



SWLEP Communications – progress update (January – February 2017)

Marketing

- Advertorial in Politics First magazine on Higher Futures
- Rural Development Programme pre-event, on event day and post event day communications and promotions in the media and social channels. Event well represented by rural businesses.
- Communications and Event Planning for Growth Hub event on 23 March 2017 including invites and event management on the day and post event feedback management.
- SWLEP One pager with one-liners and boiler-plate to enable a single voice on the SWLEP
- SWLEP backdrop conceived and produced with key branding messages for events and significant occasions
- LEP Annual Conference SWLEP content on Higher Futures created and submitted

In progress

- New marketing materials for SWLEP and Growth Hub
- Annual Report 2017 content planning in progress for publication by June/July 2017. Steering Group set up to oversee the task.

Engagement

- Communities Secretary Sajid Javid's visit to Wiltshire College, Chippenham co-ordinated with Minister's press and visit planning team. Activity at the venue for the duration of the visit also managed.
- The SWLEP online profile is growing. Traffic to the website has increased by 31% from 2,291

sessions in November 2016 – December 2016 to 3,011 sessions in January 2017 – February 2017. New visitors to the website has also increased by 27% to 1,839 as compared to 1,452 over the same period. The bounce-rate for the website has increased by 3 percentage points. Twitter activity has continued to rise exponentially by 113% in the months of January 2017 – February 2017, the positive being 128 new followers added in the last two months with local businesses like UK-Cloud, MDS technologies, Reinshaw etc topping the list. Many of these companies now actively retweet SWLEP tweets.

- SWLEP sponsored the Insider Business Breakfast attended by close to 100 local businesses. Paddy Bradley was interviewed on stage on the role of the SWLEP in supporting local businesses.

In progress

- Sponsorships and Events

The SWLEP will be sponsoring several events over the next few months either individually or with others. Planned events so far;

- co-sponsor Salisbury Big Business Event in April,
- co-sponsor South West Business Expo in June,
- sponsor South Wiltshire Business Awards in June, and
- there is also a joint stall being co-sponsored with other LEPs in the region at the MIPIM event in October 2017.
- SWLEP is the chosen location for our LEP champion, Lord Prior, to host a meeting of the LEPs for which he is the champion. The focus of the discussion with LEP Chairs is the Industrial Strategy.

Communication

- Press release on LGF 3 issued and Press statement to BBC Wiltshire on LGF portfolio split between Swindon and Wiltshire also issued.
- Increased press coverage received in light of LGF 3 announcement. Coverage received from BBC Wiltshire, Salisbury Journal, Gazette and Herald, Wiltshire Times, Swindon Advertiser, and Spire FM Salisbury.
- Extended background briefing with the Editor of Newsquest Group whose publications include the Gazette and Herald, Wiltshire Times and the Swindon Advertiser, leading to a monthly news briefing with a reporter from each of the newspapers in the group.

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Meeting & Date:	SWLEP Board Meeting – Wednesday, 22 March 2017		
Subject:	Update on European Investment and Structural Fund 2014-2020 programme		
Attachments:	None		
Author:	Julian Head	Total no of sheets:	3

Papers are provided for:	Approval <input type="checkbox"/>	Discussion <input type="checkbox"/>	Information <input checked="" type="checkbox"/>
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Programme performance

European Social Fund (ESF)

Almost 75% of the ESF allocation has been contracted to providers to support people and businesses, by training audits, workforce skills packages, employability training and social inclusion support. Both Local Authorities are actively working with the SWLEP and directly with providers to ensure that targeted groups and particular places receive services. Some work remains across the partnership to ensure local partners have the ability to effectively shape and improve delivery of the programme.

ESF Programme summary

ESF – Committed funds		Allocation	Contracted amount	% of allocation contracted	Remaining allocation ¹
Priority 1	Inclusive Labour Markets	£9.07m	£7.75m	85%	£1.32m
Priority 2	Skills for Growth	£7.85m	£4.89m	62%	£2.96m
Total		£16.92	£12.64m	74%	£4.28m

European Regional Development Fund (ERDF)

The ERDF Low Carbon calls launched in December have brought forward nine applications. The ESIF sub-Committee will advise on the strategic fit of the proposals at its next meeting on 5 April 2017.

¹ Subject to future £:€ exchange rate and change request by Skills Funding Agency.

The ERDF has committed around 37% of funds to projects, rising to 66% once Low Carbon projects receive contracts, expected by late summer. The SME Growth project has begun delivery, and alongside LMAP Manufacturing Advice, Innovate2Succeed and Export for Growth projects, it underpins a broad range of business support and advice projects linked to Swindon Wiltshire Growth Hub. Development work on the repositioned Growth Hub is also being supported by the Technical Assistance (TA) project as part of its work to support ERDF programme. The TA has recently recruited its project officer and will also publicise calls and support future ERDF applicants.

ERDF programme summary

ERDF – Committed funds		Allocation	Committed to contracts	% of allocation contracted	Remaining allocation ²
Priority 1	Research & development	£6.72m	£4m	59%	£2.72m
Priority 3	SME Competitiveness	£4.78m	£2.21m	71%	£2.57m
Priority 4	Low Carbon Economy	£5.43m	£0m	0%	£5.43m
Total		£16.95m	£6.21m	37%	£10.72m

RDPE Growth Programme (EAFRD)

In early February in Devizes, over 140 rural businesses attended the Rural Business Grants event organised by the SWLEP in conjunction with the Rural Payments Agency (RPA). The event was supported by a range of business organisations and the LEADER programme. The £3.4m funding currently available will be granted to rural businesses over the next 12 – 18 months. The SWLEP is setting-up a rural sub-group of the ESIF sub-Committee to provide regular advice to the RPA on the strategic fit of proposals to speed-up decision-making for full investment of our allocation in the area.

Future programming

ESIF is entering into its final two-year period of disbursing EU-sourced funds. The nominal ‘Brexit’ date in late March 2019 it is expected to signal the end of EU-funds being used for projects. After that date the government will invest HM Treasury ‘exchequer’ funds for ESIF contracted projects that are also ‘consistent with domestic priorities.

² Subject to future £:€ exchange rate

The scale of HM Treasury commitment is unknown. The starting point is the government's assurance that all projects with contracts at the Brexit date will be honoured by exchequer funding. How many projects will be funded, and how close to the Brexit date contracts can start remains to be seen – but we are working on the basis that all locally allocated funds can be called for.

However only projects delivering to the government's 'domestic priorities' (not European priorities) will be able to go ahead. The Industrial Strategy is at the centre of the government's emerging economic development policy and covers many similar themes as ESIF. It should therefore be regarded as 'domestic priorities' and forthcoming ESIF calls should work to align to emerging Industrial Strategy.

Developments

Some more detailed challenges lay ahead for the future investment of ESI funds. In summary:

- Reported difficulties for the government departments acting as Managing Authorities to resource and manage the workload of 39 local areas each wishing to make calls for projects and invest local allocations this side of Brexit.
- Pre-screening of potential ESF calls by DWP senior management to ensure consistency with domestic priorities and resource management may slow things down.
- Finding a way to resolve how existing three-year projects are replaced with new projects (the ESIF Strategy was profiled for projects to run over 6-7 years.) Currently ERDF projects have been constrained to three year contracts, with four local business projects due to end after March 2019.
- There has been discouragement from government to plan for calls in 2018, and it is questioned whether government would want to offer projects with contracts shortly before the Brexit date which would run deep into next Parliament using HM Treasury monies.
- The remaining financial allocation is split across a number of investment priorities which may not fit with the locally articulated needs for future investment of ESIF – particularly ESF monies.

The SWLEP Board should note that much work is required to develop successor programmes that avoid a cliff-edge of funding for support to smaller businesses, on research and innovation and for skills and training after 2019. As above, Industrial Strategy will be critical to funding policy going forwards.

Some certainties

Work is underway by the SWLEP, in close conjunction with Local Authority colleagues, to determine a range of calls for 2017 which include:

ERDF – future calls summary

- Research and innovation infrastructure - Research facilities linked to
- Digital Hub
- Workspace – SME focus
- Strategic inward investment service
- Business support package

ESF – future calls summary

- Apprenticeships Hub
- Skills Brokerage
- SEND / Care-leavers employment & careers project
- Raising Aspirations
- Supporting for adults into work

This work is being developed by small working groups and the SWLEP Secretariat, with sub-groups and other stakeholders.

Security Level:	Confidential <input type="checkbox"/>	Restricted <input type="checkbox"/>	Unclassified X	Commercially Sensitive <input type="checkbox"/>
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Meeting & Date:	SWLEP Board Meeting – Wednesday, 22 March 2017		
Subject:	Commissioning Group Highlight Reports		
Attachments:	None		
Author:	Ian Durston	Total no of sheets: (inc cover sheet)	66

Papers are provided for:	Approval <input type="checkbox"/>	Discussion X	Information <input type="checkbox"/>
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Summary & Recommendation:

Summary

Highlight Reports for each project and an overall summary table are presented for all LGF and other SWLEP projects.

Swindon Bus Exchange remains red as confirmation of updated plans have not yet been received. The SWLEP Programme Manager is working with the Delivery Performance Team (DPT) to resolve this.

Delays have been encountered on the Mansion House (Corsham) project due to the planning application process.

New Eastern Villages - Greenbridge roundabout has been completed.

LGF3 projects have been added to the summary table.

Local Growth Fund (Growth Deals 1 and 2)

Project Ref	Project Name	Lead Delivery Partner	Previous	Current	Notes
LGF/1516/001/A350	A350 Improvements	WC	Complete	Complete	
LGF/1516/002/A429	A429 Malmesbury	WC	Complete	Complete	
LGF/1516/004/PSP	Porton Science Park	WC	G	AG	Construction has commenced – completion now due December 2017. Discovery of asbestos and electric cables, along with DSTL on site working requirements, has caused a 5 week delay.
LGF/1516/005/LSTF	LGF Sustainable Transport Package	SBC	AG	G	Work progressing to programme. Programme for 17/18 has been requested.
LGF/1617/001/A350	A350 Dualling Bypass (Badger – Brook + Chequers)	WC	G	G	Tender process on track to appoint contractor and complete Full Business Case (FBC). Construction due to start in May 2017.
LGF/1617/003/SRT	Swindon Rapid Transit	SBC	AG	AG	Draft business case in process of being written. Due for completion in March 2017. 2017/18 programme has been requested.
LGF/1617/006/JNC16	M4 Junction 16	SBC	AG	AG	Construction in progress. On track for completion in March 2018. Interim construction milestones have been requested.
LGF/1617/007/MH	Mansion House (Corsham)	WC	G	AG	Planning application was submitted in November 2016. Objection has been raised by Georgian Group putting planning timescales at risk. Running tender process to appoint contractor, but dependent on planning.
LGF/1617/008/SBX	Swindon Bus Exchange	SBC	R	R	Awaiting confirmation of project programme and financial profiling. Design review to conclude in March.
LGF/1617/009/YWA	A350 Yarnbrook/ West Ashton Relief Rd	WC	R	G	Change control for new timescales and financial profiling agreed by Commissioning Group.

