

I.0 AGENDA


Board Meeting

Date: Wednesday, 25 January 2017
Venue: Ceres Hall, The Corn Exchange, The Market Place, Devizes, SN10 1BN

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) / Stephen Hitchcock – representing Col James Coote
In Attendance:	Sally Burnett (SB) / Andy Evans (AE) / Paddy Bradley (PB) / Alistair Cunningham (AC) / Parvis Khansari (PK) / Leanne Sykes (LS)
Apologies:	Col James Coote DSO OBE (JC) / Andy Evans (AE) / Vic O'Brien (VO)
Guests:	Alex Crook, BEIS (AC), Jonathan Eddy, BEIS (JE) / Matt Croston (MC)
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 24 November 2016 Action Log Chairman Up-date Update on recruitment of the Vice-Chair	1.1 1.2 Verbal Verbal	JM JM JM JM	
3.	09.45am	Submitted Questions	1.3	JM	
4.	10.00am	<ul style="list-style-type: none"> Assurance Framework Finance Report Local Growth Deal 1 and 2 Funding Profile LGF3 update Chippenham Station Hub – Phase 1 Presentation 	1.4 1.5 1.6 Verbal 1.7	PB / DS LS ID PB AC / MC	For approval
	11.00am	Comfort Break			
4. cont'd	11.20am	<ul style="list-style-type: none"> SWLEP support for culture and the arts, use of LGF1 monies <ul style="list-style-type: none"> Junction 15 funding financial modelling for Salisbury Plain Heritage Centre and Swindon Museum and Art Gallery 	1.8	PB	For approval

5.	11.35am	<ul style="list-style-type: none"> Higher Futures update Commissioning Group Project Highlight Reports 	1.9 1.10	SB ID	For discussion
6.	11.55pm	<ul style="list-style-type: none"> Marketing and Communications update Subgroup reports <ul style="list-style-type: none"> - Skills & Talent - Transport Infrastructure - Digital Capability - Place Shaping - Business Development 	1.11 1.12	VJ AB AS GG VO JM	For information and discussion
6.	12.20pm	<ul style="list-style-type: none"> Update on European Investment and Structural Fund 2014-2020 programme 	1.13	FdRP	For information
7.	12.25pm	<p>AOB</p> <p>Date of next Board meeting: 22 March 2017</p> <p>Venue: Wiltshire College, Chippenham Campus, Cocklebury Road, Chippenham, SN15 3QD</p>		JM	
	12.30pm	Close of Meeting			

	Minutes of the Board Meeting Thursday, 24 November 2016
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Attendees	<p>Board: Amanda Burnside – departed 12.20pm (AB) / Shahina Johnson - arrived 11.45am (SJ) / John Mortimer (JM) / Vic O'Brien (VO) / Peter Wragg (PW)</p> <p>Advisors: Dr Carlton Brand (CB) / John Gilbert (JG)</p> <p>Observers: Garry Perkins (GP) / Fleur de Rhé-Philippe (FdRP)</p> <p>Secretariat: Paddy Bradley (PB) / Sally Burnett (SB) / Alistair Cunningham (AC) / Andy Evans (AE)</p> <p>Others: Ian Durston (ID) / Vanessa Joseph (VJ) / Colette Mallon (CM) / Debby Skellern (DS)</p> <p>Guests : Sam Howell and Laura Jones of Swindon Borough Council / Rob Murphy, Wiltshire Council (RM) / Yvonne Elsorougi (YE), BEIS / Stephen Hitchcock – representing Col James Coote DSO OBE</p>
Apologies	Col James Coote DSO OBE / George Gill / Parvis Khansari / Simon Patten / David Renard / Marc Richard / Adam Schallamach / Baroness Scott of Bybrook OBE / Leanne Sykes
Chairman	John Mortimer (JM)
Minutes	Deborah House (DKH)
Venue	Committee Room 6, Civic Offices, Euclid Street, Swindon
Start time	9.30am
Finish time	12.30pm

Item	Summary of Issues Discussed and Decisions – Part I	Deadline
32	Welcome and Introductions, Conflicts of Interest	
	<p>The Acting Chair welcomed all those present to the meeting, in particular Sam Howell and Laura Jones from Swindon Borough Council who would be presenting on the New Eastern Villages, Rob Murphy of Wiltshire Council, who would be presenting the Outline Business Case for Junction 17 of the M4, Amanda Newbery and Robin McGowan from Salisbury Business Improvement District in the public gallery, Stephen Hitchcock representing Col James Coote and Yvonne Elsorougi from BEIS. Apologies were noted. JM advised that YE would shortly be leaving the Civil Service and Jonathan Eddy would be providing temporary cover until a replacement was found. JM thanked YE for her support and advice during her placement.</p> <p>Conflicts of Interest</p> <ul style="list-style-type: none"> • AB declared a general interest due to potential involvement in items where Wiltshire College might receive funding from LGF3; and • Local Authorities declared a general interest in skills provision. 	
33	Board Minutes, Action Log, Chairman update, Chair recruitment update	
	<p>The minutes of the meeting held on 14 September 2016 were presented for consideration and it was,</p> <p>Resolved:</p>	

To APPROVE and sign the minutes as a true and correct record with a minor spelling correction on Page 1.

Matters Arising

Assurance Framework

It had been intended to bring the Assurance Framework to the Board for approval at this meeting but owing to the fact that the amended guidance on Assurance Frameworks from BEIS had been delayed, but was now available, this item was deferred to the January Board Meeting. The 151 Officer was required to send a signed copy to the BEIS Principal Accountant in February 2017. This was agreed by the Board on the understanding that the Assurance Framework would be an agenda item for Board Meeting in January 2017.

Business Support Administrator

With the approval of the Board, the SWELP Director started the process of recruiting for a Business Support Administrator. 15 applications had been received, with a Task Orientated Interview being scheduled for Friday, 2 December 2016 for seven of the applicants. It was hoped the successful applicant would be in post for January 2017.

Programme Support

Recruitment for Programme Support was on hold until the results of LGF3 are known.

Annual Report

A working group had been set up including JM / AS / PB and VJ with views obtained also from MR.

ESIF

A letter had been received from Ministers which stated that contracts agreed up to the point of the UK leaving the EU would be honoured subject to Value for Money test and meeting UK Government priorities.

Higher Futures

A deep dive review was given at the Commissioning Group on 3 November 2016 interrogating the level of performance. The Commissioning Group received reassurance from the presentation, but decided to continue to monitor the programme. A further deep dive would be undertaken in six months when the result of the impact of the Apprenticeship Levy could be assessed, and then the report would be brought back to the Board. SBC expressed ongoing concern about the viability of the programme and its deviation from its original concept. It was explained that the MOD had changed the parameters of the project, with CTP now having oversight of Service Leavers two years before and two years after their departure from the Forces. This had impacted on potential learner numbers and the aim was now to target more businesses to compensate for the shortfall, with a reassessment of target figures. AB emphasised that the report should be discussed in the Skills & Talent Subgroup prior to the Board.

Jan 2017

The Board considered the Action Log of Board activities up to 16

	<p>November 2016 and items were noted as follows :</p> <ul style="list-style-type: none"> • Presentation of New Eastern Villages on agenda; • The reallocation of the J15 monies to Ultrafast Broadband, Swindon Museum and Art Gallery and the Salisbury Plain Heritage Centre was discussed. Highways England had made a public announcement about its funding of a larger scheme to develop J15, also involving private sector contributions. Once the funding agreement between SBC and Highways England was signed, SBC would send a letter to the SWLEP indicating that the LGFI allocation of £3.7m was not required. This would enable the SWLEP Board to complete the reallocation as already agreed. <p>Action : AE to ensure provision of formal letter.</p> <ul style="list-style-type: none"> • The Swindon Museum and Art Gallery and Salisbury Plain Heritage Centre to provide details of the financial package once bids have been submitted for discussion at the Board. <p>Action : PB and PW to provide paper for January 2017 Board Meeting.</p> <p>The Acting Chair updated the Board on his activities carried out since the last meeting. He had chaired the following meetings for:</p> <ul style="list-style-type: none"> • the Rural Economy Sector Group; • the Growth Hub Governance Group; • Commissioning Group; and • the Business Development Subgroup. <p>He also attended:</p> <ul style="list-style-type: none"> • the ESIF Advisory Committee; • the South West LEPs meeting in Truro, which PB joined by telephone. SWLEP was working with the other LEPs in the region, but would also consider looking towards the East and the North owing to its geographical position. • LEP Network event dinner which had been attended by three Secretaries of State, Dr Liam Fox, Sajid Javid and Greg Clark; and • a meeting with St Modwen developers and Savills regarding the development of land adjacent to Junction 17 M4. 	<p>Dec 2016</p> <p>Jan 2017</p>
<p>34</p>	<p>Submitted questions</p>	
	<p>There were no submitted questions received.</p>	
<p>35</p>	<p>Papers for discussion</p>	
	<p>New Eastern Villages Presentation</p> <p>A detailed presentation on the progress of New Eastern Villages project was given by SH and LJ of SBC to the meeting. (See presentation attached.)</p> <p>The Chairman thanked SH and LJ for their comprehensive coverage of the project and giving the Board an understanding of the variety and complexity of the issues.</p>	

Commissioning Group – Project Highlight Reports

The Board noted the receipt of the papers from the Commissioning Group and comments were made as follows:

- Groundworks have started at **Porton Science Park**. Although there have been several issues, including presence of high voltage cables and asbestos on site, there had been no impact on timings;
- Cycle tracks have been delivered on **LGF Sustainable Transport**;
- **A350 dualling** on track for May 2017. Outline Business Case was approved last year and the badger setts would be closed according to regulations;
- Initial stages of **Rapid Transit** completed and Business Case was being developed;
- **M4 Junction 15** monies would be reallocated. (See above.)
- **M4 Junction 16** contractors were on site and work was progressing;
- **Corsham Mansion House** was previously rated RED owing to slips in timescales but a Change Control Notification was approved at Commissioning Group. The planning application was due to be submitted shortly with a completion date of December 2017;
- **Swindon Bus Exchange** was rated AmberRed owing to the Compulsory Purchase Order (CPO) challenge undergoing judicial review. However, notification was received 23 November 2016 that the judge had refused the Judicial Review application and the project could proceed with a projected completion date of September 2019; and
- **A350 Yarnbrook / West Ashton Relief Road** was rated AmberRed because a planning application had been required for works to facilitate the movement of bats across the line of the proposed road. Owing to the type of bat in the area, there was a need for tunnels under the road and not high wire passages over it. Meetings had been held with Persimmon Homes to redesign the area and a Change Control Notification would be completed to work to a new schedule.

DfT Retained Schemes

DfT retains control over these schemes with funding being released when specific milestones are reached.

- **New Eastern Villages'** team had updated the Board on the project. (See attached presentation.)
- Meetings held with Network Rail in September regarding **Chippenham Station** went well, and the Outline Business case was now being developed.
- Although the outputs were below objectives, the **Higher Futures** Team was engaging with the Careers Transition Partnership (CTP) and MoD to address these challenges;

- Funding for the **Careers and Enterprise Company** programme comes via the Dept of Education. The programme was going well with 40 schools and colleges engaged and 34 advisors from businesses deployed; and
- Upgrading of the website portal for Growth Hub was underway with tender documentation issued.

GPIF

- Castledown had £2.54m of allocated funding, which it would be retained until such time as the loan monies are required back;
- Kimmerfields had also been affected by the CPO challenge. As this had now been resolved, the project could proceed;
- The Bath ASU project had experienced hold ups, but the agreement had been signed by Wiltshire Council and was with Bath ASU for signature; and
- Wichelstowe was in process.

The Delivery and Performance Team was thanked for the comprehensive report and the rigorous monitoring process was acknowledged. In order to retain the collective memory of changes to RAG ratings, future reports would reflect original timescales and when a project had been re-based.

36 Papers for approval

Finance Report

The Finance Report was discussed by the Board with particular attention to:

GPIF – The fund had £1m available for allocation. SWLEP was investigating how to engage with private businesses in order to increase wider involvement and intends to operate a pilot scheme using best practice from other LEPs and implement any lessons learnt from the scheme thus far. The process was regarded as being overly bureaucratic. So, the challenge was to make it more acceptable to private sector applicants, whilst still safeguarding public money.