**LEP Programmes
Highlight Report to Commissioning Group (8 March 2017)**



LGF/16/17/010/JNC17	M4 J17 Capacity Improvement	WC	G	G	Tender process in progress to appoint contractor and complete Full Business Case (FBC). Construction due to start in June 2017.
LGF/1617/009/UFB	Ultra Fast Broadband	WC	G	G	Tender process underway to appoint contractor by April 2017.
LGF/1617/010/SPHC	Salisbury Plain Heritage Centre	WC	G	G	Dependent on result of application for Heritage Lottery Funding Highlight Report to be produced if project goes ahead.
LGF/1617/011/SMAG	Swindon Museum and Art Gallery	SBC	G	G	Dependent on result of application for Heritage Lottery Funding Highlight Report to be produced if project goes ahead.
LGF/1718/001/WCS	Wiltshire College - Salisbury	Wiltshire College	NA	G	Project initiation in process. Highlight Report to be produced for next reporting cycle.
LGF/1718/002/WCL	Wiltshire College - Lackham	Wiltshire College	NA	G	Project initiation in process. Highlight Report to be produced for next reporting cycle.
LGF/1718/003/MAL	Salisbury Central Car Park and Maltings	WC	NA	G	Project initiation in process. Highlight Report to be produced for next reporting cycle.

Financial Summary:

£Ms	2016/2017				Total
	Q1	Q2	Q3	Q4	
LGF Profile	0.484	2.547	1.753	4.716	9.499
LGF Actual	0.062	1.406	1.521	0.364*	3.354

* to date

Department for Transport – LGF (Growth Deal 1)

Project Ref	Project Name	Lead Delivery Partner	Previous	Current	Notes
LGF/1516/003/EV (i)	New Eastern Villages - Great Stall Bridge	SBC	AG	AG	Design work progressing. Dependent on DfT acceptance of modelling - delays have occurred due to DfT resource issues.
LGF/1516/003/EV (iia)	New Eastern Villages - Greenbridge Roundabout (Package 1)	SBC	Complete	Complete	Construction work complete. Lessons learned being carried out.
LGF/1516/003/EV (iib)	New Eastern Villages -West of A419 (Package 2)	SBC	G	G	No work currently being carried out. Preliminary design due Dec 2018.
LGF/1516/003/EV (iii)	New Eastern Villages A420 Gablecross	SBC	AG	AR	Delays have occurred with CH2M modelling and handover to Atkins, putting current timescales at risk.

Financial Summary:

£Ms	2016/2017				Total
	Q1	Q2	Q3	Q4	
LGF Profile	0.634	0.775	0	0.03	1.439
LGF Actual	0.634	0.775	0	0*	1.409

*to date

**LEP Programmes
Highlight Report to Commissioning Group (8 March 2017)**



Department for Transport - Retained

Project Ref	Project Name	Lead Delivery Partner	Previous	Current	Notes
LGF/1516/003/EV (iv)	New Eastern Villages Southern Connector Road	SBC	G	G	Design work progressing to plan. No current issues.
LGF/1516/003/EV (v)	New Eastern Villages White Hart Junction	SBC	G	G	Design work progressing, though have experienced delays due to modelling reviews. Revised layout to go to Programme Board for approval.
LGF/1516/003/EV (vi)	New Eastern Villages Business Case	SBC	G	G	Comments on 2014 Base Swindon Transport Model continue to be received from DfT and reviewed by Atkins. Further meeting on 21 st March to discuss with DfT.
LGF/1617/002/WI	Wichelstowe Infrastructure	SBC	G	G	Scheme in very early stages with development of programme ongoing. Highlight Report to be produced when work starts.
LGF/1617/004/CSH	Chippenham Station Hub	WC	AG	AG	OBC for Phase 1 to be submitted to May 2017 Board.

Financial Summary:

£Ms	2016/2017				Total
	Q1	Q2	Q3	Q4	
LGF Profile	0.057	-0.094	0.388	2.339	2.69
LGF Actual	0.089	-0.031	0.066	0.058*	0.181

*to date

**LEP Programmes
Highlight Report to Commissioning Group (8 March 2017)**



City Deal

Project Ref	Project Name	Lead Delivery Partner	Previous	Current	Notes
LGf/1516/006/CD	Higher Futures	WC & SBC	AR	AR	Achievement of outputs is proving slow. Discussions held with BEIS. Paper being produced for Commissioning Group and Board.

Careers and Enterprise Company (CEC)

Project Ref	Project Name	Lead Delivery Partner	Previous	Current	Notes
LEP/GEN/001/CEC	Enterprise Advisor Network	WC & SBC	G	G	Project going well with 40 schools/colleges & 34 Enterprise Advisers officially engaged with EAN since delivery began Jan 2016. Mentoring also about to start.

Department of Business Energy and Industrial Strategy (BEIS)

Project Ref	Project Name	Lead Delivery Partner	Previous	Current	Notes
LEP/GEN/002/GH	Growth Hub	LEP	AG	AR	RIKA Digital appointed to project manage and produce specification for portal development. Have produced proposal. Risk of claw back of 2015/16 money by BEIS.

Financial Summary: Please see individual reports

Growing Places Infrastructure Fund (GPIF)

Project Ref	Project Name	Lead Delivery Partner	Previous	Current	Notes
LEP/GPIF/001/CAS	GPIF – Castledown Business Park	WC	G	G	£2.54m loan paid to project in 14/15. Repayment when funding is required to satisfy the drawdown requirements of other projects as they come forward.
LEP/GPIF/002/KIM	GPIF - Kimmerfields	FSL	AR	AR	Funding agreement has been signed, but release of monies was dependent on recipient entering into their own funding agreement with a developer by the end of 2016. A request from Swindon Borough Council has been granted to defer this requirement to March 2018. SBC/FSL to decide if loan still required.
LEP/GPIF/003/PL	GPIF – Park Lane Corsham	Bath ASU	AG	AR	Delays have been experienced in signing the funding agreement due to issues with the security provided by the recipient. A funding agreement is being discussed with Bath ASU.
LEP/GPIF/004/WCH	GPIF - Wichelstowe	SBC	AG	AR	There have been issues with the recipient over the complexity of the required funding agreement. A more simplified version is being looked at with discussions taking place between recipient and Ashfords. SBC to decide if loan still required.

Financial Summary: Graph shows that cash flow results in >£1m available for additional project/s



Key

Project Status

	Red	Amber Red	Amber Green	Green
	R	AR	AG	G

See below for RAG rating methodology

Direction of Travel

-  Project status expected to remain same going forward
-  Project status expected to improve going forward
-  Project status expected to get worse going forward

Milestones

BLUE – complete, **GREEN** - on track, **AMBER** - at risk, **RED** – will be late/is late.

RAG Rating

		Impact			
		1 (Low)	2	3	4 (High)
Probability	1 (Likely)				
	2				
	3				
	4 (Unlikely)				

The RAG reporting is based on the composite elements of probability and impact (see chart to the left) and splits in to the following categories:

- **GREEN:** Project considered being on track, to time, quality and cost.
- **AMBER-GREEN:** Project considered at risk of minor to medium impacts on time, scope and/or cost – requires small mitigating action.
- **AMBER-RED:** Project considered at risk of medium to major impacts on time, scope and/or cost – requires mitigating action.
- **RED:** Project considered at serious risk of significant impact on time, scope and/or cost. Immediate mitigating action required.

RAG Scoring

RAG rating	Cost	Scope	Time
	<ul style="list-style-type: none"> • Minor cost variance on initial project cost may be present. • <1% change in total project cost 	<ul style="list-style-type: none"> • Deliverables and project scope remains unaltered. 	<ul style="list-style-type: none"> • Minor project slippage may be present but total project delivery remains on track. • <30 days total slippage.
	<ul style="list-style-type: none"> • Project is experiencing or expected to experience minor cost increases. • >1% but <5% on total project cost. 	<ul style="list-style-type: none"> • Project is experiencing or is expected to experience small changes to scope and outputs delivered. 	<ul style="list-style-type: none"> • Project is experiencing or is expected to experience slippage. • >30 days but <90days total project slippage
	<ul style="list-style-type: none"> • Project is experiencing or is expected to experience major increases in total project costs • >5% but <10% on total project cost. 	<ul style="list-style-type: none"> • Project is experiencing or is expected to experience major changes to scope and outputs delivered. 	<ul style="list-style-type: none"> • Project is experiencing major slippage and is due to deliver the project outputs and outcomes late. • >90 days slippage but <6 Months total project slippage.
	<ul style="list-style-type: none"> • Project is experiencing or is expected to experience significant and major cost increases. • >10% on total project cost. 	<ul style="list-style-type: none"> • Project is experiencing or is expected to experience significant change to scope and outputs delivered. 	<ul style="list-style-type: none"> • Project is suffering significant and major delays to delivery. • >6 Months total project slippage.

Principles of Overall Project RAG Status

- The 'lowest' rating against any of the 3 areas of Cost, Scope or Time will be used for the overall project RAG rating.

Local Growth Fund (Growth Deals 1 and 2)

**LEP Programmes
Highlight Report to Commissioning Group (8 March 2017)**



Project Ref	Project Name	Project Manager	Lead Delivery Partner	Previous	Current	Direction
LGF/1516/004/PSP	Porton Science Park	Richard Walters	Wiltshire Council	G	AG	

Project Description

First phase of construction of Science Park, comprising 42,500 sq. ft. of laboratory and office space and related infrastructure.

What does our path look like? (Milestones)

Milestone	Baseline	Revised Baseline (if applicable)	Forecast / Actual
Start on site	May 2016	Oct 2016	Oct 2016
Start construction of the frame for the building	Dec 2016	Dec 2016	Dec 2016
Commence full marketing (soft marketing already on-going)	Apr 2016	Jan 2017	Jan 2017
Complete construction of the frame	Apr 2017	Apr 2017	May 2017
Complete the external envelope	June 2017	June 2017	Aug 2017
Complete the internal work and electrical live testing	Sept 2017	Sept 2017	Nov 2017
Completion of incubation and innovation centre	Aug 2017	Oct 2017	Dec 2017

Are we on track? (Issues/Risks)

AG – Works: Construction commenced (on 10 October). Despite best efforts to manage the finding of asbestos and electric cables under the ground, by moving forward work on the Grow-on space, this has incurred a five week delay to works. The need to progress the main works out of sequence during remediation, and the requirement to ensure safe dig procedures on MOD land, have meant that a further five weeks will be required in addition, so the overall completion date of the project has been extended to mid-December.

G – Marketing: Website under development. Brochure prepared and hoarding commissioned. On-going engagement with prospective tenants. Further marketing to be developed linked to new Science Park structure once confirmed.

G – Management: Business Plan for Science Park in development – to be considered by executive decision making bodies of Stakeholder groups. An ERDF Inception meeting between the Project Team and DCLG was re-scheduled at DCLG request, and took place in January. DCLG are content that we have the relevant procedures and processes in place, and therefore we will be

**LEP Programmes
Highlight Report to Commissioning Group (8 March 2017)**



making a claim for ERDF by the end of February.

We intend making a claim for LGF by the end of February.

What are we spending?

Total project budget of £9.6m is made up of £4m of LGF funding, £2.6m of Wiltshire Council funding, and £3m ERDF funding.