LGF Finance Summary – Forecast spend profiles of combined allocated LGF funds indicated it was likely that combined spend would run behind cumulative grant receipts during FY 16/17 and ahead of grant receipts during FY 17/18 and 18/19. It was agreed that 16/17 underspend would be allocated against Wiltshire Council Capital Projects and drawn back to the LGF fund in 17/18 and 18/19. A similar cash-flowing approach was proposed with Swindon Borough Council to address the forecast early spend in 17/18 on the Swindon Bus Exchange project.

General Accounts – PB was working with LS to amend financial reports to show not just the forecasting of spend but also the tracking of spend month by month. It was anticipated this would be available at the next meeting.

General Account Carry Forward – A forecast underspend of £230k was anticipated for the current financial year, which would be carried

forward.

The Board resolved:

To authorise the Commissioning Group to badge any unspent LGF grant against Wiltshire Council Capital projects as part of the closure of FY 16/17 accounts.

LGF Finance Summary

The diagrams within the paper demonstrated the underspend against profile for FY 15/16 and FY 16/17, whilst also showing the anticipated overspend against profile for FY 17/18, although some projects would require money earlier which would impact on profile. This would all be managed through cashflowing and re-profiling. A more detailed paper would be brought to the January Board Meeting detailing how the underspend is managed and re-profiling the figures.

Jan 2017

The Board resolved:

To approve in principal the approach outlined in this paper.

M4 Junction 17 Outline Business Case

RM presented the Outline Business Case to the Board. (See attached presentation.)

The Full Business Case would go to the Transport Subgroup in April 2017 followed by the Commissioning Group scheduled for 10 May 2017. Board approval would be sought at the Meeting scheduled for 25 May 2017.

Apr 2017
10/05/2017
25/05/2017

The Board resolved:

That the M4 Junction 17 project be taken to Full Business Case.

LGF3 and Autumn Statement update

The LGF3 and Autumn Statement was noted.

PB proposed that SWLEP should become more heavily involved in the National Infrastructure Commission for potential alternative funding such as Smart power and renewable energy sources and the Fast Growth Cities Network, Cambs-Oxford corridor, which SBC had asked to be extended through to Swindon. There were also opportunities within the Industrial Strategy Challenge Fund with Innovate UK (which is based in Swindon).

In his Statement, the Chancellor had made reference to his intended allocation of LGF3 funds to the South West (£191m) but not to the sums to be awarded to individual LEPS. SWLEP had received a confidential and informal indication of the award, which was significantly less than the value

	<p>of the bid. Having noted this, and that the overall discretion on the allocation of the money fell to the SWLEP Board, there was debate on the appropriateness of reviewing the previously agreed project prioritisation. The Board agreed to await further developments.</p>	
37	Papers for information	
	<p>Subgroup Reports</p> <ul style="list-style-type: none"> • Skills & Talent Subgroup AB as Chair updated the Board. This subgroup had been longer established than the others. The group met on 23 November 2016 and will focus on its Action Plan and take on board the recommendations of the Post-16 Review. • Transport Infrastructure Subgroup RM updated the Board. AS (Chair) asked that a Board Member agreed to become subgroup Vice Chair. The next meeting of the group was scheduled for 7 December 2016 and would focus on the Rail Strategy up to 2036. • Digital Capability Subgroup PB updated the Board. The subgroup was trying to assemble businesses within the digital sector that could feed into the overall strategy. It is from this strategy that the necessary actions of the group would become clearer. • Place Shaping Subgroup VO as Chair updated the Board. A cultural offer is contained with the Place Shaping Subgroup. As such, it may be necessary to commission further work on the visitor economy. As a key government policy is to increase new house completions, self-build and custom build will be increasingly important to the overall plan. Unitary Authorities have a statutory obligation to maintain a list of people interested in self-build together with a list of available land for this purpose. VO suggested a report be prepared out as detailed. <p>The Board resolved: To authorise the Chair of the Place-Shaping Subgroup to recommend to Swindon Borough Council and Wiltshire Council that they:</p> <ol style="list-style-type: none"> i) review their call for housing sites processes to identify self-build and custom housebuilding site opportunities; ii) consider how they would promote sites for self-build and custom build; and iii) establish a target for custom build and self-build house production <p>A report will be brought back to the subgroup detailing any proposed changes to the process.</p>	

	<ul style="list-style-type: none"> • Business Development Subgroup JM as Chair updated the Board. Some of the workstreams such as, GPIF and Rural Economy Sector Group, were well developed, but not all. There was a need for increased links to the business community and with the Department of International Trade. The coordination of inward investment initiatives across the whole SWLEP area was an early priority. • Marketing and Communications VJ updated the Board on progress, in particular with reference to the first stage of website improvement. A request was made to change the images on the website and access to UAs' image banks was offered. PWV asked that website statistics be sent to Board Members for interest. <p>Action : VJ to provide Board Members with analytics.</p> <p>An update was also given on the situation with regard to Chair recruitment. Two candidates were interviewed and the Board was asked to endorse the appointment of John Mortimer as Chair.</p> <p>The Board resolved: To approve the recommendation that JM be appointed as Chair with immediate effect.</p> <p>JM was congratulated on his appointment. He thanked Board Members for their support and confidence.</p>	Ongoing
38	Any Other Business and date of next Board Meeting	
	<p>The next Board Meeting was scheduled for 25 January 2017 commencing at 9.30am.</p> <p>Ceres Hall, The Corn Exchange, The Market Place, Devizes, SN10 1HS</p> <p>Future Meetings :</p> <p>Wednesday, 22 March 2016 Wiltshire College, Chippenham Campus, Cocklebury Road, SN15 3QD</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 Nationwide Headquarters, Pipers Way, Swindon, SN3 1TA</p> <p>Wednesday, 29 November 2016 County Hall, Bythesea Road Trowbridge, BA14 8JN</p>	
	Close of Meeting at 12.30pm	

Following lunch, there was a presentation by Swindon Museum and Art Gallery detailing proposals for a new building in the centre of Swindon, adjacent to the Wyvern Theatre

draft

Swindon and Wiltshire Local Enterprise Partnership

New Eastern Villages (NEV) Update

24th November 2016

Andy Evans, Corporate Director of Economy, Regeneration & Skills

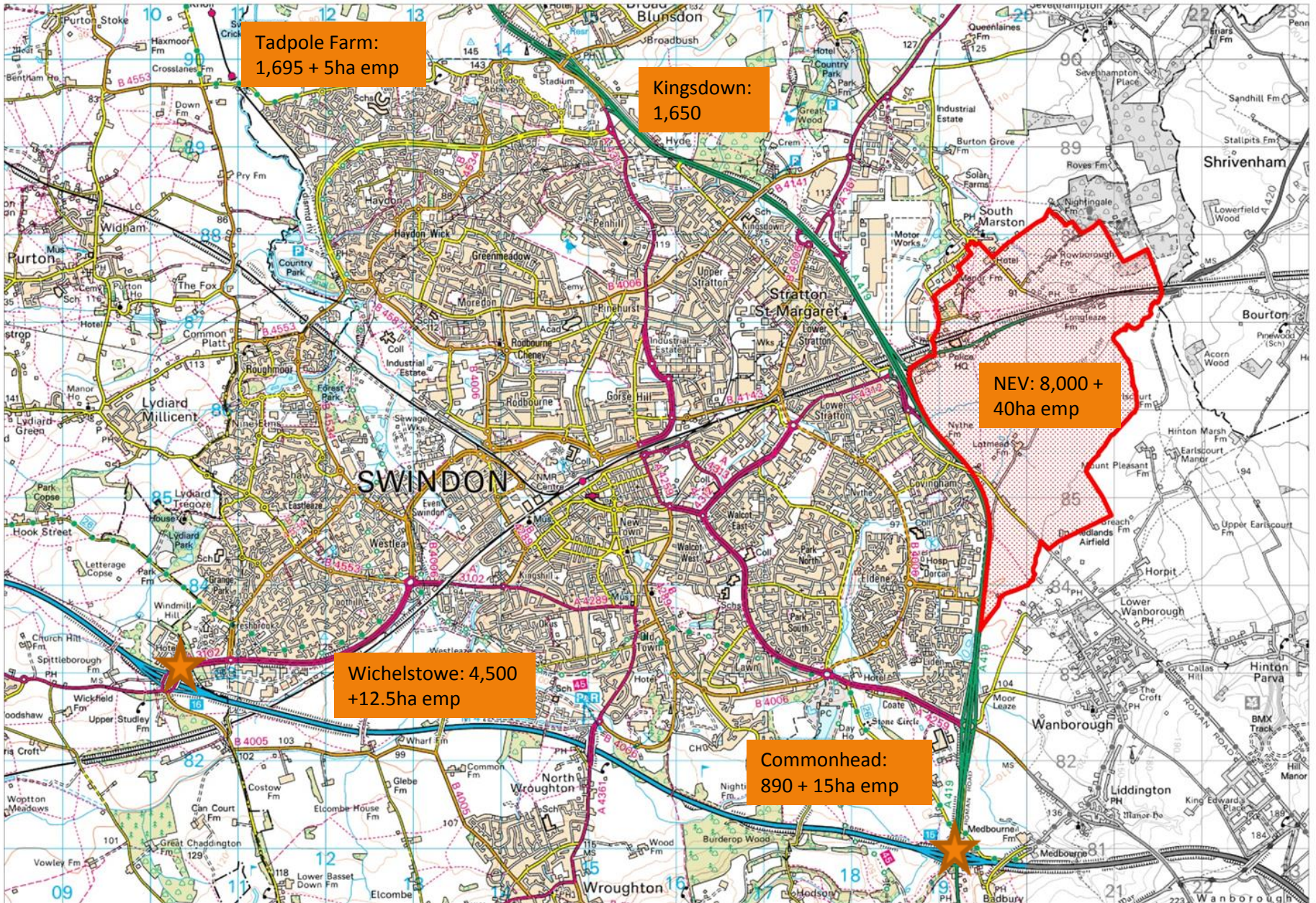
Samantha Howell, Strategic Allocations Planning Manager & NEV Programme Lead

Laura Jones, NEV Programme Manager

Structure of Presentation

- Strategic Context
- NEV Vision
- Update on SBC NEV Programme Governance
- Programme overview & risk management
- Current planning applications
- Local Growth Deal
- Update on Greenbridge Roundabout Improvement Scheme
- AOB

Strategic Context

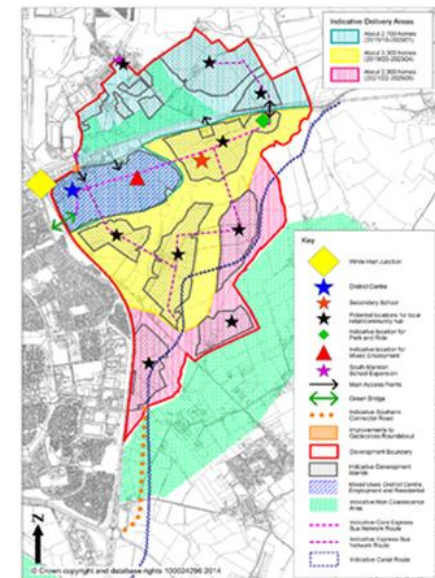


Strategic Overview

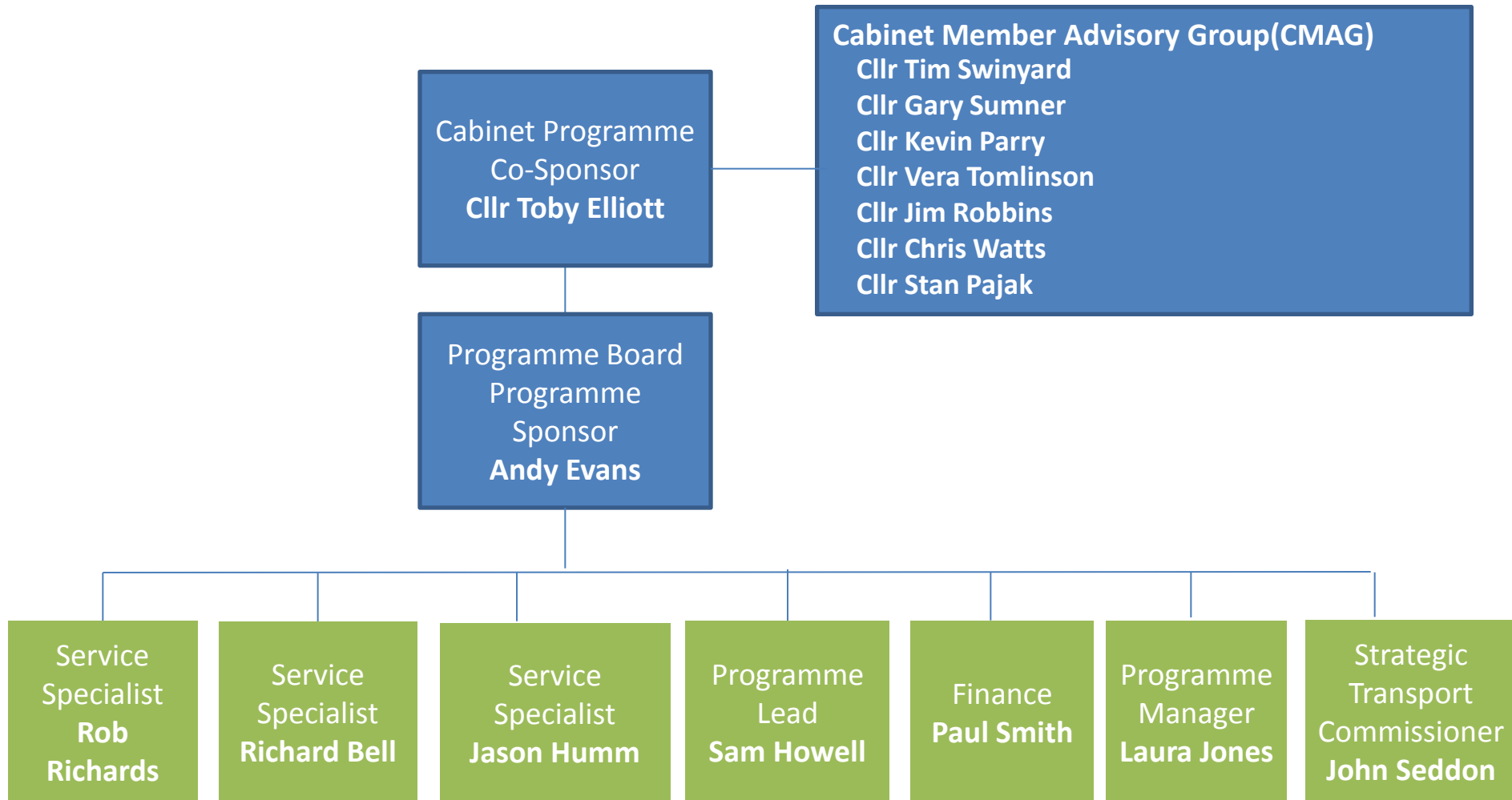
- Strategic allocation in Adopted Local Plan
- Largest planned new greenfield urban extension in the country
- Strategic infrastructure (benefits Swindon & Wiltshire as a whole)
- 8,000 new homes
- 40 hectares employment
- District Centre and local centres/community hubs
- Health and leisure facilities
- New Secondary School
- New Primary schools /extension to South Marston school

New Eastern Villages - Vision

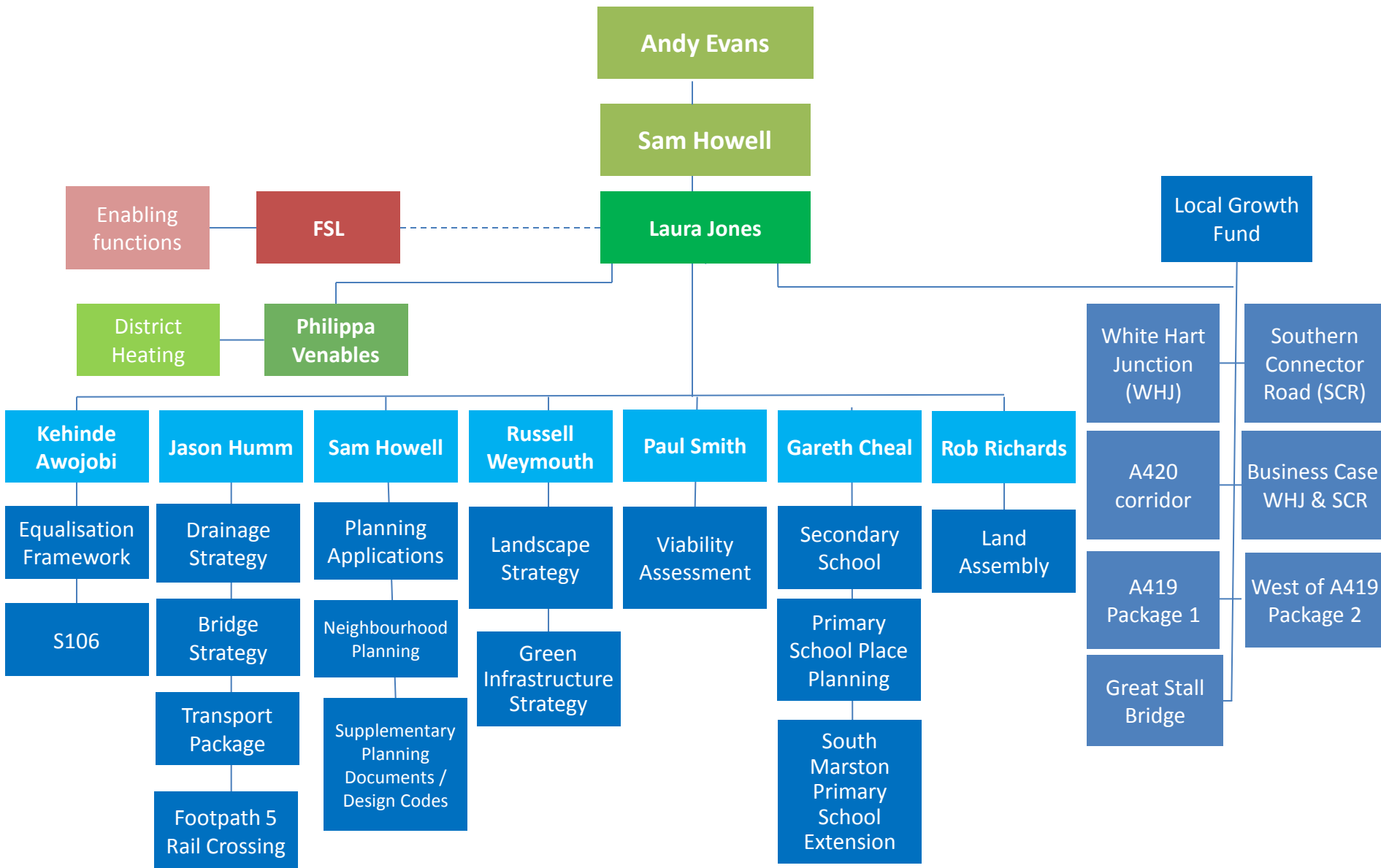
A destination of choice for people to live, with **high quality design** and **distinct communities**, with **good access to facilities** and **served by excellent infrastructure**. A series of linked villages providing **homes for all**, with **high quality education, leisure and community facilities** built at the right time to create **sustainable development**.



NEV Programme Governance



NEV Programme – Key Workstreams




Overall Programme Status		Current	Previous
Local Growth Fund	White Hart Junction	G	AR
	Southern Connector Road	G	AR
	Great Stall Bridge	G	AG
	A420	G	AR
	West of A419 Package 2	G	G
	Greenbridge Roundabout	AG	AG
Highways & Infrastructure	SUDS Vision	AG	AG
	Bridge Strategy	R	R
	Transport Package	AR	AG
	Footpath 5 Rail Crossing	G	G

Overall Programme Status		Current	Previous
Planning	Master Plan	G	AG
	Planning Applications (North of A420)	AG	AG
	Planning Applications (South of A420)	AG	AG
	Supplementary Planning Documentation (SPD)	G	AG
Landscape	Landscape & Leisure	R	AG
	Green Infrastructure Strategy	AG	N/A
Education	Primary Schools and Secondary Schools	R	G
	South Marston Primary School Extension	AR	AG
Land Assembly		AR	N/A

Current Planning Applications


November 2016

Programme	Workstream / Workpackage	Lead		Previous	Current	Direction
New Eastern Villages	Planning Applications (North of A420)	Sam Howell		AG	AG	

What does our path look like? (Milestones)			Are we on track? (Issues / Risks)	
Milestone	Baseline (App Valid)	Forecast / Actual	<ul style="list-style-type: none"> Working proactively with applicants towards positive recommendations Extensions of time agreed on all submitted planning applications 	
S/OUT/13/1555 – Land North of A420 (HHT) – 2,380 dwellings	Nov 2013	Dec 2016		
S/OUT/15/1985 – Redevelopment of South Marston Hotel - 72 dwellings	Dec 2015	Dec 2016		
S/OUT/14/2058 – Crown Timber – 47 dwellings	Dec 2014	Nov 2016		
S/OUT/14/2059 – Thornhill Industrial Estate – 115 dwellings	Dec 2014	Nov 2016		
S/PRE/16/1795 – Redevelopment of Brook Madison Hotel Site – retail development	Nov 2016	Nov 2016		
S/16/1760 – South Marston Petrol Station – redevelopment of site	Dec 2016	Dec 2016		
What have we done in last 2 months?			What do we need to do in the next 2 months (Actions)	
<ul style="list-style-type: none"> Land North of A420 – Ongoing work with applicants to address issues raised at workshops in August; S106 negotiations initiated; extension of time agreed. South Marston Hotel – Site visit with applicant to discuss drainage solution; revised public consultation undertaken and comments reviewed; S106 negotiations initiated. Crown Timber – Resolved outstanding issues relating to archaeology and highways. 			<ul style="list-style-type: none"> Land North of A420 – Review revised details and prepare application/committee report for Planning Committee. South Marston Hotel – Negotiate S106 agreement with applicants and prepare application for planning committee. Crown Timber – Resolve noise issue and prepare application for determination. Brook Madison – Review internal consultee comments; prepare officer report. 	

Current Planning Applications (2)

November 2016

Programme	Workstream / Workpackage	Lead		Previous	Current	Direction
New Eastern Villages	Planning Applications (South of A420)	Sam Howell		AG	AG	

What does our path look like? (Milestones)			Are we on track? (Issues / Risks)	
Milestone	Baseline	Forecast / Actual	<ul style="list-style-type: none"> Working proactively with applicants to work towards positive recommendations Extensions of time agreed on all submitted planning applications 	
S/RES/16/1233 – Symmetry Park (The Hub) – Unit 1 (Employment)	Oct 2016	Completed		
S/16/1225 – Symmetry Park (The Hub) – Variation of Condition	Oct 2016	November 2016		
S/OUT/15/0753 – Lotmead (Ainscough) – 2,600 dwellings	May 2015	Completed (Refused)		
S/OUT/15/0754 – Lotmead (Ainscough) – 200 dwellings	May 2015	Completed (Refused)		
S/OUT/16/0021 – Redlands (Barberry) – 370 dwellings	Dec 2015	December 2016		
S/PRE/16/1829 – Great Stall East – Residential Development	Aug 2016	January 2017		
What have we done in last 2 months?			What do we need to do in the next 2 months (Actions)	
<ul style="list-style-type: none"> Lotmead Farm Inquiry (both applications) – Currently preparing evidence for June 2017. Redlands – Negotiating S106 agreement. Great Stall East – Formal pre-application for a mixed use scheme to include up to 1900 dwellings submitted; internal consultation ongoing. 			<ul style="list-style-type: none"> Lotmead (both applications) – Preparation for Public Inquiry Redlands – Drafting of committee report; agree S106. Great Stall East – Review internal consultee comments; meet with applicants to discuss proposal; prepare officer report. 	