£Ms	2015/2016	2016/2017				2017/18	Total
		Q1	Q2	Q3	Q4		
Profile (LGF)		£0.667m	£1.133m	£0.4m		£1.8m	£4.0m
Actual (against LGF)		0	0	0			

Total project spend to date: £1.81m from Wiltshire Council funding.

What have we done in the past 2 months?

- Worked with project partners to produce a draft PSP Business Plan
- Working with prospective occupiers to confirm occupational terms and user requirements for incubation and Grow On space
- Arranged a Project Inception meeting with DCLG

What do we need to do in the next 2 months (Actions)

- Put in claim requests for LGF and ERDF grant funds
- Continue to progress discussions with prospective occupiers, seek to agree heads of terms and progress legals as appropriate.
- Receive and pay invoices from the contractor

Change Control Notification History

Change Control 1 (CR002)

Agreed in February 2016

Change of schedule to complete in 2016/17 rather than March 2016 with associated financial re-profiling.

Change Control 2 (CR008)

Agreed in October 2016

Changes requested to schedule with completion moved to October 2017 with associated financial re-profiling

**LEP Programmes
Highlight Report to Commissioning Group (8 March 2017)**



Project Ref	Project Name	Project Manager	Lead Delivery Partner	Previous	Current	Direction
LGF/1516/005/LSTF	LGF Sustainable Transport Package	James Jackson	Swindon Borough Council	AG	G	

Project Description

Package of sustainable transport schemes (Eastern Flyer cycle/pedestrian route including Covingham Drive cycle route, also 2 crossings at County Road and Garrard Way)

What does our path look like? (Gantt Chart)			Are we on track? (Issues)
2016/17 Eastern Flyer	Planned	Forecast/Actual	<p>2016/17 Eastern Flyer G – Delivery programme schedule –on-track</p> <p>2017/18 G Programme – five potential packages being assessed with 14 individual projects. These are currently being assessed and prioritised against SWLEP and SBC policy objectives for sustainable transport.</p> <p>G Budget – Prioritisation process will include delivery risk assessment to ensure that prioritised schemes can be delivered to time and budget.</p>
Options assessment	March 16	March 16	
Define package of works	April 16	April 16	
Prelim drawings	May 16	May 16	
Hand over for detail design PD	May 16	June 16	
TP consultation route wide	May 16	May 16	
C2 surveys	July 16	July 16	
Procurement	July/August 16	July/August 16	
Deliver improvement	March 17	March 17	
2016/17 crossings			
Define package of works	April 16	April 16	
Agree delivery mechanism	May 16	May 16	
Handover project delivery	May 16	October	
Deliver improvements	March 17	March 17	
2016/17 Covingham Drive cycle route			
Options assessment	March 16	March 16	
C2 survey	March 16	March 16	
Scope of prelim design highlighting risks	April 16	April 16	
TP Consultation internal and external	April/May 16	June 16	

**LEP Programmes
Highlight Report to Commissioning Group (8 March 2017)**



Prelim design	May 16	May 16
Handover for detail design PD	May 16	June 16
Planning Application	July 16	July 16
Detailed design	July 16	July 16
Procurement	September 16	October 16
Deliver improvements	March 17	March 17

What are we spending?

Total project budget = £3.75m made up of £3.75m LGF

Forecast £Ms	2015/2016	2016/2017				2017/18	TOTAL
		Q1	Q2	Q3	Q4		
LGF Capital Profile	1.227	-0.409	.322	.158	1.202	1.25	3.75
Actual spend incurred	1.227	-0.409	.322	.158	0.045		1.116

What have we done this month (Progress)

- Tender awarded
- Works started on site at Covingham and Eastern Flyer
- Work has commenced on the 2017/18 programme

What do we need to do in the next 2 months (Actions)

- Completion of schemes on site
- Prioritisation of 2017/18 works programme

**LEP Programmes
Highlight Report to Commissioning Group (8 March 2017)**



Project Re	Project Name	Project Manager	Lead Delivery Partner	Previous	Current	Direction
LGF/1617/001/A350	A350 Chippenham Bypass Dualling (Badger-Brook & Chequers)	Robert Murphy	Wiltshire Council	G	G	

Project Description

Dualling of A350 at Chippenham between Badger and Brook roundabouts and dualling of approaches north and south of Chequers roundabout (plus works to the A4 approaches at Chequers)

What does our path look like? (Gantt Chart)

Milestone	Baseline	Revised Baseline (if applicable)	Forecast/ Actual
Complete detailed design (for procurement)	Nov 2016	Nov 2016	Nov 2016
OJEU Contract Award Notice	Mar 2017	Mar 2017	Mar 2017
Full Business Case (FBC) submission	Mar 2017	Mar 2017	Mar 2017
FBC approval (by WC)	Apr 2017	Apr 2017	Apr 2017
Start of construction works contract	May 2017	May 2017	May 2017
Main construction start	June 2017	June 2017	June 2017
Mobilisation, site set up, traffic management and clearance works	July 2017	July 2017	July 2017
Drainage, kerbing, road base, surfacing, etc works	May 2018	May 2018	May 2018

Are we on track? (Issues/Risks)

G – Costs

- Risk: Tender prices received from contractors may exceed the available budget to construct the scheme. Mitigation: The decision to simultaneously tender for both this scheme and the M4 J17 scheme achieves cost savings in the procurement process, and potentially achieves cost savings if contractors are willing to provide reduced prices on the basis of economies of scale. In addition, the current cost estimate is based on a Bill of Quantities with appropriate allowances for risk. Atkins has prepared a scheme risk register and risks will be managed through Wiltshire Council's Service Delivery Team process.

**LEP Programmes
Highlight Report to Commissioning Group (8 March 2017)**



Signs, lines, street lighting, etc works	July 2018	July 2018	July 2018
Construction complete	Aug 2019	July 2018	July 2018
Opening date	Sept 2019	Aug 2018	Aug 2018

What are we spending?

Total project budget of £7.1m is made up of £7.1m of LGF funding, £TBC (following FBC completion) of Wiltshire Council funding.

£Ms	2014/15	2015/16	2016/2017				2017/2018	2018/2019	2019/20	Total
			Q1	Q2	Q3	Q4				
Profile			£0.193m	£0.155m	£0.161m	£0.161m	£1.134m	£2.683m	£2.613m	£7.1m
Actual	£0.0398m	£0.0974m	£0.008m	£0.233m	£0.334m	£0.018m				£0.730m

Total project spend to date: £0.730m

What have we done this month (Progress) What do we need to do in the next 2 months (Actions)

- Price list completed.
- Legal team completed review of final tender documents.
- Construction, Design and Management (CDM) Regulations documentation prepared for tender stage.
- Tender documents issued on the South West Portal on 20 January.
- Final documents – Vol 0 Invitation to Tender (ITT) complete and posted 25 January.
- Ducting for telecoms being installed and Wessex Water are undertaking trial holes at Chequers Roundabout (other public utilities work to be included in main construction works).
- Pre-Qualification Questionnaire (PQQ) assessed.
- ITT assessment team has been identified.
- Brief for development of Full Business Case (FBC) issued to Atkins on 3 January.

- ITT to be returned by 2pm 28 February.
- ITT assessment to be undertaken in early March.
- Draft FBC to be sent to ITA by 20 March.
- Consideration of ITA comments.
- Report on scheme and tender process outcome to be presented to Wiltshire Council Cabinet meeting on 4 April.
- Revised FBC to be presented to SWLEP Transport Infrastructure Subgroup at meeting on 24 April.
- Obtain Accountable Body's S151 Officer approval of Value for Money statement.
- Further consideration of advance works and site supervision actions.

**LEP Programmes
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- Contacted Independent Financial Advisor (ITA) to outline the process, timeline, etc.
- Site supervision actions being developed / progressed.

Change Control Notification History

Change Control 1 (CR003)

Agreed in March 2016

Changes to scheme schedule with completion in August 2018 (previously reported at September 2019).

Also changes to overall scheme cost but no change to LGF financial requirements.

Change Control 2 (CR019)

Agreed in January 2017

Changes requested to drawdown schedule to enable the grant agreement to be updated.

**LEP Programmes
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Project Ref	Project Name	Project Manager	Lead Delivery Partner	Previous	Current	Direction
LGF/1617/003/SRT	Rapid Transit	James Jackson	Swindon Borough Council	AG	AG	

Project Description

Bus priority measures on the strategic bus corridors linking Wichelstowe, NEV and North Swindon to the town centre

What does our path look like? (Gantt Chart)			Are we on track? (Issues)
		Actual	<p>Summary and overview This programme sets out the detail related to the first Bus Rapid Transit route between Wichelstowe and Swindon Town Centre. This is to be delivered during the period 2017/18. During the period 2017/18 an options assessment report for the second corridor will be undertaken. The scheme between Tadpole Farm in north Swindon and the town centre will be defined ready for delivery in 2018/19. Finally a third corridor between New Eastern Villages and the town centre will have an options assessment undertaken during 2018/19, this will take into account the final agreed “design and access strategy” being developed as part of the DfT retained schemes business case.</p> <p>AG – Programme – High Level consultation has taken place (late 2016). Preliminary designs have been refined following this and consultation on detailed proposals for Old Town and Mannington is organised for late February. Micro simulation modelling has been commissioned on these proposals and the outputs are expected in February.</p> <p>G – OAR – To be updated following additional survey information and modelling work. Further site visits and internal input developing scheme options.</p> <p>G – Budget – Scheme options are currently being developed in greater detail using the 2016/17 budget.</p> <p>G – ASR and BC scope – Draft Business Case is being</p>
Wichelstowe - Options Assessment report	Updating March 2016	March 2016	
Public/Old Town Consultation stage 1	September 2016	September 2016	
Prepare base model for option testing	October 2016	October 2016	
Appraisal Specification report sent to Independent Technical Adviser	Sept 2016	Sept 2016	
Define Appraisal methodology for LEP	November 2016	November 2016	
Mannington Roundabout further modelling options	November 2016	February 2017	
Old Town further modelling of scheme options	November 2016	February 2017	
Preliminary Design Old Town, Pipers Way, Mannington	December 2016	January 2017	
Develop and submit Business Case	March 2017	March 2017	
Public/Old Town consultation stage 2	January 2017	November 2016	
Seek approval for scheme designs from Strategic Highways Programme Board/LEP	February 2017	April 2017	

**LEP Programmes
Highlight Report to Commissioning Group (8 March 2017)**



Review and upgrade software and/or setup/calibration for bus priority at Groundwell Road, Wootton Bassett Road, East Wichel Way.	April 2017	April 2017	progressed.
Handover to project delivery for detailed design.	April 2017	April 2017	
Commence process and preparation for start of the procurement exercise.	April 2017	April 2017	

What are we spending?