Local Growth Deal – LEP & DfT Funding

Scheme Name	2015/16	2016/17	2017/18	2018/19	2019/20	2020/21	Total LGF Contribution (£m)	Estimate Scheme Cost (£m)	Construction Dates
A420 Corridor	0.50	2.00	-	-	-	-	2.50	4.975	Sep 18 - Aug19
White Hart Junction	0.50	1.00	11.00	10.50	-	-	23.00	28.118	Mar 19- Feb 21
Great Stall Bridge	-	-	0.50	3.50	3.60	-	7.60	15.334	Jan 21- May 22
Southern Connector Road	-	-	-	-	5.80	5.80	11.60	18.823	Oct 19 – Apr 21
West of A419 – Package 1 & 2	1.50	0.50	-	-	0.50	1.50	4.00	7.917	Oct 20 – May 21

- Package 1 -Greenbridge Roundabout – LGF Grant £ 2m/s106 contributions £3.3m
- Funding shortfall met by S106
- WHJ and SCR – Department for Transport ‘Retained Schemes’

GREENBRIDGE ROUNDABOUT IMPROVEMENT



- Drainage works 95% complete
- Kerbing works 90% complete
- Road foundation 100% complete
- Final stages of surfacing on Slade Drive, Swindon Rd, Greenbridge Central
- All surfacing to be completed by mid - December 2016



- Any questions?
- A.O.B
- Thank you

Further information can be found at

http://www.swindon.gov.uk/info/20031/roads_parking_and_transport/663/new_eastern_villages

[Email: nev@swindon.gov.uk.](mailto:nev@swindon.gov.uk)

Andy Evans: 07824 550395, AEvans@swindon.gov.uk,

Samantha Howell: 07769 281786, showell@swindon.gov.uk,

Laura Jones: 07500 226838, ljones2@swindon.gov.uk.

M4 J17 Outline Business Case

SWLEP Board 24 Nov 16



Strategic Case

Key objectives of the M4 Junction 17 Capacity Improvement Scheme	
1	Reduce queue lengths on the M4 off-slips and prevent them from backing up onto the M4 mainline
2	Minimise delays at the junction, specifically on the M4 off-slip eastbound in the AM peak and M4 off-slip westbound in the PM peak
3	Reduce the total amount of collisions and accidents that occur at the junction.
4	Improve the capacity of the junction to mitigate congestion impacts of future development

Economic Case

- Net Present Value: £18.66m
- Benefit Cost Ratio (BCR): 22.19
- Qualitative Assessment: Slight Adverse
- Risk Budget: £0.069m
- Value for Money (VfM): Very High
- Sensitivity Tests: demonstrate that the BCR still remains in the Very High VfM category

Financial Case

Cost Category	Implementation cost (£millions)
Preparatory (including detailed design and survey work)	£0.150
Preliminaries (including site setup and traffic management)	£0.290
Construction (including utility diversions)	£0.370
Site Supervision	£0.040
Land	-
Quantified Risk Budget	£0.070
Total – 2016 prices	£0.912
Inflation	£0.009
Total – Outturn prices	£0.921

Commercial / Management Cases

Milestone	Estimated Date
Outline Business Case (OBC) complete	14/10/16
Engage with Independent Technical Advisor	18/10/16
OBC approval (SWLEP Board)	24/11/16
Pre-Qualification Questionnaire return	12/12/16
Tender period	16/1/17 – 28/2/17
Draft Full Business Case (FBC) complete	31/3/17
Engage with Independent Technical Advisor	3/4/17
Transport Infrastructure Sub-Group	April
Commissioning Group	10/5/17
FBC approval (SWLEP Board)	25/5/17
Main construction start	1/6/17
Construction complete	6/8/17
Opening date	14/8/17

ITA Comments

- Conclusion:
 - “ There are one or two caveats or aspects where further information would be beneficial...However, none of these are sufficiently concerning to prevent the promoter from moving forward with a Full Business Case submission and it is suggested that the work to provide this clarity be undertaken as part of the preparation of the Full Business Case”.



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	Jan-17	Formal confirmation now received from Swindon Borough Council that the LGF monies are not required On agenda.	
2	13.07.16	7.4	Finance Report	Paper to be brought to Board describing the full range of financial support for the Salisbury Plain Heritage Centre and the Swindon Museum and Art Gallery	VO	PB	Jan-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		

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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 Meeting – Wednesday, 25 January 2017		
Subject:	SWLEP Assurance Framework		
Attachments:	Quick Guide to the Assurance Framework 030117 Assurance Framework amends cover table 110717 Draft Final Assurance Framework in template CG amends tracks accepted 130117 DRAFT SWLEP Governance Framework		
Author:	Debby Skellern	Total no of sheets:	116 pages of which: Cover sheet – 3 pages Quick guide – 4 pages AF amends table - 7 pages Assurance Framework - 63 pages Draft Governance Framework – 39 pages

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

The development and review of the SWLEP's Assurance Framework is a requirement for all Local Enterprise Partnerships by Government and its sits within the wider Governance Framework. The Assurance Framework includes the process for the prioritisation and allocation of funding to LEPs, such as the Local Growth Fund, to deliver schemes and initiatives.

Since the SWLEP Board was last updated on the review of the Assurance Framework, the Government has published revised Assurance Framework Guidance in November 2016; compliance with which is a condition of Local Growth Fund 3 awards. The guidance tightens up the minimum requirements which LEPs must to operate within in order to ensure better public accountability and transparency in its decision making and allocation of funding. The Working Group has therefore revised the draft SWLEP Assurance Framework to meet this

new guidance. An overview of the changes which have been made is included as a table within this paper to show where and why amendments to the Assurance Framework adopted in March 2015 have been made.

The Assurance Framework needs to be a comprehensive and technical document so that Government has confidence in the SWLEP's processes and handling of public money. The document is quite lengthy therefore a brief guide to the Assurance Framework has been written for Board Members for quick reference which will be posted on the SWLEP website.

The Assurance Framework has been signed off by:

1. Swindon Borough Council and Wiltshire Council's Section 151 Officers in December 2016
2. Swindon Borough Council and Wiltshire Council's Heads of Legal Services subject to minor amends in January 2017.

The Commissioning Group

The Commissioning Group at its meeting on 11 January discussed the Assurance Framework and Board Membership and as a result it is proposed that the following revision be made to more accurately reflect the proportion of Board Members derived from the private sector:

From: The SWLEP has a Board of 14 Members and is constituted in such a way as to ensure that it is business-led, with its Chair and at least three-quarters of all Members representing the business community'.

To: 'The SWLEP has a Board with a minimum of 14 and a 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'.

In addition, an amendment to Table 1: Local Enterprise Partnership Board Membership was agreed at the meeting whereby the role of 'Board Member', 'Further Education' has been amended to 'Board Member', 'Education Sector' to build greater flexibility into Board representation in the future.

Next Steps

Government requires that the S151 Officer at Wiltshire Council, acting as the SWLEP's Accountable Body, writes to DCLG's Accounting Officer by 28 February each year certifying that the SWLEP's Assurance Framework has been agreed, is being implemented and meets the revised standards set out in the Local Enterprise Partnership Assurance Framework Guidance. In order to meet this deadline, the draft Assurance Framework is being presented to the SWLEP Board for adoption and its decision will go to the Joint Strategic Economic

Committee (JSEC) for endorsement at its meeting on 14 February. The revised Assurance Framework will be operational from April 2017.

In addition, the SWLEP Governance Framework document is currently under review by the Working Group to ensure that the amendments to the Assurance Framework are fully reflected. The revised Governance Framework will go to the SWLEP Board for adoption at its meeting on 22 March 2017 and thence to JSEC at its meeting on 6 April for endorsement.

Recommendations

The Board is asked to:

- 1. Approve the amendment to the size of the SWLEP Board;**
- 2. Approve the amendment to Table I Board Membership;**
- 3. Approve and adopt the revised Assurance Framework to operate from 1 April 2017;**
- 4. Require an update report by January 2018 reviewing the implementation of the Assurance Framework and recommending any amendments; and**
- 5. Note the Quick Guide to the Assurance Framework document for use by Board Members and for posting on the SWLEP website.**

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Quick Guide: revised SWLEP Assurance Framework

January 2017

Why does the SWLEP need an Assurance Framework?

Government requires all Local Enterprise Partnerships to have an assurance framework in place 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 forms part of a wider SWLEP Governance Framework and has to be reviewed every year to ensure it is up to date. The Assurance Framework also sets out who has the power to make decisions, sign off agreements, manage risk and monitor delivery. Essentially it is the operational manual for the SWLEP. Although there are national guidelines for developing assurance frameworks which need to be followed, each LEP writes its own document. The SWLEP Assurance Framework covers:

1. Swindon and Wiltshire Local Enterprise Partnership (SWLEP) governance
2. Transparent decision making
3. Accountable decision making
4. Ensuring value for money

1. What are the SWLEP's governance arrangements?

This section sets out how the Board operates; the relationship it has with its sub-groups; and also how it spends public money responsibly. The SWLEP is not a company in its own right but is an 'unincorporated association' and as such it needs an 'Accountable Body' to underwrite the risks associated with the money it spends and the decisions it makes; this is done by Wiltshire Council.

The SWLEP Board is the highest level at which decisions can be made and it needs to have at least 70% (50% is the minimum allowed nationally) of its members drawn from the private sector. Swindon Borough Council and Wiltshire Council are its local authority partners and there is also representation from the education sector and the Military.

1.1 Managing spend

The Chief Finance Officer at a local authority is the Section 151 Officer and they are responsible for ensuring that public money is spent appropriately and with the right checks in place. The Section 151 Officer at Wiltshire Council, as the SWLEP's Accountable Body, therefore needs to agree that the decisions the Board makes on awarding funding is at an acceptable level of risk in order for it to issue a funding agreement. The Accountable Body's Finance Team also monitor and produce the SWLEP's financial accounts and arrange audit checks. An annual report summarising activity and spend will be produced by July every year. The primary source of funding for skills development, transport improvements and regeneration schemes is the Local Growth Fund (LGF).

The governance arrangements for the allocation and delivery of the European Structural and Investment Fund (ESIF) programme sits outside of the SWLEP Assurance Framework but the SWLEP

is represented on the ESIF sub-Committee and offers advice and influence.

1.2 Managing delivery

The Strategic Economic Plan (SEP) sets the rationale for the work the Board wants to see delivered over a 5 year period within the context of a longer term vision. Five Board Sub-groups have been established to reflect each of the strategic objectives of the SEP. The Sub-groups will monitor progress towards the delivery of the SEP through working with delivery partners and they report back to the Board at each meeting. The Board and its Sub-groups take a strategic view of delivery rather than getting involved in the day-to-day detail.

The Commissioning Group is responsible for the effective commissioning and delivery of funding schemes including Local Growth Funding and has strategic oversight of the delivery and financial performance of SWLEP schemes. It ensures that delivery arrangements comply with the Assurance Framework and therefore makes recommendations to the Board regarding the schemes to be supported. It also oversees strategy development and the forward plan of the SWLEP Board and its agenda.

The Board is also supported by its Secretariat which comprises the Director, Senior Managers and Officers from the SWLEP and the two Unitary Authorities. The Secretariat advises the Board on all aspects of SWLEP operational delivery and strategy development.

Programme Managers from the SWLEP and the two local authorities comprise the Delivery and Performance Team (DPT) and they have the day-to-day responsibility for ensuring that the delivery of schemes and programmes run to time, quality and budget as well as recommending revisions where these may slip. The DPT meets every two weeks and progress on delivery is reported back at each Board Meeting through the highlight reports.

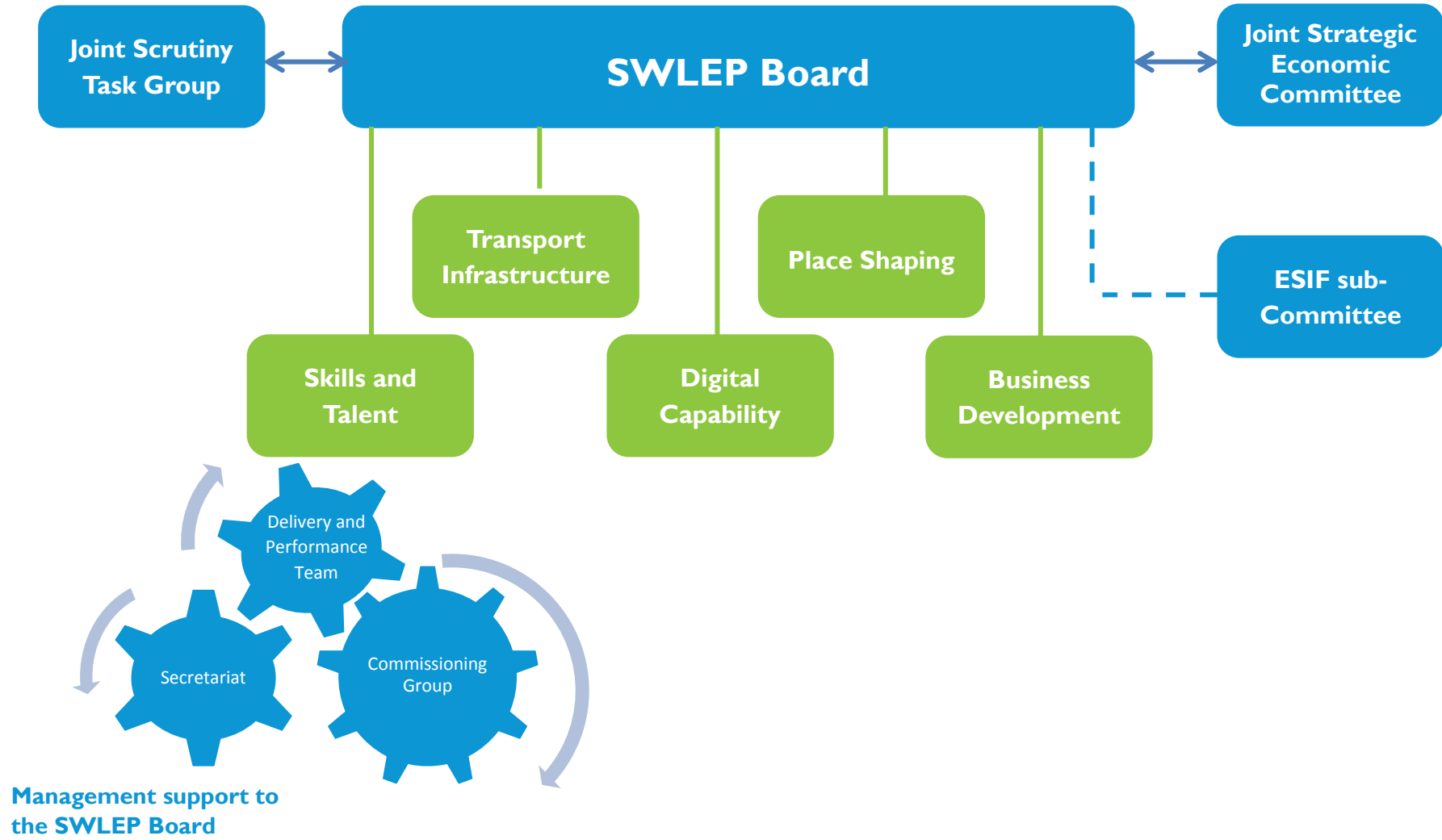
1.3 Public Accountability

The SWLEP uses public funding to pay for its core team and the development of the Strategic Economic Plan as well as securing additional project and programme funding from Government and other public funding sources. In order to ensure that the SWLEP is held accountable for spending public money appropriately, the Joint Strategic Economic Committee has been established. It is Chaired by the Leader of one of the Unitary Authorities and its members are all elected Councillors i.e. the public has voted for them to represent them. The meetings are held in public and it endorses the decisions of the SWLEP Board.

The Joint Scrutiny Task Group, comprising elected councillors of both Councils who are not Cabinet Members, works to provide an independent scrutiny function of the SWLEP's operation. It selects its work based on its interest in reviewing specific projects, decisions or ways of working to ensure that they are appropriate and comply with the assurance framework and funding agreements.

In addition, the SWLEP Board meets at least five times a year and meetings are open to the public to attend. The public can also submit questions in advance of a Board meeting for an answer at it.

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



2. Transparent Decision Making

This section sets out the arrangements for holding meetings in public and the information which will be published on the SWLEP website so that the public can have a clear view of what the SWLEP is doing and how it does it. This includes how the SWLEP deals with conflict of interest which needs to be declared at each Board meeting, how freedom of information requests will be handled and how complaints will be dealt with. In the main, the SWLEP follows the arrangements used by Wiltshire Council as its Accountable Body.

3. Accountable decision making

This section sets out the role and responsibilities of Wiltshire Council acting as the SWLEP's Accountable Body in managing risk, ensuring procedures are followed and signing off financial agreements by the Section 151 Officer. A separate legal agreement has been drawn up to cover this relationship and is known as the 'Heads of Terms'. This arrangement ensures that delivery and spend is monitored and audited as required by Government and sets out the roles and responsibilities of Swindon Borough Council and Wiltshire Council in support of the SWLEP.

4. Ensuring value for money

This section sets out the process the SWLEP follows in order to make programme funding decisions from the initial call and identification of schemes through to Board approval and signing off funding agreements. Transport schemes need to follow specific Department for Transport arrangements in order to secure funding whereas other schemes may go through a shorter process which is 'proportional'. The full decision making process comprises four stages:

- Initial sifting and prioritisation
- Strategic outline business case
- Outline business case
- Full business case

An Independent Technical Adviser is commissioned at each stage to assess and score the application or business case and make recommendations to kick start the SWLEP's decision making process. The SWLEP's Commissioning Group and Board are involved sequentially in this decision making process and at each of the four stages. The Section 151 Officer, acting as the Accountable Body, has the final responsibility for the signing off a value for money statement and making the grant agreement with the scheme promoter. The way in which this process is managed is set out in a series of flow charts also known as a 'scheme of delegation'. An indicative timeline is also presented to manage applicants' expectations regarding decision making and the flow of work.

5. Appendices

There are four appendices covering the sub-group terms of reference; transport specific requirements; the circumstances under which the public will be excluded from meetings and / or reports; and the SWLEP register of interests document.

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SWLEP Assurance Framework amendments

The following table highlights the changes which have been made to the Assurance Framework (March 2015) as part of the 2016/17 revision.

2015 Framework	Amendment reference in 2017 Framework	Justification
Part one: introduction and background		
1. Para 1 intro	Para 1: introduction to the SWLEP extended	Clarity and soft landing
2. Paras 3-5	Para 4: Wording tightened over the requirement to have an Assurance Framework which is reviewed annually	Revised guidance
3. Para 6	Para 5: Strategic objectives information changed to reflect the updated SEP in Jan 2016	Revised guidance
Part Two: LEP governance		
4. Figure 1 Map	Figure 1: to match the map in the SEP (January 2016)	Updated information available
5. Para 9 Board size	Para 8: Board membership size range introduced	Introduce flexibility to meet changing demands
6. Table 1 Board Membership	Table 1: Wording tightened. 'Leader' changed to 'Local Authority Member' 'Further education' Member changed to 'Education Member', 'Local Military' replaced with Commander Military HQ South West'	Introduce flexibility and better clarity
7. New paragraph inserted	Para 12 added to reflect decision making at the appropriate level	Greater clarity over decision making
8. Figure 2 governance structure	Updated governance structure as approved by SWLEP Board	Updated to reflect new ways of working

2015 Framework	Amendment reference in 2017 Framework	Justification
9. Para 13 Sub-groups	Para 13-15 and table in the sub-group section updated to reflect SEP and new groups. The terms of reference for the subgroups is included as Appendix A	Updated to reflect new ways of working
10. Para 27 amended re issue resolution	Para 19 extended so that if the Board and JSEC cannot resolve an issue it ultimately goes to the Secretary of State for Business Energy Innovation and Science (BEIS)	Updated to reflect new ways of working
11. Para 31 Joint Strategic Planning Officer Group (JSPOG)	The JSPOG has been removed as it is not part of the SWLEP governance structure	Updated to reflect the SWLEP governance structure
12. Para 34 Secretariat	Text added to differentiate between the Executive Group of the Secretariat (3 Directors or equivalent) meeting with a wider S basis	Better and regular communication with officers at the two UAs who are leading on delivery
13. Para 34 Commissioning Group additional text	Para 24 To reflect the strategic oversight role the Commissioning Group has regarding compliance with the Assurance Framework. It is accountable only to the Board and not JSEC as well.	Compliance and accountability strengthened
14. Paras 37-40 DPT and project management.	Paras 27-30 information combined to add clarity over the programme management of schemes which are led by UAs and by third party promoters.	Better clarity and transparency over how this will work especially when calls become open. Retains flexibility regarding new funding coming on stream.
15. Paras 41-42 Officer Group	Text removed as the Officer Group is not part of the SWLEP governance structure. Scheme of delegation section deals with scheme prioritisation and selection	Mitigates potential conflict of interest when calls go public
16. Para 43 Accountable Body relationship with Board	Para 32 Service Level Agreement and annual review added	Better transparency

2015 Framework	Amendment reference in 2017 Framework	Justification
17. Para 46 Joint Overview and Strategic Task Group	Para 35 Now known as the Joint Scrutiny Task Group. Text extended to add clarity regarding the scrutiny role which this group performs.	Better transparency
18. Paras 47-50 Independent Technical Advisers (ITAs)	Text amended and moved to section 5 paras 91-93 regarding scheme selection as ITAs are not part of the governance structure.	The information has been moved to the relevant location.
19. No information on the ESIF sub-Committee	Paras 36-39 added on the ESIF sub-Committee which is linked to the SWLEP and where the SWLEP has an influencing role.	Better understanding of the wider funding landscape and delivery of the SWLEP agenda.
Section 3: Transparent and accountable decision making		
20. Para 53 information to be published	Para 42 updated and restructured so it is easier to read	Better transparency
21. Para 55 Public meetings proposed	Para 45 Board meetings are now in held in public	Updated information
22. Para 55 questions to the Board	Paras 46-47 clearer wording over submitted questions process to reflect Accountable Body ways of working	Better transparency and clarity
23. Para 60 Board meeting frequency	Para 52 changed to at least five times a year so it is in line with the Governance Framework	Consistency and flexibility
24. New paragraphs inserted	Para 56-62 Diversity section added	Requirement of revised Assurance Framework Guidance
25. Para 67 wording amended re code of behaviour	Para 66 additional wording added around the Conflicts of Interest Policy which is added in full as an appendix	Better transparency
26. New paragraph inserted	Para 67 additional text added regarding how a complaint will be handled under the conflict of interest or code of conduct	Clarity over issue resolution
27. New paragraph inserted	Para 69 new wording on the Code of Conduct added	Requirement of revised Assurance Framework Guidance

2015 Framework	Amendment reference in 2017 Framework	Justification
Part Four: Accountable Decision Making		
28. Terminology over legal agreements updated throughout section	Legal agreement is referred to as 'Heads of Terms' agreement	Updated to reflect the terminology now in use
29. Para 74 bullets	Para 75 3 news bullets added regarding: <ul style="list-style-type: none"> • Funding held in ledger accounts • Advises on the legality of decisions • Advice on enactment and enforcement of decisions and agreements 	To reflect the Heads of Terms agreement
30. Para 77 wording amended	Heads of Terms agreement text added regarding specifying roles and responsibilities and independence of scheme promoters, Wiltshire Council and the Accountable Body	The Heads of Terms agreement has been developed since the 2015 Assurance Framework was adopted
31. Para 79 Conflict resolution	Issue escalation wording added so that where local resolution cannot be met, it will be referred to the Secretary of State for BEIS. Para 80 also added so there is a full process in place if there are issues with the Accountable Body which will also be referred to the Secretary of State for BEIS.	To complete issue resolution process To complete issue resolution process
32. Para 85 deleted	2015 text related to performance indicators and not objectives. The SEP has been revised and holds all the relevant information. The SEP is referenced and will be central to any call.	Greater flexibility across documents so that the Assurance Framework will remain accurate if the SEP is refreshed again and the outputs are amended over time.
33. Paras 87-90 Independent Scrutiny Arrangements	This section has been removed. Scrutiny is covered by the Joint Scrutiny Task Group (para 35) and the Independent Technical Advisers' role (para 90-93).	Scrutiny process remains as before but is covered in just two sections rather than three.