Total project budget = £9.85m made up of £9.85m LGF

£m	2016/17	2017/2018	2018/2019	2019/2020	TOTAL
Profiled LGF	0.16	3.28	3.28	3.12	9.85
Actual LGF	0.027				0.027

What have we done this month (Progress) **What do we need to do in the next 2 months (Actions)**

<ul style="list-style-type: none"> • Programme – Further consultation and communication with key stakeholders. • Scheme progress – Further development of preliminary designs for scheme options identified within the OAR 	<ul style="list-style-type: none"> • Undertake consultation on the detailed proposals for Old Town and Mannington (February 2017) • Completion of modelling for Old Town and Mannington (February 2017) • Analysis of consultation responses and modelling output and refinement of scheme designs • Completion of business case and submission to ITA/LEP • Agreement to proceed following consultation with Lead Member and SRO.
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LEP Programmes
Highlight Report to Commissioning Group (8 March 2017)



Change Control Notification History

Change Control 1 (CR017)

Agreed in October 2016

Temporary transfer of £3.12m budget to Jnc 16 project

**LEP Programmes
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Project Ref	Project Name	Project Manager	Lead Delivery Partner	Previous	Current	Direction
LGF/1617/006/JNC16	M4 Junction 16	Tim Mann	Swindon Borough Council	AG	AG	

Project Description

Junction improvements at Junction 16 of the M4, to increase capacity and reduce congestion

What does our path look like? (Milestones)

Milestone	Forecast	Actual
Issue tender (PQQ)	Jan 2016	Jan 2016
Achieve technical approval	Mar 2016	Mar 2016
Issue tender (ITT)	Apr 2016	April 2016
Appoint contractor	Sep 2016	Sept 2016
Mobilise and start construction	Oct 2016	Oct 2016
Complete construction	Mar 2018	Mar 2018

Are we on track? (Issues/Risks)

G – Funding – Awaiting final decision on GPIF funding.
AG – Design – Contractor led design submissions ongoing.
AG – Construction – Major earthworks due to commence in March 2017. This is susceptible to wet weather and therefore presents a risk to the programme. Other significant risks include performance of statutory undertakers.
 First layer of surfacing has encountered quality issues.
G – Programme – On track for completion March 2018.
G – Project Mgt – Comms are ongoing and being well received.

What are we spending?

Total project budget = £12.613m made up of £5.92m LGF and £6.69m SBC/developer contributions.

£Ms	2014/15	2015/16	2016/2017				2017/18	2018/19	2019/20	Total
			Q1	Q2	Q3	Q4				
Profile (LGF)	0.28	0.88	-0.13	0.81	0.90	3.09	3.479		-3.12	5.92
LGF Actual	0.28	0.88	-0.13	0.81	0.90	0.28*				3.033

*to date

£3.12m to be paid back to Rapid Transit budget in 2019/20.

**LEP Programmes
Highlight Report to Commissioning Group (8 March 2017)**



What have we done this month?	What do we need to do in the next 2 months (Actions)
<ul style="list-style-type: none"> • Construction – Works continue on the M4 Eastbound Off Slip Road. Earthworks and trial holes are taking place on the northern and southern sections of the Junctions. Traffic management has been installed on the westbound off slip. • Project Mgt – Continued comms 	<ul style="list-style-type: none"> • Funding – Conclude GPIF discussions (TM, Mar 17). • Construction – Resolve surfacing issue and continue works to M4 Eastbound Off Slip and northern and southern sections. Commence work on M4 Westbound Off Slip Road and continue construction of temporary access to Upper Studley Farm. Commence major import of clay for embankments (TM, Feb/Mar 17). • Project Mgt – Continue comms (TM, ongoing)
Change Control Notification History	
<p><u>Change Control 1 (CR017)</u> Agreed in October 2016 Temporary transfer of £3.12m budget from Rapid Transit project</p>	

**LEP Programmes
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Project Ref	Project Name	Project Manager	Lead Delivery Partner	Previous	Current	Direction
LGF/1617/007/MH	Mansion House (Corsham)	Kaz Van Den Berg	Wiltshire Council	G	AG	

Project Description

Renovation and conversion of Mansion House building in Corsham to create incubation space for businesses working within the digital or innovation sectors and teaching space to facilitate the opportunity to deliver both higher-education courses and schools engagement.

What does our path look like? (Milestones)				Are we on track? (Issues/Risks)
Milestone	Baseline	Revised Baseline (if applicable)	Forecast/ Actual	<p>Programme</p> <p>AG – Planning application was submitted in November 2016 - Mansion House Planning Application Link. The Mansion House project team is currently working with consultees and key stakeholders to address questions and issues raised during the planning consultation.</p> <p>The Georgian Group have raised an objection to the planning application – the Council and project team have been attempting to organise a meeting to discuss the amended designs which have been produced to address issues raised during the consultation.</p> <p>The application will be determined at Planning Committee – this has yet to be scheduled.</p> <p>AG - Enabling works package cannot be undertaken until planning consent received. Preparation of tender pack delayed due to rework on planning application.</p>
Appoint Project Team	Nov/Dec 2015	Feb 2016	Feb 2016	
Detailed design	May 2016	Oct 2016	Oct 2016	
Submit planning application	May 2016	Nov 2016	Nov 2016	
Tender issue (PIN)	June 2016	Dec 2016	Dec 2016	
Planning application approval	July 2016	Feb 2017	Apr 2017	
Stage 1 Contract award	Sept 2016	May 2017	April 2017	
Stage 2 Contract award	n/a	n/a	July 2017	

**LEP Programmes
Highlight Report to Commissioning Group (8 March 2017)**



Construction commence	Sept 2016	June 2017	July 2017	
Construction complete	June 2017	Dec 2017	Jan 2018	

What are we spending?

Total project budget of £2.5m is made up of LGF funding only. As a local match contribution Wiltshire Council has invested the building, valued at between £1million and £1.5million in to the project.

£Ms	2014/15	2015/2016	2016/2017				2017/18	2018/19	Total
			Q1	Q2	Q3	Q4			
Profile (LGF)		£0.030m	£0.005m	£0.025m	£0.130m	£0.100m	£2.170m	£0.050m	£2.5m
Actual	£0.001m	£0.030m	£0.013m	£0.024m	£0.049m	£0.010m			£0.127m

Total project spend to date £0.127m

What have we done this month? What do we need to do in the next 2 months (Actions)

- | | |
|---|---|
| <ul style="list-style-type: none"> Engaged with conservation regarding feedback on planning application Revised designs in response to feedback Issued PIN notice for operational procurement Issued PIN notice for construction works Asbestos debris removed from Mansion House (it is now accessible again) | <ul style="list-style-type: none"> Prepare and undertake operational market engagement event (10 March) Preparation of tender pack for enabling works (completion and issue date to be revised following additional planning works required delaying programme) Preparation of tender pack for Stage 1 (completion and issue date to be revised following additional planning works required delaying programme) |
|---|---|

Change Control Notification History

Change Control 1 (CR001)

Agreed in September 2015.

Changes to scope and deliverables.

Change Control 2 (CR009)

Agreed in October 2016

Changes to schedule. Updating the project schedule in line with what ARUP have prepared. Project completion December 2017.

**LEP Programmes
Highlight Report to Commissioning Group (8 March 2017)**



Project Ref	Project Name	Project Manager	Lead Delivery Partner	Previous	Current	Direction
LGF/1617/008/SBX	Swindon Bus Exchange	Simon Bridgen	Swindon Borough Council	R	R	

Project Description

New bus exchange facility to improve connectivity in and around the town, also to improve the attractiveness of the town centre

What does our path look like? (Milestones)

Milestone	Baseline	Forecast/Actual
Funding Approval (SBC)	2014	Completed
Legal Agreement with Bus Operators	2014	Completed
LGF approval	2014	Completed
CPO for land approved	January 2016	February 2016
Carfax Car Park demolition completed	January 2016	January 2016
Construction of new Health Centre commences	February 2016	January 2016
Concept Design Review completed and stakeholder engagement undertaken		March 2017
Detailed design completed and reserved matters planning application submitted	March 2016	June 2017
Stopping up Order for Bus Exchange granted	April 2016	September 2017
Planning permission granted	July 2016	September 2017
Build Contract procured	September 2016	March 2018
Temporary Bus Station construction start	December 2016	August 2018
Temporary Bus Station opens	March 2017	October 2018

Are we on track? (Issues/Risks)

AR – Programme: The CPO process has now been successfully concluded with the dismissal of the Judicial Review against the decision to grant the CPO. This means that the land acquisition process can now be progressed.

The Health Centre element of the scheme is generally progressing to programme, but the handover date of the new building to the NHS has been put back to May 2017. The delays were caused by delay in the discharge of planning conditions and delay with the grant of the pavement/highways licence.

AR – Design: The design review of the Bus Exchange options has commenced, and is expected to be concluded by March 2017. The emerging designs have been discussed with both major bus operators (Stagecoach and Thamesdown) during February. The resulting options will then undergo further stakeholder consultation prior to commencing the detailed design process.

**LEP Programmes
Highlight Report to Commissioning Group (8 March 2017)**



Construction start on site	September 2016	October 2018
NHS take possession of new Health Centre	February 2017	May 2017
Bus Exchange construction completes	May 2018	June 2019

What are we spending?

Total project budget = £6m made up of £3m LGF and £3m SBC/Developer contribution

£Ms	2016/2017				2017/18	2018/19	2019/20	Total
	Q1	Q2	Q3	Q4				
Profile (LGF)	0	0	0	0	0.737	2.063	0.2	3.00
Actual (against LGF)	0	0	0	0				

What have we done in the past 2 months? What do we need to do in the next 2 months (Actions)

<ul style="list-style-type: none"> • Construction of the new Health Centre is progressing well. • The design review of Bus Exchange and Fleming Way options has progressed, with concept designs being discussed with both major bus operators and other stakeholders during February. The final draft report from the consultants has been received and is being reviewed. • The process of enforcing the CPO and progressing the land acquisition has commenced. 	<ul style="list-style-type: none"> • Complete the review of Bus Exchange options. • Undertake a further round of engagement with stakeholders on the design options. • Prepare the design brief ready for issue once the design options have been agreed following stakeholder discussion.
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**LEP Programmes
Highlight Report to Commissioning Group (8 March 2017)**



Project Ref	Project Name	Project Manager	Lead Delivery Partner	Previous	Current	Direction
LGF/1617/009/YWA	A350 Yarnbrook/West Ashton Relief Road	Martin Aldam	Wiltshire Council	R	G	

Project Description

Construction of a relief road from the A350 in the Yarnbrook and West Ashton area located to the south east of Trowbridge. The scheme will unlock the Ashton Park development of 2,600 homes and 15ha of employment land.

What does our path look like? (Gantt Chart)

Milestone	Baseline	Revised Baseline (if applicable)	Forecast / Actual
OBC approval	Apr 2015	Apr 2015	Apr 2015
Planning application submission by developer	May 2015	May 2015	May 2015
Outline planning permission approval	Feb 2016 to May 2016	Apr 2018	Apr 2018
Procurement / Tendering	Sept 2016 to Feb 2017	Dec 2018 ¹	Dec 2018
Develop Full Business Case	Oct 2016 – May 2017	Dec 2018	Dec 2018
FBC submission to SWLEP Board	May 2017	Jan 2019	Jan 2019
FBC approval	July 2017	Mar 2019	Mar 2019
Construction	Apr 2018 – Mar 2021	Apr 2019 to Apr 2021	Apr 2019 to Apr 2021

Are we on track? (Issues/Risks)

G – Programme

A LGF Project Change Control Notification has been submitted to and approved by the SWLEP Commissioning Group.

¹ Procurement and Tendering exercise will be carried out by the Developer. LEP role is to ensure VFM.

**LEP Programmes
Highlight Report to Commissioning Group (8 March 2017)**



What are we spending?