2015 Framework	Amendment reference in 2017 Framework	Justification
Part 5: Ensuring value for money – prioritisation of schemes		
34. Para 91 amended to reflect new process	Para 87 introduces running open calls in the future.	Reflects new and more inclusive process.
35. Para 92 assessment	Para 88 bullet points: Capital cost range removed. Calls will specify this requirement Last bullet regarding lack of evidence removed	Added flexibility within calls to reflect future funding which is available where opportunities may be smaller or larger. This is implicit within an assessment process
36. New paragraph included	Para 89 added to reflect the role of the Board and that schemes may be required to undertake additional work for consideration in future rounds	To reflect the potential to develop a pipeline of schemes
37. Paragraphs inserted	Paras 91-93 Independent Technical Adviser section moved here as part of the process text	More logical location for the ITA information to sit within the text which sets out the prioritisation and business case development section (reference amendment 18 above).
38. Para 94 onwards EAST template	Reference now 'modified' EAST template	More accurate reference
39. New figure added	Figure 3 – process chart added with indicative timeline	To give clarity over the process and sequence of events. Timeline added due to revised AF Guidance
40. Para 100 reference to the process happening annually removed	Para 100 light touch review which will be undertaken as required with a comprehensive one taking place when funding streams are announced.	Ability to build a pipeline without spending a disproportionate amount of time and money on assessing schemes when there is no confirmed source of funding available to the SWLEP
41. Para 100 Scheme prioritisation as a title removed	Para 100 – scheme prioritisation dealt with as part of this whole section	Better clarity over the process

2015 Framework	Amendment reference in 2017 Framework	Justification
42. Para 105 Provision of local match wording amended	Upper and lower limits removed. Wording focusses on the need for schemes to have explored all other alternative sources of match funding first.	SWLEP as funding of last choice thereby greater accountability for the use of public funds rather than a tick box regarding level of match.
43. Para 106 Business Case Publication	Wording amended for reflect the stage at which business case information will be published.	Better clarity
44. Outline Business Case name changes	Para 107-115 added as Strategic Outline Business Case (SOBC). This stage is a separate stage to the Outline Business Case (OBC). Para 113 Clarity of what happens to schemes which are not approved at this stage added Para 114 grant agreement text added Para 116 Outline Business Case stage clarification	To reflect the stages required for transport scheme selection and approval and more accurately reflect the process in operation Greater clarity regarding the process. Greater clarity regarding the process. Greater clarity regarding the process.
45. Para 115 formal grant agreement at Full Business Case stage	Para 119 amended to the existing grant agreement may need to be changed	Great efficiency i.e. one grant agreement will be issued and can be amended to reflect changes which may occur as schemes go through the various stages.
46. New figures inserted	Figure 4: SOBC and OBC process diagram and Figure 5: FBC process diagram added	To give clarity over the process and sequence of events.
47. Programme and risk management	Para 132 added whereby the SWLEP Director will be the responsible officer for the management of risk within the LGF programme under the scrutiny of the Commissioning Group. At an operational level the SWLEP Programme Manager or nominated Programme Manager will engage with scheme promoters.	To give clarity over risk management responsibilities

2015 Framework	Amendment reference in 2017 Framework	Justification
48. Appendices	Appendix A: Sub-group Terms of Reference added Appendix B: Transport Specific Requirements as before Appendix C: Exclusion of Access by the Public to Meetings and / or Reports Appendix D: Register of Members Interest and Conflict of Interest Policy.	New sub-groups have been developed Greater clarity given Board meetings are now held in public Greater clarity over how these issues are handled
49. Whole document	SWLEP font and document style applied	New house style as per Marketing and Communication Strategy January 2016

Written by
 Debby Skellern
 Programme Manager – Policy
 Swindon and Wiltshire Local Enterprise Partnership
 11/01/17

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swindonwiltshire

Local Enterprise Partnership

Final Draft Assurance Framework

January 2017 (operational from April 2017)

FOR APPROVAL

Document History

Version	Dates	Notes
1	21/04/2016	Annual Refresh following adoption of new SEP in January 2016 – first pass. John Seddon comments reflected ID
1.1	05/05/16	Rob Murphy amendments reflected. JH ESIF section added DS comments added
2	02/06/16	Amends following review meeting on 26 May 2015
3	06/06/16	Amends following email consultation with the working group. Comments by JS, RM, JH, MC, ID, PV. TG
3.1	09/06/16	Amends following Secretariat meeting 9 th June 2016
3.2	22/06/16	Amends following DPT meeting 21 st June 2016
3.3	27/06/16	Amends following Secretariat 23 rd June 2016 Sign off ID/JS/MC/PV/ / 27/6/16 Minor amends RM/JH 27/6/16
3.3	28/06/16 30/06/16	Sign off sought: Legal Services Swindon Borough Council & Wiltshire Council Section 151 Officer Wiltshire Council
3.4	13/07/16	SWLEP Board - postponed
3.5	17/08/16	Minor edits to reflect brand guidelines, paras 114/115 added DS
3.6	28/08/16 31/08/16	Page 10, para 27 – removed ‘through legal agreement’ ID Page 31, para 116 – removed ‘officer group’ ID Page 28, para 114 – reworded to reflect one grant agreement ID Commissioning Group approval sought prior to Sept Board
3.7	07/09/16	Amends following Commissioning Group meeting
3.8	18/10/16	Amends following Board workshop. Document checked against new draft guidance Version 3.8 file corrupted
3.9	03/11/16	Amends following Board workshop re-done. Amends to process flow charts following discussion with Transport Officers – consultation exercise timing amended. Document checked and amended against new draft guidance

3.10	16/11/16 17/11/16 23/11/16	<p>Amends following Working Group meeting on 10 November</p> <p>Includes addition of diversity statement and code of conduct references.</p> <p>Amends by SWLEP Director 17 November</p> <p>Amends following meeting on 21 Nov with Corporate Director and Associate Directors or equivalent and Heads of Legal Services Swindon Borough Council and Wiltshire Council.</p>
3.11	29/11/16 30/11/16 05/12/16 13/12/16 15/12/16	<p>Process diagrams amended – subgroups to promote calls and are no longer part of the prioritisation/recommendation process at all stages in order streamline the process,</p> <p>Final working group amends including:</p> <p>Para 106 – consultation at OBC stage only. SOBC deleted.</p> <p>Stage 4 FBC process diagram: *The consultation exercise will depend on the nature of the project and what is required by statute or the funding authority. Consultation at FBC stage is not applicable for schemes which were subject to consultation at OBC stage,</p> <p>Appendix A: conflict of interest and code of conduct text added to subgroup TOR</p> <p>Technical edit DS/PB:</p> <p>Consistency of capitalisation and use of hyphens.</p> <p>Sub-groups removed from decision making where referenced in the text.</p> <p>Process diagrams amended so that it is the Board and not Commissioning Group which can reject or park a scheme.</p> <p>Format checks</p> <p>Conference call S151 Officers Swindon and Wiltshire, signed off</p> <p>MH amends to para 32 and 76 ‘as well as decision making and openness of reporting’ inserted</p> <p>Conference call Legal, amends made by PB</p>
	19/12/16	Appendix D added: SWLEP Board Members Register of Interests
	03/01/17	Paragraph cross references checked and amended.
	10/01/17 13/01/17	<p>Transferred to SWLEP template</p> <p>updated following Commissioning Group: amends paras 24, 87, Table I amend approved.</p> <p>Draft complaints text added to para 67 regarding Board Member code of conduction/conflict of interest</p>

File Name	Swindon and Wiltshire Local Enterprise Partnership Assurance Framework –(Draft Final Assurance Framework in template CG amends tracks accepted 130117
Original Author(s)	Steven Bishop (Steer Davies Gleave)
Current Author(s)	Debby Skellern (SWLEP)
Working Group 2016	Ian Durston (SWLEP), Philippa Venables and John Seddon (Swindon Borough Council), Matt Croston, Rob Murphy and Julian Head (Wiltshire Council).

For approval

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Part One: Introduction and background

Introduction

1. 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 – in particular to support its strategic objectives in skills and talent, transport infrastructure, digital capability, place shaping and business development.
2. This document sets out the SWLEP's Assurance Framework, outlining governance arrangements including the membership, roles and responsibilities of the Board, working arrangements between the partners, and arrangements for the management of delegated funding from Central Government budgets and programmes in accordance with the Central Government's LEP Assurance Framework.¹
3. This Assurance Framework will support the developing confidence in delegating funding from Central Government budgets and programmes via a single pot mechanism (i.e. Local Growth Fund allocations through the Growth Deal programme) by demonstrating that there are robust local systems in place which ensure resources are spent with regularity, propriety, transparency and value for money.

Background

4. Central Government requires all Local Enterprise Partnerships (LEPs), as part of their Growth Deal, to agree and implement a single Assurance Framework covering all Central Government funding flowing through LEPs to ensure robust value for money processes are in place. The SWLEP reviews its Assurance Framework annually and publishes its Assurance Framework on its website. The SWLEP Board is required to agree the finalised Assurance Framework ensuring key partners are signed up. The accountable local authority must also sign-off the Assurance Framework, and write to the Accounting Officer in DCLG certifying that the Assurance Framework has been agreed, is being implemented, and that it meets the standards articulated in the national framework.

¹ Source: https://www.gov.uk/Government/uploads/system/uploads/attachment_data/file/386642/bis-14-1241-local-enterprise-partnership-LEP-national-assurance-framework.pdf

Strategic objectives

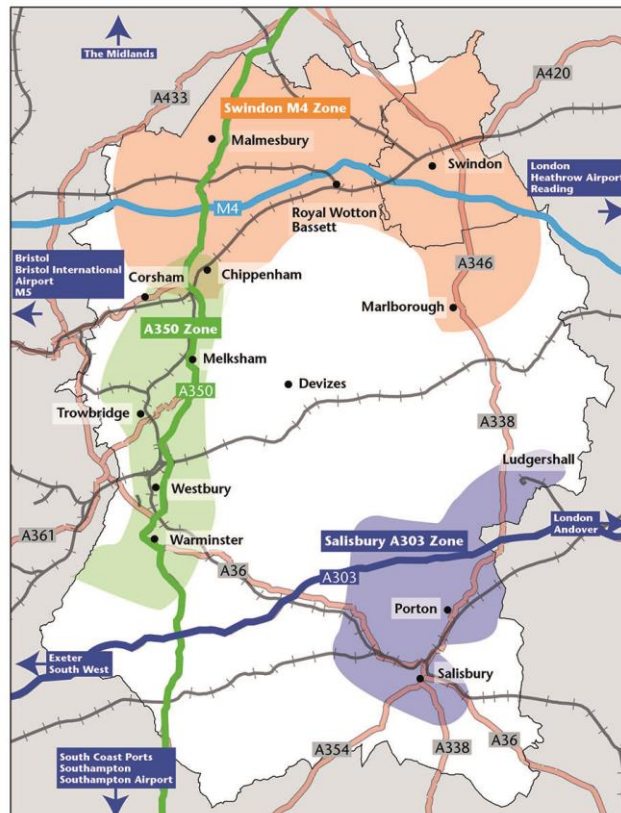
5. The Swindon and Wiltshire Strategic Economic Plan (SEP), sets out the SWLEP's strategic objectives. The latest version was adopted by the SWLEP Board in January 2016, following engagement with the public and business community. The strategic objectives are:
- **Skills and talent:** we need an appropriately skilled and competitive workforce to achieve our growth ambitions.
 - **Transport infrastructure improvements:** we need a well-connected, reliable and resilient transport system to support economic and planned development growth at key locations.
 - **Digital capability:** we need to deliver excellence in digital connectivity and cyber transformation to achieve business growth, innovative public services and influence societal change.
 - **Place shaping:** we need to deliver the infrastructure required to deliver our planned growth and regenerate our city and town centres, and improve our visitor and cultural offer
 - **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.

Part Two: Local Enterprise Partnership governance

Geography

6. The SWLEP covers the same area as its two Unitary Authorities, Swindon Borough Council and Wiltshire Council (see Figure 1).