Total project budget of £17.094m (to be refined on completion of the FBC) is made up of £5.5m of LGF funding, and £11.594m private sector funding.

£Ms	2016/2017				2017/2018	2018/2019	2019/2020	2020/21	Total
	Q1	Q2	Q3	Q4					
Profile				£0.117m			£2.3m	£3.1m	£5.5m
Actual	£0.117m								£0.117m

Total project spend to date: £0.117m

What have we done this month (Progress)

- Further consideration of the Ashton Park planning application including phasing of the development in relation to the provision of the YWARR.
- A LGF Project Change Control Notification has been submitted to and approved by the SWLEP Commissioning Group.

What do we need to do in the next 2 months (Actions)

- Continue to work through the planning application process (Michael Kilmister, Development Control Team Leader (Central)).
- Ongoing discussions with the Ashton Park developer regarding scheme delivery (Phil Tilley, Highways Development Control Officer).

Change Control Notification History

Change Control 1 (CR020)

Agreed in March 2017.

New milestones and financial profiling to reflect delay due to environmental issues.

**LEP Programmes
Highlight Report to Commissioning Group (8 March 2017)**



Project Ref	Project Name	Project Manager	Lead Delivery Partner	Previous	Current	Direction
LGF/16/17/010/JNC17	M4 J17 Capacity Improvement	Kingsley Hampton	Wiltshire Council	G	G	

Project Description

Capacity Improvements to M4 Junction 17 in order to support development in Chippenham.

What does our path look like? (Gantt Chart)				Are we on track? (Issues/Risks)
Milestone (* = critical path date)	Baseline	Revised Baseline (if applicable)	Forecast / Actual	<p>G – Programme</p> <ul style="list-style-type: none"> Risk: Consultation and approval delay of scheme and associated works from Highways England. <p>G – Costs</p> <ul style="list-style-type: none"> Risk: The tender prices received from contractors may exceed the available budget to construct the scheme. Mitigation: The decision to simultaneously tender for both this scheme and the A350 Chippenham Bypass Dualling (Badger-Brook & Chequers) scheme achieves cost savings in the procurement process, and potentially achieves cost savings if contractors are willing to provide reduced prices on the basis of economies of scale. In addition, the current cost estimate is based on a Bill of Quantities with appropriate allowances for risk. Atkins has prepared a scheme risk register and risks will be managed through Wiltshire Council’s Service Delivery Team process.
Signal specification sent to Highways England/ Skanska	Sept 2016	Sept 2016	Sept 2016	
Outline Business Case (OBC) complete	Sept 2016	Oct 2016	Oct 2016	
Complete detailed design (for procurement)*	Sept 2016	Oct 2016	Oct 2016	
Issue invitations to submit Participation Requests	Oct 2016	Oct 2016	Oct 2016	
OBC approval	Nov 2016	Nov 2016	Nov 2016	
Prior Information Notice (PIN) published*	Dec 2016	Dec 2016	Dec 2016	
Tender recommendation*	Feb 2017	Feb 2017	Feb 2017	
Full Business Case (FBC) submission*	Feb 2017	Feb 2017	Feb 2017	
FBC approval (WC)*	Jan 2017	Mar 2017	Apr 2017	
Main construction start*	June 2017	June 2017	June 2017	
Construction complete*	Oct 2017	Aug 2017	Aug 2017	

**LEP Programmes
Highlight Report to Commissioning Group (8 March 2017)**



Opening date	Oct 2017	Aug 2017	Aug 2017	
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What are we spending?

Total project budget of £0.921m (to be refined on completion of the FBC) is made up of £0.5m of LGF funding, and £0.7m Highways England funding (to be confirmed).

£Ms	2016/2017				2017/2018	2018/2019	2019/2020	Total
	Q1	Q2	Q3	Q4				
Profile	£0.036m	£0.1m					£0.364m	£0.5m
Actual	£0.037m	£0.015m	£0.049m	£0.009m				£0.11m

Total project spend to date: £0.11m

What have we done this month (Progress)	What do we need to do in the next 2 months (Actions)
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- Price list completed.
- Legal team completed review of final tender documents.
- Construction, Design and Management (CDM) Regulations documentation prepared for tender stage.
- Tender documents issued on the South West Portal on 20 January.
- Final documents – Vol 0 Invitation to Tender (ITT) complete and posted 25 January.
- Pre-Qualification Questionnaire (PQQ) assessed.
- ITT assessment team has been identified.
- Brief for development of Full Business Case (FBC) issued to Atkins on 3 January.
- Contacted Independent Financial Advisor (ITA) to outline the process, timeline, etc.
- Site supervision actions being developed / progressed.

- ITT to be returned by 2pm 28 February.
- ITT assessment to be undertaken in early March.
- Draft FBC to be sent to ITA by 20 March.
- Consideration of ITA comments.
- Report on scheme and tender outcome to be presented to Wiltshire Council Cabinet meeting on 4 April.
- Revised FBC to be presented to SWLEP Transport Infrastructure Subgroup at meeting on 24 April.
- Obtain Accountable Body's S151 Officer approval of Value for Money statement.
- Further consideration of advance works and site supervision actions.

Change Control Notification History

Change Control 1 (CR010)

Agreed in October 2016

Changes requested to schedule. To enable M4 Junction 17 Improvements to be delivered and completed in 2017/18 instead of 2019/20 as originally planned. Project completion scheduled for August 2017.

Change Control 2 (CR018)

Agreed in January 2017

Changes requested to drawdown schedule to enable the grant agreement to be updated.

**LEP Programmes
Highlight Report to Commissioning Group (8 March 2017)**



Project Ref	Project Name	Project Manager	Lead Delivery Partner	Previous	Current	Direction
TBC by the SWLEP	Ultrafast Broadband Procurement	Sarah Cosentino	Wiltshire Council (Wiltshire Online (WOL) Team)	G	G	

Project Description

To procure and deploy an Ultrafast / NGA broadband solution in Wiltshire.

What does our path look like? (Milestones)

Milestone	Baseline	Forecast/Actual
BDUK "B2" Assurance Checkpoint passed	Nov 2016	Nov 2016
OJEU ITT Scheduled Launch	Nov 2016	Nov 2016
Closing date for Bidder Signed "Expression of Interest"	Dec 2016	Dec 2016
ITT Bidder Response deadline	Feb 2017	Feb 2017
Bidder Evaluation Process	Mar 2017	Mar 2017
Contract Finalisation	Mar 2017	Mar 2017
BDUK Assurance Checkpoint "C"	Mar 2017	Mar 2017
Contract Signature / Sealing	Apr 2017	Apr 2017

Are we on track? (Issues/Risks)

G – Programme: ITT launched – On schedule.

This timeline currently considers the procurement process only, as known by the Project & Procurement Team. As an iterative process, more

**LEP Programmes
Highlight Report to Commissioning Group (8 March 2017)**



information will follow regarding deployment milestones, phasing of roll-out, etc., once the delivery model has been received and the contract has been awarded to a supplier.

What are we spending?

Total project budget of £3m is made up of £1m of LGF funding, (plus £2m of BDUK grant funding.)

£Ms	2017/2018				Total
	Q1	Q2	Q3	Q4	
Profile (LGF)			£0.5m	£0.5m	£1m
Actual (against LGF)					

What have we done in the past 2 months?

- ITT Bidder clarification process from 28th November 2016 to 13th February 2017 – two-way dialogue with all potential bidders.
- Signed Bidders “Expression of Interest” and “Code of Conduct” deadline 28th December 2016.
- ITT Process – 12 + weeks commencing 28th November 2016, moving towards bidder evaluation in late February 2017.
- Tailored Public Consultation responses to residents, communities and suppliers.
- Published new NGA Maps and State Aid Public Consultation Closure Report.

What do we need to do in the next 2 months (Actions)

- ITT response deadline – 20th February.
- Evaluate bidder responses – 21st Feb – 21st March.
- Local Body initial governance – 21st March.
- Bidders notified of evaluation outcome – 21st March.
- Standstill period – 22nd March – 5th April.
- Contract finalisation – 21st March – 28th March.
- DCMS Approvals (Checkpoint “C”) including State Aid and Funding – 21st March – 28th March.
- Local Body final governance & Contract Award – 6th April.
- Contract Signature / Sealing – 7th April.

Change Control Notification History

N/A

Department for Transport – LGF (Growth Deal 1)

**LEP Programmes
Highlight Report to Commissioning Group (8 March 2017)**



Project Ref	Project Name	Project Manager	Lead Delivery Partner	Previous	Current	Direction
LGF/1516/003/EV(i)	New Eastern Villages Great Stall Bridge	Peter Morgan	Swindon Borough Council	AG	AG	

Project Description

New bridge across the A419 connecting the NEV site with East Swindon

What does our path look like? (Milestones)				Are we on track? (Issues/Risks)
				<p>AG – Cost</p> <ul style="list-style-type: none"> Currently within budget however forecast spend profile and LGF grant profile for 2018/19 will need to be reviewed. <p>AG – Project scope</p> <ul style="list-style-type: none"> Modelling review for NEV may result in a change of scope from the original scheme Options to be considered for specification include all traffic rather than the original scope of public transport, pedestrian and cycle use. <p>AG – Programme</p> <ul style="list-style-type: none"> Modelling review has been undertaken. This review has been commissioned to reflect the outline planning applications submitted for parts of the NEV development. See business case highlight report for details of modelling issues
Milestone	Baseline	Revised Baseline	Forecast/Actual	
Viability Review	n/a	March 2016	March 2016	
Preliminary design completed	July 2016	March 2017	March 2017	
Planning application granted	August 2017	October 2017	October 2017	
(SoS call in/Public Inquiry)	August 2018	October 2018	October 2018	
D&B Tender Process	n/a	December 2017	December 2017	
Detailed Design	August 2019	December 2018	December 2018	
Construction commence	January 2021	January 2021	January 2021	
Construction complete	May 2022	May 2022	May 2022	

**LEP Programmes
Highlight Report to Commissioning Group (8 March 2017)**



What are we spending?

Total project budget= £17.922m made up of £7.6m LGF and £10.322m SBC/developer contribution

	15-16	16-17				17/18	18/19	19/20	20/21	TOTAL
		Q1	Q2	Q3	Q4					
Approved LGF Profile	0	0	0	0	0	0.5	1.761	4.696	0.643	7.6
Actual Spend Incurred										

What have we done in the last 2 months

- Commissioned Atkins to carry out preliminary design. Currently in initial stages.
- Progressed Buildability Contract with Highways England suppliers.
- Received modelling report.
- Met with SBC's Highways Asset Managers to confirm design standards

What do we need to do in the next 2 months (Actions)

- Continue preliminary design
- Confirm programme.
- Consult Programme Board to update Milestones

Change control Notification History

Change Control 1 (CR013)

Agreed in October 2016

Change of schedule to accommodate design and build programme. End dates are unchanged but interim milestones have moved. Change control request for spend profile to follow.

**LEP Programmes
Highlight Report to Commissioning Group (8 March 2017)**



Project Ref	Project Name	Project Manager	Lead Delivery Partner	Previous	Current	Direction
LGF/1516/003/EV(ia)	NEV - Greenbridge Roundabout	Peter Morgan	SBC	AG	Complete	

Project Description

A4312/B4006 junction improvement to increase capacity and improve pedestrian cycle movement

What does our path look like? (Milestones)

Milestone	Baseline	Forecast/Actual
Design completed	25 September 2015	September 15
Tender issued	December 2015	08 December 15
Tender returns	Feb 2016	02 Feb 2016
Start on site	March 2016	April 2016
Complete on site	November 2016	January 2017

Are we on track? (Issues/Risks)

G – Cost – On budget
G - Quality – Currently no issues with quality
Time – Programme completion January 2017

What are we spending?

Total project budget = £5.3m made up of £2m LGF and £3.3m SBC/developer contributions

	15-16	16-17				17/18	18/19	19/20	20/21	TOTAL
		Q1	Q2	Q3	Q4					
Approved LGF Profile	0.591	0.612	0.797			0	0	0	0	2.000
Actual Spend Incurred (LGF)	0.591	0.612	0.797							2.000

What have we done in the last 2 months

- Main construction works are now completed

What do we need to do in the next 2 months (Actions)

- Lessons learnt review
- Project Closure
- Remedial/defect works over the next 12 months

**LEP Programmes
Highlight Report to Commissioning Group (8 March 2017)**



Project Ref	Project Name	Project Manager	Lead Delivery Partner	Previous	Current	Direction
LGF/1516/003/EV(iib)	New Eastern Villages Mitigation West of A419 Package 2	Peter Morgan	Swindon Borough Council	G	G	

Project Description

Traffic management measures and junction improvements within East Swindon

What does our path look like? (Milestones)

Milestone	Baseline	Forecast / Actual
Initial site surveys	November 2015	November 2015
Preliminary design	December 2018	December 2018
Detailed Design/tender documents	November 2019	November 2019
Complete on site	March 2021	March 2021

Are we on track? (Issues / Risks)

G – Cost – Project still within original predicted budget. Scheme spend estimated to start in 2019/20. Anticipated LEP grant of £0.5m in 19/20 and £1.5m in 20/21.
G - Quality – Currently no issues with quality.
G – Time – Programme still on original path.

What are we spending?

	15-16	16-17				Total	17/18	18/19	19/20	20/21	21/22	TOTAL
		Q1	Q2	Q3	Q4							
Approved LGF Profile	0	0	0	0	0	0	0	0.500	1.500	0	2.000	
Actual Spend Incurred	0	0	0	0	0							

Total project budget = £2.613m made up of £2m LGF and £0.613m SBC funding/developer contributions

What have we done in the last 2 months

N/A

What do we need to do in the next 2 months (Actions)

N/A

**LEP Programmes
Highlight Report to Commissioning Group (8 March 2017)**



Project Ref	Project Name	Project Manager	Lead Delivery Partner	Previous	Current	Direction
LGF/1516/003/EV(iii)	New Eastern Villages A420 Gablecross & Police Station	Robert Sweetnam	Swindon Borough Council	AG	AR	

What does our path look like? (Milestones)				Are we on track? (Issues/Risks)							
Milestone	Baseline	Forecast/Actual		<p>AG – Costs</p> <ul style="list-style-type: none"> Feasibility modelling identified outline design has insufficient capacity. Further modelling of alternative junction options should provide clarity. <p>G – Quality</p> <ul style="list-style-type: none"> Currently no issues with quality. <p>AR – Time</p> <ul style="list-style-type: none"> Delays have occurred with CH2M modelling. Once results are received, Atkins will progress preliminary design and programme. Change control submitted. 							
Feasibility modelling	October 2016	October 2016									
Preliminary design	March 2017	March 2017									
D&B Tender Process	December 2017	December 2017									
Detailed design	August 2018	August 2018									
Construction commence	September 2018	September 2018									
Construction complete	August 2019	August 2019									
What are we spending?											
	15-16	16-17				17/18	18/19	19/20	20/21	21/22	TOTAL
		Q1	Q2	Q3	Q4						
Approved LGF Profile	0.041	0.022	-0.022	0.000	0.03	0.5	1.5	0.429			2.500
Actual Spend Incurred (LGF)	0.041	0.022	-0.022	0.000	0.03						0.041
Total project spend to date = £0.041m out of a total project budget of £5.37m											

**LEP Programmes
Highlight Report to Commissioning Group (8 March 2017)**



What have we done in the last 2 months	What do we need to do in the next 2 months (Actions)
<ul style="list-style-type: none"> • Reviewed the modelling report from CH2M • Initial meeting held with Atkins regarding preliminary design and programme • Met with SBC Asset Managers to confirm design standards 	<ul style="list-style-type: none"> • Review additional CH2M junction options for Gablecross • Atkins Modelling of junction options • Recommend a preferred solution for preliminary design • Consult Programme Board to update Milestones
Change control Notification History	
<p><u>Change Control 1 (CR012)</u> Agreed in October 2016 Change of schedule to accommodate design and build programme. End dates are unchanged but interim milestones have moved. Change control request for spend profile to follow.</p> <p><u>Change Control 2 (CR020)</u> Submitted in March 2017 Change of financial profiling in accordance with above change control regarding milestones as above.</p>	

Department for Transport - Retained

**LEP Programmes
Highlight Report to Commissioning Group (8 March 2017)**



Project Ref	Project Name	Project Manager	Lead Delivery Partner	Previous	Current	Direction
DFT/1516/003/EV(iv)	New Eastern Villages Southern Connector Road	Tom Campbell	Swindon Borough Council	G	G	

Project Description

New link road connecting the NEV with the A419 at Commonhead Interchange

What does our path look like? (Milestones)

	Baseline	Revised Baseline	Forecast/Actual
Preliminary survey work	n/a	January 2016	February 2016
Preliminary design (Stage 2)	February 2016	May 2017	May 2017
Planning Consent	April 2017	November 2017	November 2017
Land acquisition (CPO) complete	August 2017	February 2019	February 2019
(SoS call in/Public Inquiry)	May 2018	November 2018	November 2018
D&B Tender Process	n/a	June 2018	June 2018
Detailed Design	April 2019	June 2019	June 2019
Construction Commence	October 2019	October 2019	October 2019
Construction Complete	March 2021	March 2021	March 2021

Are we on track? (Issues/Risks)

- G – Cost**
 - Risk mitigation allowance and land costs
- G – Quality** – No quality issues at current time.
- G – Time**
 - The project is on track to achieve overall construction milestone
- G – Programme**
 - Archaeological remains found on preferred alignment / will require alignment amendment.
 - New lead consultant updating programme.

**LEP Programmes
Highlight Report to Commissioning Group (8 March 2017)**



What are we spending?

Total project budget = £20.95m made up of £11.6m LGF and £9.35m SBC/developer contributions

	15-16	16-17				Total	17/18	18/19	19/20	20/21	TOTAL
		Q1	Q2	Q3	Q4						
Profile (LGF)	0	0	0	0	0	0	0	5.800	5.800	11.600	
Actual (LGF)	0	0	0	0	0	0	0	0	0		

• What have we done in the last 2 months

- Commenced induction process with new provider, Atkins.
- Hydrogeological investigations, Arboriculture and geophysical surveys
- Commissioned breeding bird surveys.
- Commissioned additional geophysical surveys
- Consultation with Historic England
- Met with Highways England CDF framework contractors
- Appointed Land Agent
- Met with SBC's Highways Asset Managers to agree design standards

What do we need to do in the next 2 months (Actions)

- Continue hydrogeological surveys
- Continue with ecology surveys
- Produce Constraints Plan
- Confirm highway alignment
- Commission ground investigation surveys
- Complete arboriculture report
- Agree programme with new provider
- Examine highway layout options at Commonhead end and Wanborough Road junction
- Consult Programme Board to update Milestones

Change Control Notification History

Change Control 1 (CR005)

Agreed in April 2016

Slip of planning application date by 6 months

Change Control 2 (CR014)

Agreed in October 2016

Change of schedule to accommodate design and build programme. End dates are unchanged but interim milestones have moved. Change control request for spend profile to follow.

**LEP Programmes
Highlight Report to Commissioning Group (8 March 2017)**



Project Ref	Project Name	Project Manager	Lead Delivery Partner	Previous	Current	Direction
DFT/1516/003/EV(v)	New Eastern Villages White Hart Junction	Peter Morgan	Swindon Borough Council	G	G	

Project Description

Improvement of A419/A420 Interchange

What does our path look like? (Milestones)

Milestone	Baseline	Revised Baseline	Forecast/Actual
Preliminary design stage 1	February 2015	February 2015	February 2015
Preliminary design stage 2	December 2015	March 2017	March 2017
Planning application granted	February 2017	October 2017	October 2017
Land acquisition (CPO)	June 2017	October 2017	October 2017
(SoS call in/Public Inquiry)	February 2018	October 2018	October 2018
D&B Tender Process	n/a	December 2017	December 2017
Detailed design	June 2018	December 2018	December 2018
Construction commence	January 2019	March 2019	March 2019
Construction complete	February 2021	February 2021	February 2021

Are we on track? (Issues/Risks)

G – Cost

- Cost estimates will be refined post preliminary design
- Awaiting update on land costs for potential CPO
- Results of the QRA have increased the estimate by £2m

G – Quality – Currently no issues with quality

G – Time

- Modelling review has been undertaken. Revised layout to go to Programme Board for approval, prior to full public consultation.

**LEP Programmes
Highlight Report to Commissioning Group (8 March 2017)**



What are we spending?

Total project budget = £32.8m made up of £22.5m LGF and £10.3m SBC/developer contributions

	15-16	16-17				Total	17/18	18/19	19/20	20/21	TOTAL
		Q1	Q2	Q3	Q4						
Approved LGF Profile	0	0	0	0	0.600	0.600	0.400	0	11.000	10.500	22.500
Actual Spend Incurred (LGF)	0	0	0	0							

What have we done in the past two months?

- Commissioned Atkins to carry out preliminary design. Currently in initial stages of agreeing the brief.
- Progressed Buildability Contract with Highways England suppliers.
- Received modelling report and under review by SBC
- Met with SBC's Highways Asset Managers to confirm design standards

What do we need to do in the next 2 months (Actions)

- Continue preliminary design
- Go to Programme Board for approval of re-modelled design.
- Confirm programme.
- Consult Programme Board to update Milestones

Change control notification history

Change Control 1 (CR006)

Agreed in April 2016

Slip of design milestone 2 by 6 months

Change Control 2 (CR015)

Agreed in October 2016

Change of schedule to accommodate design and build programme – end date unchanged but significant change within the programme. Spend profile change control request to follow

**LEP Programmes
Highlight Report to Commissioning Group (8 March 2017)**



Project Ref	Project Name	Project Manager	Lead Delivery Partner	Previous	Current	Direction
LGF/1516/003/EV (vi)	New Eastern Villages Business Case	Laura Jones	Swindon Borough Council	G	G	

Project Description

Preparing and presenting the Outline Business Case to DfT to secure full scheme funding approval

What does our path look like? (Milestones)

Milestone	Baseline	Revised Baseline	Forecast/Actual
Management and Commercial Case workshops completed	September 2015	September 2015	Completed
Options Appraisal Report completed	December 2015	December 2015	Completed
Appraisal Specification Report completed	December 2015	May 2016	Completed
Submission of OAR and ASR to DfT for review	December 2015	June 2016	Completed
Receipt of comments from DfT and agreement of next stage	January 2016	December 2016	February 2017
Completion of Outline Business Case	April 2016	May 2017	May 2017

Are we on track? (Issues/Risks)

G – Programme: Comments from DfT have been received on the 2014 Base Swindon Transport Model. SBC's new professional services consultant [Atkins] is now in place and has been briefed on the model/DfT comments. Atkins has reviewed the DfT comments and a response has been made to the DfT. Further comments have been received from the DfT and Atkins is reviewing these for SBC. A meeting has been set up for 21st March with the DfT. A Task Order is in place with Atkins for the forecast modelling work, and the work proposal has been received from Atkins for review by the client.