Figure 1: Map of Swindon and Wiltshire Local Enterprise Partnership area and its Growth Zones



Key Statistics	Swindon-M4 Zone	A350 Zone	Salisbury-A303 Zone	Chippenham and Corsham	SWLEP
GVA per job filled as % SWLEP	50%	21%	11%	9.8%	-
Employees 2014	161,700	79,400	41,800	26,500	303,800
% Growth in Employees 2012-2014	7.2%	12.4%	6.3%	27.4%	7.4%
% Employees in Knowledge Intensive Businesses	23.2%	18.6%	26.2%	16.6%	22.7%
% Growth in Employees in Knowledge Intensive Businesses 2012-2014	11.6%	25.7%	9.7%	9.6%	14.9%
No. businesses as % SWLEP	46%	25%	15%	8.7%	-
No. SMEs (0-249 emps)	15300	8200	4900	2320	33100
No. large businesses 2015 (>250 emps)	75	35	15	10	125
Rail journey time to London Swindon, Westbury, Salisbury & Chippenham	1 hr 1m	1hr 37m	1hr 29m	1 hr 16m	-
Distance to London from Swindon, Trowbridge, Salisbury & Chippenham (miles)	80	112	88	99	-

The Swindon and Wiltshire Local Enterprise Partnership and Governance

7. In summary, the SWLEP is responsible for driving economic growth across Swindon and Wiltshire; for the development and maintenance of the Strategic Economic Plan; negotiation of City Deal and Growth Deals with Central Government; and administering the Local Growth Fund and Growing Places Infrastructure Fund through its Accountable Body (Wiltshire Council). For audit purposes the responsibilities of the Accountable Body are detailed further in paragraphs 31 to 34 and 74 to 83.
8. The SWLEP has a Board with a minimum of 14 and a 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. Alongside the business community is the active involvement of Local Government through the role of the Leaders of the two Unitary Authorities as Board Members and the Commander of the Military HQ South West. The structure of the SWLEP Board is displayed in Table 1. Board members representing a Unitary Authority may be accompanied at Board meetings by one other elected Member of that Authority 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. In addition, the Senior Whitehall Sponsor, the BEIS 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.

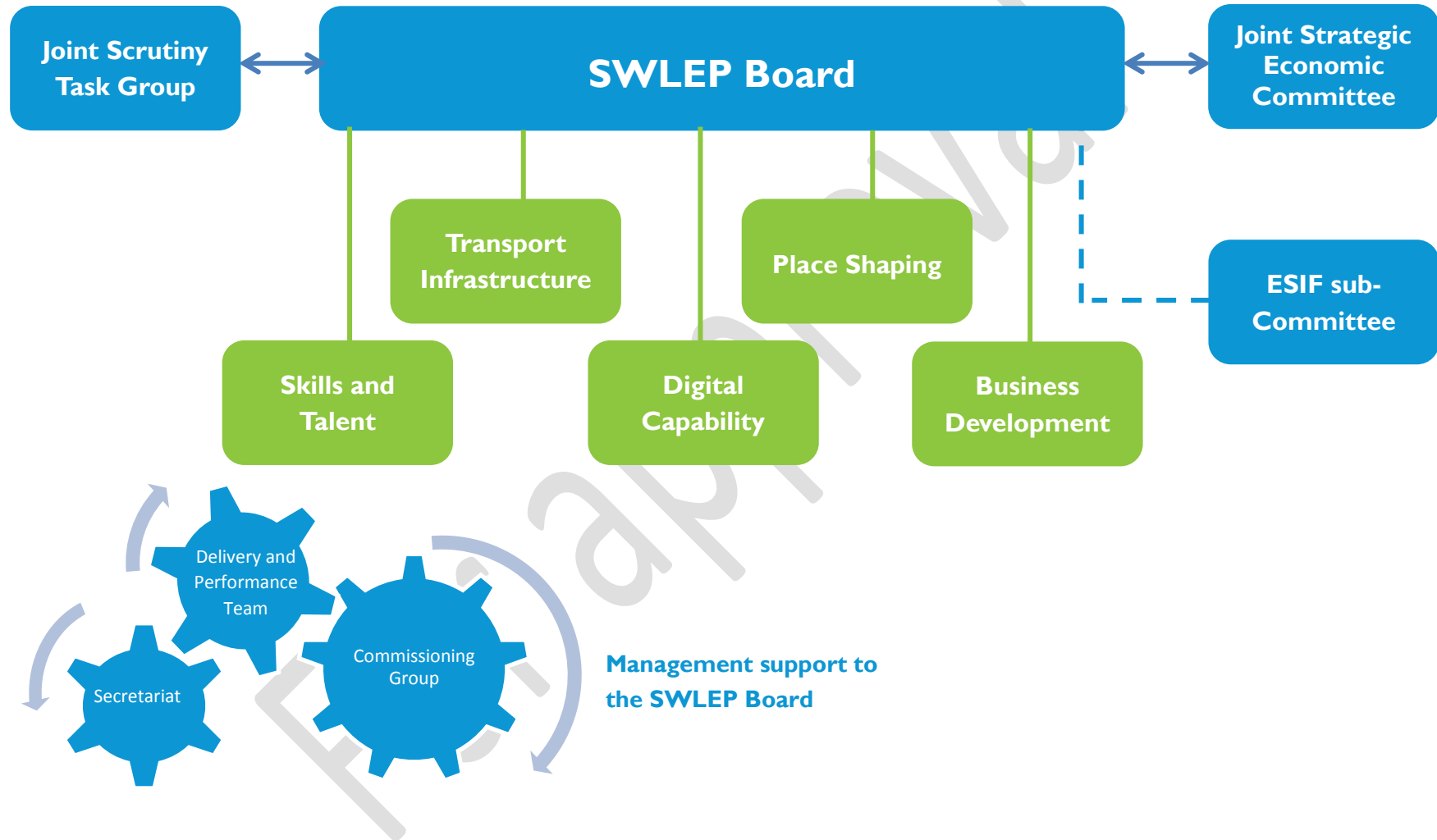
Table 1: Local Enterprise Partnership Board Membership

Role	Organisation	Appointment	Length of Tenure
Chair	Private sector (mandated)	Voted by SWLEP Board	3 years, but can be extended
Vice Chair	Private sector	Voted by SWLEP Board	3 years but can be extended
Local Authority Board Member	Leader, Swindon Borough Council	Permanent	Permanent
Local Authority Board Member	Leader, Wiltshire Council	Permanent	Permanent
Board Member	Commander Military HQ South West	Permanent	Permanent
Board Member	Education sector	Voted by SWLEP Board	3 years but can be extended
8 x Board Member	Private sector	Voted by SWLEP Board	3 years but can be extended

Role	Organisation	Appointment	Length of Tenure
Advisor	Swindon Borough Council Chief Executive	Permanent	Permanent
Advisor	Wiltshire Council Corporate Director	Permanent	Permanent

9. The SWLEP Board is responsible for:
- The development, review and refresh of the Strategic Economic Plan;
 - The successful and effective delivery of the City Deal, Strategic Economic Plan, the Growth Deal and projects resourced by the Growing Places Infrastructure Fund and;
 - The approval of scheme funding on the basis of recommendations from the relevant Sub-groups.
10. The Chair of the SWLEP and all business community representatives are elected by the SWLEP Board on a three year rotating basis. Permanent positions include the leaders of the two Unitary Authorities and the Commander of the Military Headquarters South West. A Vice-Chair will also be appointed who shall deputise for the Chair in their absence. As far as possible the SWLEP will conduct its business on a consensual basis. All voting will be carried out by a simple majority vote of the full Members including the Chair. Further details of the SWLEP purpose, Board Membership, and Board operations can be found in the SWLEP Constitution, which will be published on the SWLEP website.
11. Figure 2 shows the governance structure for the SWLEP which applies to the assurance of value for money with public expenditure. It shows the relationship between the SWLEP Board, Sub-groups, the Joint Strategic Economic Committee, the SWLEP Secretariat, SWLEP Commissioning Group, SWLEP Delivery and Performance Team, Accountable Body (Wiltshire Council); Joint Scrutiny Task Group and the European Structural and Investment Funds (ESIF) Advisory sub-Committee.
12. The SWLEP operates on the principle that decisions should be taken at the appropriate level so they can be taken quickly and efficiently. Decision making can therefore take place at different levels across the LEP's governance structure within a framework agreed by the Board, for example the LEP Board may occasionally delegate decisions to its sub-groups which will be outlined in the terms of reference for each group.

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



SWLEP Board Sub-groups

13. The SWLEP Board is advised directly by a number of sub-groups which have been established to reflect the five strategic objectives of the SWLEP in driving economic growth (paragraph 5). Each sub-group operates under a specific terms of reference approved by the Board which will include details on membership and tenure (Appendix A). The Board will be able to establish additional sub-groups or establish task and finish groups as required to address specific issues. Sub-groups can also establish task and finish groups as required to progress the delivery of specific areas of their work.
14. The core five sub-groups are Skills and Talent; Transport Infrastructure; Digital Capability; Place-shaping; and Business Development. Each sub-group will have a SWLEP Board Member as the Chair and Vice-Chair who act as the link between the sub-group and the Board. Each sub-group will also have a Lead Officer acting as the link to the Secretariat. The Board will set the overall strategic context for the sub-groups and the responsibility for approving project prioritisation rests with the SWLEP Board. The sub-group will offer the Board advice in its specialist area and the Chair or Vice Chair of individual sub-groups will report on activity to the SWLEP Board.
15. Each sub-group will oversee the development and implementation of its own strategy and action plan, once approved by the Board, will undertake stakeholder management activity and review the delivery of projects and programmes which fall under its strategic remit. Each sub-group will have the opportunity to request funding up to an agreed amount from the Board to support strategy development and stakeholder management.

Sub-group	Overview
Skills and talent	Develop and deliver the Swindon and Wiltshire Skills and Talent Plan in response to the priority in the SWLEP's Strategic Economic Plan. Maintain oversight over SWLEP funded skills and talent projects and the delivery of European and other funded skills projects in order to inform the SWLEP board of emerging strengths and weaknesses.
Transport Infrastructure	Develop the Swindon and Wiltshire Transport Infrastructure Plan in response to the priority in the SWLEP's Strategic Economic Plan. Maintain oversight over SWLEP funded transport projects and the delivery of European and other funded transport projects in order to inform the SWLEP board of emerging strengths and weaknesses. This sub-group replaces the former Swindon and Wiltshire Local Transport Body.

Digital capability	Develop and deliver the Digital Capabilities Plan in response to the priority in the SWLEP's Strategic Economic Plan. Maintain oversight over SWLEP funded digital capability projects and the delivery of European and other funded digital capability projects in order to inform the SWLEP board of emerging strengths and weaknesses.
Place Shaping	Develop and deliver the Swindon and Wiltshire Place-Shaping Plan in response to the priority in the SWLEP's Strategic Economic Plan. Maintain oversight over SWLEP funded place-shaping projects and the delivery of European and other funded place-shaping projects in order to inform the SWLEP board of emerging strengths and weaknesses.
Business development	Develop and deliver a Swindon and Wiltshire Business Development Plan in response to the priority in the SWLEP's Strategic Economic Plan. Maintain oversight over SWLEP funded business development projects and the delivery of European and other funded business development projects in order to inform the SWLEP board of emerging strengths and weaknesses. The Chair, with the support of the Vice Chair, to act as the representative of Small and Medium Enterprises on the SWLEP Board.

Governance groups of the Swindon and Wiltshire Local Enterprise Partnership

16. The following groups have been established to provide overall governance of the SWLEP activities:

Joint Strategic Economic Committee

17. The SWLEP is an Unincorporated Association. In order to ensure appropriate governance, a Joint Strategic Economic Committee (JSEC), has been established between Swindon Borough Council and Wiltshire Council under sections 101(5), 102 of the Local Government Act 1972, section 9EB of the Local Government Act 2000 and Regulation 11 of the Local Authorities (Arrangements for the Discharge of Functions (England) Regulations 2012. The purpose of JSEC is to provide local democratic and financial accountability for the Swindon and Wiltshire Strategic Economic Plan, the use of the Local Growth Fund, and

other related funding streams.