G – Cost: This work is currently on budget.

What are we spending?

Total project budget = £0.5m made up of £0.5m LGF

£Ms	2015/2016	2016/2017				2017/18	Total
		Q1	Q2	Q3	Q4		
Profile (LGF)	0.382	0.057	0.018	0.043			0.500
Actual (against LGF)	0.382	0.057	-0.094	0.066	0.058		0.469

What have we done in the past 2 months?

- Commence work on the Future Model scenarios to allow scheme testing as part of the Business Case development – Task Order has been issued to Atkins for this work and the work proposal has been received from Atkins for review by the client.
- Further comments have been received from the DfT on the Base Model, and Atkins is reviewing these.

What do we need to do in the next 2 months (Actions)

- Meeting with the DfT set for 21st March.
- Implement any further amendments to the 2014 Base Model to reflect DfT comments and take account of the latest Temprow / NTEM forecasts when these are published by DfT – due in February.
- Agree the work proposal for the forecasting model and commence the development of the scenarios.

Change Control Notification History

Change Control 1 (CR016)

Agreed in October 2016

Changes requested to align with the re-baselining of other NEV schemes to accommodate design and build option

**LEP Programmes
Highlight Report to Commissioning Group (8 March 2017)**



Project Ref	Project Name	Project Manager	Lead Delivery Partner	Previous	Current	Direction
DFT/1617/004/CSH	Chippenham Station Hub	Rory Bowen	Wiltshire Council	AG	AG	

Project Description

Enhancement of station facilities including increased car parking, railway crossing provision, retail facilities and public realm improvements.

What does our path look like? (Milestones)				Are we on track? (Issues/Risks)
Activity	Baseline Date	Revised Baseline	Forecast / Actual	<p>Programme</p> <p>AG – GWR Phase 1 delivery via business case to the LEP is being developed and will be presented to the LEP Board in May for approval. Timescales for this are tight, Council officers will work closely with GWR to ensure the Business Case is completed in March.</p> <p>AG – March 2017 forecast for procurement of OBC. This will follow delivery of Technical Note from WSP Parsons Brinckerhoff. Technical note will clarify assumptions and expectations from DfT and steer OBC requirements. This milestone has been delayed due as the Council are still awaiting feedback from Network Rail on the Viability Assessment.</p>
Viability assessment	Dec 2016	n/a	Dec 2016	
Procurement and commence GRIP 4/OBC	Sep 2016	n/a	Feb/Mar 2017	
GWR Phase 1 Business case	Mar 2017	n/a	Mar 2017	
GWR Phase 1 Delivery approval from LEP	May 2017	n/a	May 2017	
Delivery of Outline Business Case	Jan 2017	Jul 2017	Jul 2017	
Planning application submitted	Dec 2016	Aug 2017	Aug 2017	
GWR Phase 1 delivery commences	Nov 2017		Nov 2017	
Full approval application submitted to DfT	May 2017	Nov 2017	Nov 2017	
Start of works	Jul 2017	Mar 2018	Mar 2018	
Completion of works	Jan 2019	Oct 2019	Oct 2019	

**LEP Programmes
Highlight Report to Commissioning Group (8 March 2017)**



What are we spending?

Total project budget of £34m is made up of £16m of LGF (DFT Retained) funding, £2m of Wiltshire Council funding (not secured), and £16m private sector funding (not secured).

£Ms	2015/2016	2016/2017				2017/2018	2018/2019	2019/20	Total
		Q1	Q2	Q3	Q4				
Profile	£0.028m			£0.32m		TBC	TBC	TBC	TBC
Actual	£0.028m	£0.032m	£0.062m						£0.122m

Total project spend to date: £0.122m

What have we done in the last month?

- WSP/GVA delivery of findings on commercial viability
- Project steering group to consider GVA commercial viability work.
- WSP Parsons Brinckerhoff working on technical note in relation to DfT queries on underlying economic assumptions
- Work with GWR to develop Phase 1 Delivery business case
- Provided Q3 return to DFT

What do we need to do in the next 2 months (Actions)

- Analyse WSP technical note
- Procure Outline Business Case
- Complete GWR Phase 1 Delivery business case and present to LEP (May)
- Additional soft market testing and masterplan work taking place which builds on December viability assessments, allowing better understanding of the scale of deliverable development, the costs, and the appetite of potential development partners.

Change Control Notification History

Change Control 1 (CR004)

Agreed in March 2016

Changes to phase 1 schedule. Revised schedule to take into account the development and delivery of the SOBC, OAR, and AST.

Change Control 2 (CR011)

Agreed in October 2016

Changes to overall schedule with completion in October 2019.

City Deal

LEP Programmes Highlight Report to Commissioning Group (8 March 2017)



Project Ref	Project Name	Project Manager	Lead Delivery Partner	Previous	Current	Direction
LGF/1516/006/CD	Swindon & Wiltshire Higher Futures	Mandy Timbrell	LEP Partnership – SBC/WC	AR	AR	

What does our path look like? (Milestones)			Are we on track? (Issues)									
Milestone	Baseline	Current Forecast Date	<p>G – Cost: Spend is within profile</p> <p>G – Time: Time scales for the revised plan are back to green with the team having made significant progress over the last month.</p> <p>AR – Delivery: Progress being made towards implementation. The programme is behind in relation to the achievement of learner outputs this financial year, but ahead with business engagement.</p> <table border="1"> <thead> <tr> <th></th> <th>Target</th> <th>Actual</th> </tr> </thead> <tbody> <tr> <td>Learner starts</td> <td>165</td> <td>13</td> </tr> <tr> <td>Businesses engaged</td> <td>35</td> <td>57</td> </tr> </tbody> </table> <p>Further issues/risks</p> <ul style="list-style-type: none"> Membership fees have been a barrier to businesses signing up for programme, waiving the fees have led to an additional surge of businesses accessing support Lack of learner numbers has led to a reduced learner offer, whilst the Learner Client Adviser role is re-purposed. Difficulty in engaging cohorts to meet minimum learner numbers in response to Serco referrals. 		Target	Actual	Learner starts	165	13	Businesses engaged	35	57
	Target	Actual										
Learner starts	165	13										
Businesses engaged	35	57										
Marketing/Communications												
Develop menu for businesses and updated collateral for all audiences, testing with employers and HEI partners	October 2016	Complete										
HF website goes live	Feb 2016	Complete										
Business Engagement												
Re-purpose Learner Client Engagement adviser role to focus on business engagement	February 2017	February 2017										
Use new databases to create meaningful engagements with businesses	March 2017	March 2017										
Develop pipeline of learners to engage 17/18 through levy opportunity	March 2017	March 17										
Develop relationships with key intermediaries to reach micro and SMEs	Dec 2016	Dec 2016										
Military Engagement												
Meet Army HQ education branch	January 2017	Feb 2017										
Review Learner Engagement Strategy	January 2017	ON HOLD										
Develop marketing collateral for military community	December 2016	Complete										
Identify first cohort of military leavers/ spouses / veterans	March 2017	Complete										
Deliver first courses for military community	April 2017	April 2017										
Learning Providers												
Convene strategic group to develop degree apprenticeships	June 2016	September 2016										
Engage new providers to ensure demand can be met for Serco referrals	March 2017	March 2017										

**LEP Programmes
Highlight Report to Commissioning Group (8 March 2017)**



What are we spending? (Total Project)

£Ms	2015/2016	2016/2017				2017/18	2018/19	2019/20	Total
		Q1	Q2	Q3	Q4				
Profile (LGF)	£0.374m	£0.77m	£0.075	£0.100m	£0.100m	£0.337m	£0.347m	£0.358m	£1.768m
Actual	£0.320m	£0.078m	£0.072m	£0.111m					£0.581m

What have we done this month (Progress)

- Attended annual conversation with BEIS December 2016, resulting in a proposal for a new programme under development.
- Developed bespoke provision for H4H which will be an ongoing programme for 40 learners delivered by USW at Tedworth House over several years.
- Brokered UWE as the provider for the SBC new Leadership academy and secured on-going work with Swindon Borough Council supporting the development of a plan to maximise the impact of the apprenticeship levy.
- Re-purposed the LCEA post as a Business development role to ensure a steady supply of leads generated for the brokerage team
- Developed options for a newly defined Higher Futures programme, to be signed off by subgroup then presented to SWLEP Board and BEIS.
- Launched our new website www.higherfutureshub.co.uk and have achieved 250 visitors in the first month
- Attended 22 networking events, resulting in 44 leads. Of these we had 4 new businesses sign to Higher Futures with potential for 740 learners to be upskilled over the next 3 years.

What do we need to do in the next 2 months (Actions)

- Populate new CRM with data and embed use of system into day to day activities – due to complete Feb 28th 2017.
- Identify other sources of income – e.g. bidding for funding to ensure we can continue to provide a service when the grant runs out.
- Write report for SWLEP board based on Subgroup, Commissioning Group and BEIS input with proposal for new model and outputs
- Develop new project plan with clearly identified key drivers for 2017 based on agreed new programme (End of March 2017) and finalise budget for 17/18
- Meeting with Col James Coote to agree military support for Higher Futures
- Delivery of Higher Futures Insight session with ILM in March 2017
- Meetings to understand skills requirements for Boscombe Down and develop action plan.

Careers and Enterprise Company (CEC)

**LEP Programmes
Highlight Report to Commissioning Group (8 March 2017)**



Project Ref	Project Name	Project Manager	Lead Delivery Partner	Previous	Current	Direction
	Swindon & Wiltshire Enterprise Adviser Network	Laura Salter (Wiltshire Council)	Wiltshire Council & Swindon Borough Council	G	G	

Project Description

The Enterprise Adviser Network is coordinating and building lasting connections between business, schools and colleges across the LEP area. Volunteer Enterprise Advisers from business work directly with school and college Senior Leadership Team to develop effective employer engagement plans ensuring young people have the skills they need to excel in education and life.

What does our path look like? (Milestones)

Milestone	Baseline	Revised Baseline (if applicable)	Forecast/Actual
Yr 2 Q1 (Oct-Dec 16) claim and financials submitted to C&EC and approved	January 2017		February 2017 - complete
EAN incentive payment due.	March 2017		March 2017
C&EC Mentoring Campaign delivery begins	February 2017		March 2017
EAN profile targets achieved	July 2017		July 2017

Are we on track? (Issues/Risks)

G – Programme: The SWEAN continues to lead nationally, exceeding locally set targets of schools/colleges engaged and Enterprise Advisers recruited with almost full coverage of the SWLEP area. Wiltshire Council has restructured and retains the same capacity as is currently available to deliver SWEAN and an increased management resource to oversee it. Increasing resilience is a key priority in the restructure to ensure that continuity can be ensured for future delivery. Changes in staff are being managed through full handovers and introductions to key contacts. The Swindon BC Enterprise Coordinator will be moving on from end of February and every effort will be made to ensure continuity of service.

G – Cost: Year 2 Quarter 1- £23,088 Grant Claim & £3,072 from start-up fund. 1st Claim for Q1 Year 2 submitted end of Jan 2017 and approved (16.2.17). Ensuring all EC's remain in post, an incentive payment of £25,000 will also be available in March 2017 to support the expansion of the EAN.

**LEP Programmes
Highlight Report to Commissioning Group (8 March 2017)**



AG – Scope: Programme delivery underway since January 2016. 16/17 funding and LA MATCH in place for Yr 2 delivery up to 31.8.17.

What are we spending?

£s	2015/2016	2016/2017				2017/18	Total
		Q1	Q2	Q3	Q4		
Profile	180,000	25,000			-		205,000
Actual	175,500	23,088					201,660

Overall spend for project is now £201,660 (Including Year 2 Quarter 1- £23,088 Grant Claim & £3,072 from Kick Start fund)

What have we done in the past 2 months?

- EA delivered employability workshops at Devizes School – 200 Yr 9 students
- Blue Flame Digital digital simulations/VR workshop at SWGS - 150 Yr 9 students
- National coffee club webinars offered for EA CPD (monthly from Jan)
- Q1 Year 2 financial claim & activity reporting submitted (Jan 17) and approved (Feb 17)
- EA forum in Swindon for Swindon & Wiltshire EA's (Feb)
- SWEAN programme management meeting (Feb)
- JobFest preparations completed in Swindon – 65+ employers and providers confirmed (Feb)
- Bradon Forest school joined EAN (Feb)
- EAN Wiltshire schools networking opportunity (Feb). This was requested by schools but unfortunately cancelled due to low take-up. Future networking opportunities to be provided.
- Ongoing discussions/support to CSW Group with implementation of CEC Business Mentoring roll-out across SWLEP to schools.

What do we need to do in the next 2 months (Actions)

- Employer engagement networking event in Wiltshire (Feb)
- Nationwide Financial Awareness sessions (Mar) - 750 students to benefit (Wiltshire)
- CSW Group implementation of CEC Mentoring Campaign
- EA recruitment for target schools/remaining gaps (e.g. CIPD)
- Sign-off risk and communications plan
- Q2 Year 2 financial claim & activity reporting (Mar)
- Monitoring and reporting to SWLEP Board (Apr), Skills & Talent Sub group, C&EC EAN Registers (monthly).

**LEP Programmes
Highlight Report to Commissioning Group (8 March 2017)**



- Draft, on-line work experience placement tool, created by an EA, shared with EAs, 5+ businesses signed up to trial.
- Targeted EA recruitment underway for remaining gaps.
- 1:1 work with priority schools/EA's & EC's - completing needs analysis/ developing effective employer engagement strategy/increased business engagement and activities to complement the EAN.

Change Control Notification History

N/A

Department of Business Energy and Industrial Strategy (BEIS)

**LEP Programmes
Highlight Report to Commissioning Group (8 March 2017)**



Project Ref	Project Name	Project Manager	Lead Delivery Partner	Previous	Current	Direction
LEP/GEN/002/GH	Growth Hub	Ian Durston	LEP	AG	AR	

Project Description

Provision of an online portal to sign post businesses to relevant business support provision in the area, both from the private and public sector. Supplemented by number of business support services from Unitary Authorities with Growth Hub portal acting as ‘umbrella’.

What does our path look like? (Milestones)

Milestone	Baseline	Forecast/Actual
LEP Marketing Manager in place	Sept 2016	Sept 2016
ESIF SME Growth project starts	1 Nov 2016	1 Nov 2016
Complete Portal Project Manager Commissioning	Oct 2016	Dec 2016
Complete Spec for portal development	Nov 2016	Feb 2016
Complete procurement process to appoint portal development contractor	Dec 2016	Mar 2016
Submit portal development proposal to Commissioning Group	Mar 2017	Mar 2017
Begin portal development work	Mar 2017	Mar 2017
Go Live of first stage of new portal	Jun 2017	Jun 2017

Are we on track? (Issues/Risks)

G – Delivery to date: Delivery during 15/16 was in partnership with Inspire who managed portal and marketing plus face to face service (through Wiltshire Business Support Service Contract).

AG – Delivery Going Forward: Focus on development of more interactive portal using BEIS funding. RIKA Digital have produced a proposal to be reviewed at Commissioning Group. Also proposing that LEP recruits Growth Hub Manager and Business Advisor as part of 2017/18 budget.

AR – Cost – Struggling to defray all of 2016/17 budget by end of March. Working with BEIS to address.

**LEP Programmes
Highlight Report to Commissioning Group (8 March 2017)**



What are we spending?

£Ms	2015/2016	2016/2017				2017/18	Total
		Q1	Q2	Q3	Q4		
Profile (BEIS)	0.25	0.027	0.041	0.0685	0.0685	0.205	0.66
Actual (against BEIS)	0.25	0.021	0.010	0.009	0.034		0.32

What have we done in the past 2 months?

- RIKA Digital produced proposal for updated Growth Hub portal
- Event for 23 March organised

What do we need to do in the next 2 months (Actions)

- Continue current portal maintenance
- Purchase software for updated Growth Hub portal
- Begin development work for updated Growth Hub portal
- Run 23 March event

Growing Places Infrastructure Fund (GPIF)

**LEP Programmes
Highlight Report to Commissioning Group (8 March 2017)**



Project Ref	Project Name	Project Manager	Lead Delivery Partner	Previous	Current	Direction
LEP/GPIF/001/CAS	GPIF – Castledown Business Park	Scott Anderson	Wiltshire Council	G	G	

Project Description

Development of latest phases of 33 acre Castledown Business Park in Ludgershall (office, industrial and warehouse uses).

What does our path look like? (Milestones)

Milestone	Baseline	Forecast/Actual
Repayment of loan to LEP	TBA	

Are we on track? (Issues/Risks)

G – Status: £2.54m loan paid to project in 2014/15. Payment back to LEP originally scheduled for 2015/16 but LEP Board agreed at March 2016 Board Meeting that loan will be repaid when funding is required to satisfy the drawdown requirements of other projects as they come forward.

What are we spending?

£Ms	2014/15	2015/16	2016/17	2017/18
Outgoing Loan	2.54			
Repayment	TBD			

Outgoing loan has been issued

What have we done in the past 2 months?

- None

What do we need to do in the next 2 months (Actions)

- None

**LEP Programmes
Highlight Report to Commissioning Group (8 March 2017)**



Project Ref	Project Name	Project Manager	Lead Delivery Partner	Previous	Current	Direction
LEP/GPIF/002/KIM	GPIF – Kimmerfields	Deborah Heenan	Forward Swindon	AR	AR	

Project Description

Regrading of Fleming Way in order to extend the Central Business District in Swindon town centre as part of the Kimmerfields development.

What does our path look like? (Milestones)			Are we on track? (Issues/Risks)																
<table border="1"> <thead> <tr> <th>Milestone</th> <th>Baseline</th> <th>Forecast/Actual</th> </tr> </thead> <tbody> <tr> <td>Enter Developer Agreement</td> <td>Dec 2016</td> <td>TBA</td> </tr> <tr> <td>Issue Loan to FSL</td> <td>Jan 2017</td> <td>TBA</td> </tr> </tbody> </table>			Milestone	Baseline	Forecast/Actual	Enter Developer Agreement	Dec 2016	TBA	Issue Loan to FSL	Jan 2017	TBA	<p>AR – Status: £4.5m funding agreement has been signed, but release of monies is dependent on recipient entering into their own funding agreement with a developer by the end of 2016. A request from Swindon Borough Council has been granted to defer this requirement to March 2018.</p>							
Milestone	Baseline	Forecast/Actual																	
Enter Developer Agreement	Dec 2016	TBA																	
Issue Loan to FSL	Jan 2017	TBA																	
What are we spending?																			
		2016/17	2017/18	2018/19	2019/20	2020/21	2021/22	2022/23	2023/24	2024/25									
£Ms																			
Outgoing Loan		0.15	0.384	1.866	2.1														
Repayment							1.0	1.0	1.0	1.5									
Outgoing loan has not been issued – profile requires revision																			
What have we done in the past 2 months?					What do we need to do in the next 2 months (Actions)														
<ul style="list-style-type: none"> None 					<ul style="list-style-type: none"> Determine if loan still required, and if so, what profiling looks like 														

**LEP Programmes
Highlight Report to Commissioning Group (8 March 2017)**



Project Ref	Project Name	Project Manager	Lead Delivery Partner	Previous	Current	Direction
LEP/GPIF/003/PL	GPIF – Park Lane Corsham	Scott Anderson	Bath ASU	AG	AR	

Project Description

Development of facilities at Bath ASU - a pharmaceutical company based in Corsham.

What does our path look like? (Milestones)

Milestone	Baseline	Forecast/Actual
Complete Funding Agreement	Aug 2016	TBA
Issue Loan to Bath ASU	Sept 2016	TBA

Are we on track? (Issues/Risks)

AG – Status: £1.85m loan requested. Delays have been experienced in signing the funding agreement due to issues with the security provided by the recipient. Funding agreement details are being discussed with Bath ASU.

What are we spending?

£Ms	2016/17	2017/18	2018/19	2019/20	2020/21	2021/22	2022/23	2023/24	2024/25
Outgoing Loan	1.85								
Repayment			0.65	0.6	0.6				

Outgoing loan has not been issued

What have we done in the past 2 months?

- Ongoing discussions with Bath ASU

What do we need to do in the next 2 months (Actions)

- Sign funding agreement
- Issue loan to Bath ASU

**LEP Programmes
Highlight Report to Commissioning Group (8 March 2017)**



Project Ref	Project Name	Project Manager	Lead Delivery Partner	Previous	Current	Direction
LEP/GPIF/004/WCH	GPIF – Wichelstowe (Jnc 16)	Tim Mann	Swindon Borough Council	AG	AR	

Project Description

Major improvements to M4 junction 16 slip roads and approaches in order to support delivery of Wichelstowe housing development..

What does our path look like? (Milestones)

Milestone	Baseline	Forecast/Actual
Complete Funding Agreement	Aug 2016	TBA
Issue Loan to Swindon Borough Council	Sept 2016	TBA

Are we on track? (Issues/Risks)

AG – Status: £2.5m loan requested. There have been issues with the recipient over the complexity of the required funding agreement. A more simplified version is being looked at with discussions taking place between recipient and Ashfords. Swindon Borough Council may have other competitive sources of funding open to them.

What are we spending?

£Ms	2016/17	2017/18	2018/19	2019/20	2020/21	2021/22	2022/23	2023/24	2024/25
Outgoing Loan	1.17	1.33							
Repayment					2.5				

Outgoing loan has not been issued – profile requires revision

What have we done in the past 2 months?

- None

What do we need to do in the next 2 months (Actions)

- Determine if loan still required, and if so, what profiling looks like