18. The membership of the Joint Strategic Economic Committee comprises six voting Members, including the Elected Leader, Deputy Leader and the Cabinet Member holding the Economic Development Portfolio of each Unitary Authority. In addition, the Chair of the SWLEP and two other SWLEP Board Members shall attend as non-voting Members. In the event of any circumstance where the Joint Strategic Economic Committee cannot reach agreement, or both Unitary Authorities disagree with the SWLEP Board on an issue pertaining to the Strategic Economic Plan, the issue in hand will be referred back to the SWLEP Board for review. If the issue cannot be resolved the matter will be referred to the Secretary of State for Business Energy and Industrial Strategy for resolution.
19. The Joint Strategic Economic Committee will be chaired by the Elected Leader of one of the Unitary Authorities and the role will rotate annually between Swindon Borough Council and Wiltshire Council.
20. The primary tasks of the Joint Strategic Economic Committee are to:
- Act as a single voice for Local Government in Swindon and Wiltshire in relation to the delivery of the Strategic Economic Plan and local Growth Deals.
 - Facilitate and enable collaboration between the two Unitary Authorities on economic development and related matters as per the requirements of the national LEP Assurance Framework².
 - Provide local democratic accountability for the delivery of the Strategic Economic Plan and the use of public resources to fund the implementation of the Strategic Economic Plan and Local Growth Deals (including supporting Wiltshire Council's role as the Accountable Body).
 - Provide political oversight of the marshalling and co-ordination of Local Government's contribution to the delivery of the Strategic Economic Plan and Local Growth Deals.
 - Act as formal link between Local Government and the SWLEP.
21. A key role of the Joint Strategic Economic Committee will be to formally agree and sign-off key decisions and actions of the SWLEP Board in an open, transparent and publically accessible environment, subject to the statutory provisions on access to information in relation to confidential or exempt items of business. The Joint Strategic Economic Committee will operate alongside the SWLEP Board.

² Local Enterprise Partnership Assurance Framework, DCLG November 2016.

SWLEP Secretariat

22. The key source of advice to the SWLEP is the Executive Group of the Secretariat which comprises the SWLEP Director and the two senior officers responsible for leading on working with the SWLEP from each of the two Unitary Authorities. The Executive Group of the Secretariat meets every fortnight to manage follow-up actions following SWLEP Board, sub-groups and Governance Group meetings. It develops policy and strategy proposals and manages operational links to external bodies. The Secretariat also manages the forward plan for the Board and Commissioning Group and the co-ordination of activity across the sub-groups.
23. Building on the process adopted during the development of the first Strategic Economic Plan, the Executive Group will hold a Secretariat meeting with Officers as required from the two Unitary Authorities and SWLEP responsible for leading on the delivery of different elements of Strategic Economic Plan every four weeks.

SWLEP Commissioning Group

24. The SWLEP Commissioning Group is responsible for the effective commissioning and delivery of the Growth Deal programme and has strategic oversight of the delivery and financial performance of SWLEP schemes. It also ensures compliance with the legal and financial terms of the Assurance Framework and oversees strategy development and the forward plan for the SWLEP Board and agenda. 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 be accountable to the SWLEP Board and will have responsibility for advising the SWLEP Board on future Local Growth Deal propositions supported by material provided through the SWLEP Delivery and Performance Team.
25. The Commissioning Group will:
- Ensure that the arrangements put in place conform to legal requirements with regard to freedom of information, equalities, the environment and other matters;
 - Advise the SWLEP Board on the appropriate use of SWLEP funds; and
 - Ensure that there is independence between scheme promoter and the decision making body in order to avoid conflict of interest.

- Ensure that official records of proceedings relating to the investment decisions are maintained.
- Ensure that regular progress reports and updates are scheduled with appropriate Government teams.

SWLEP Delivery and Performance Team

26. The SWLEP Delivery and Performance Team (DPT) leads the programme management activities of the Growth Deal. It meets every two weeks and is chaired by the SWLEP Programme Manager. The DPT comprises a delegated Growth Deal Programme Manager from each of the Unitary Authorities and the SWLEP Programme Manager. The SWLEP's Programme Manager will have overall reporting responsibility for the Growth Deal, but it is each Unitary Authority that is responsible for the delivery of its programme of schemes or 'projects'. If there are projects not being delivered by either of the Unitary Authorities, these will be project managed by the SWLEP Programme Manager or by an alternative Project Manager with the agreement of the SWLEP Secretariat (paragraph 28).
27. The DPT forms the key reporting mechanism on progress, risks, issues and benefits realisation and will provide highlight reports to the Commissioning Group every two months. The DPT will also provide the Commissioning Group with information and detail relating to future schemes and negotiations. In addition, relevant finance, Higher Futures and ESIF leads or their nominees attend the DPT meetings every four weeks.
28. The day-to-day responsibility for ensuring effective delivery of the projects funded by the Local Growth Fund will lie with the relevant scheme promoters. Each project will have an identified Project Manager and Senior Responsible Officer responsible for ensuring value for money. Where a scheme promoter is not a Unitary Authority the SWLEP Programme Manager will identify and agree a Project Manager for each project.
29. There are schemes which have been or will be approved and funded through the Growth Deal programme which are being or will be led by a third party. These will include a wide range of schemes which meet the objectives of the SWLEP's strategic economic plan.
30. These third parties will report through the SWLEP Delivery and Performance Team to the SWLEP Commissioning Group. Third parties will also be asked to attend SWLEP Commissioning Group and SWLEP Delivery and Performance Team meetings as and when appropriate.

Accountable Body

31. Wiltshire Council is the Accountable Body for the SWLEP. One of the primary roles of the Accountable Body is to hold devolved funding on behalf of the SWLEP and make payments to scheme promoters as per the grant agreements in place for each project or programme.
32. The Accountable Body will hold the SWLEP funds in separately identifiable Ledger Accounts and provide the SWLEP with financial statements as required. Interest shall accrue on the funding which shall be held by Wiltshire and as agreed between Wiltshire Council, Swindon Borough Council and the SWLEP and will be distributed, taking into account the reasonable costs of Wiltshire for acting as the Accountable Body. The relationship between Accountable Body and the SWLEP Board will be included in a service level agreement agreed and reviewed annually.
33. The Accountable Body also has the following responsibilities conducted in line with the grant agreements in place between the Accountable Body, SWLEP and Scheme Promoters:
- Ensuring that the decisions and activities of the SWLEP conform with legal requirements with regard to freedom of information, equalities, social value, the environment, state aid, procurement, and other matters;
 - Ensuring (through the Section 151 officer) that funds are used appropriately;
 - Ensuring that the Assurance Framework is adhered to;
 - Ensuring the official record of SWLEP proceedings is maintained and having access to all relevant SWLEP documents;
 - Taking forward and enacting decisions of the SWLEP in approving schemes (e.g. if subjected to legal challenge) as per the Heads of Terms and Grant Agreements between the Accountable Body, SWLEP and Scheme Promoters; and
 - Ensuring the arrangements for local audit of funding allocated by the SWLEP are at least equivalent to those in place for spend by the Unitary Authorities, as well as decision making and openness of reporting.
34. In relevant circumstances, the role of Accountable Body and Scheme Promoter will need to be kept strictly independent of each other to provide assurance that there is no conflict of interest.

Joint Scrutiny Task Group

35. The Joint Scrutiny Task Group (JSTG) acts as a critical friend developing an overview of strategies and plans and provides independent scrutiny of the work of the SWLEP Board and Joint Strategic Economic Committee (JSEC, paras 17 to 21). The JSTG is comprised of elected cross-party Members from the two Unitary Authorities who are not Cabinet Members. The Task Group comprises four elected Councillors from each of the two Unitary Authorities, giving a full Membership of eight. In order to maintain appropriate separation of responsibilities, Swindon Borough Council manages the joint scrutiny process, whilst Wiltshire Council acts as the Accountable Body for the SWLEP. The Joint Scrutiny Task Group will:

- Develop an overview and scrutiny framework and operational protocols which meet the requirements of democratic accountability for the use of public funds by a partnership body which is led by the business community under a mandate from the then Secretary of State for Business, Innovation and Skills.
- Whilst developing the framework, the JSTG will carry out trial activities to scrutinise the outcomes and work of the SWLEP. In fulfilling this role the task group will:
 - Perform all overview and scrutiny functions on behalf of both Councils in respect of the SWLEP and JSEC;
 - Appoint such sub-groups as it consider appropriate to fulfil those functions;
 - Review and/or scrutinise decisions made or actions taken in connection with the discharge of any of the SWLEP and JSEC functions;
 - Make reports and recommendations to the Councils' relevant partner in connection with the discharge of any functions;
 - Approve a forward work programme, including the programme of any sub-groups it appoints so as to ensure that the JSTG and sub-groups' time is effectively and efficiently utilised; and
 - Foster and encourage an inclusive, structured, non-partisan and non-adversarial approach to overview and scrutiny which is reliant on evidence rather than anecdote.

Swindon and Wiltshire ESIF sub-Committee

36. In 2014, the SWLEP endorsed the Swindon & Wiltshire LEP Structural and Investment Fund (ESIF) strategy which will see €48.3m invested in the area. The ESIF sub-Committee is an advisory body (and sub-Committee) to the national Growth Programme Board (GPB). The Department for Communities and Local Government carries out the function of secretariat

to the sub-Committee on behalf of the GPB. Because of these separate governance arrangements, the sub-ESIF Committee sits outside the scope of SWLEP Assurance Framework.

37. The SWLEP is however represented on the ESIF sub-Committee and will offer advice and influence as best it can to ensure that advice reflects the overall context of the Swindon and Wiltshire Strategic Economic Plan and that delivery aligns where possible with the delivery of other funding under its control, such as LGF.
38. When required the SWLEP will also use its influence with Government to improve the delivery of the ESIF strategy and in particular with each of the three Managing Authorities. As an ESIF Committee Member, the SWLEP will work to adhere to the ESIF sub-Committee terms of reference, and in particular advising the Managing Authorities on the strategic fit of proposals made in response to calls for projects.
39. Updates on the delivery of the ESIF programme will be made regularly to the SWLEP Board, SWLEP Officers Group and Delivery and Performance Team.



Part Three: Transparent and accountable decision making

Transparency and Local Engagement

40. The SWLEP 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 the SWLEP processes. In particular, scheme sifting and prioritisation, and sign off of business cases, will be reviewed at SWLEP Board Meetings and will be covered in the public part of the meeting (Part I) by default, unless there are specific reasons for such discussion to be restricted from the public under the criteria set out in Appendix C.
41. Where items for discussion at formal SWLEP meetings contain information relating to the financial or business affairs of any particular person (including the authority owning that information), items may be restricted from the public with the agreement of the Accountable Body Monitoring Officer or their delegate by virtue of paragraph(s) 3 of Part I of Schedule 12A of the Local Government Act 1972.
42. The SWLEP has a dedicated website which includes information and documents relating to the SWLEP's activities and how the public and business community can engage in SWLEP processes. Documents and information that are published on the website include:
- Constitutional Documents
 - a. Governance Framework including Constitution, Transparency Procedure and Complaints Procedure
 - b. Assurance Framework
 - c. Heads of Terms / Legal agreement between SWLEP, Wiltshire Council and Swindon Borough Council
 - d. Scheme assessment, prioritisation and approval process
 - Working Meetings
 - a. Board meeting papers and minutes which includes financial accounts at each meeting prepared by Accountable Body
 - b. Subgroup papers and minutes
 - Key Documents
 - a. The Swindon and Wiltshire Strategic Economic Plan
 - b. Central Government Agreements (e.g. Growth Deal, City Deal)



- c. Funding calls
 - d. Scheme business cases
 - e. Scheme awards
 - f. Monitoring and evaluation framework template
 - g. Evaluations and case studies
 - h. Major research and data
 - i. Strategies and plans
 - j. SWLEP Annual Report
43. The website also includes links to relevant information on other websites (e.g. statutory processes that are required to implement schemes) and to the relevant decision making processes of Swindon Borough Council and Wiltshire Council (e.g. planning and Cabinet reports). In addition, the SWLEP will produce an annual report which will be published by July of each year.
44. Key stakeholders who are not SWLEP Board Members are invited to attend SWLEP Board meetings to make a representation on a scheme(s) or agenda item(s) when appropriate. If key stakeholders wish to be invited to additional SWLEP Board meetings to present information, applications should be made via the SWLEP Director a minimum of 35 clear days in advance of the Board meeting date.
45. SWLEP Board meetings are open to the public and members of the public and business community can make direct verbal representations at the discretion of the Chair.
46. Individuals or organisation may submit up to two questions at any one meeting and each question may be sub-divided into no more than two related parts. Questions are to be submitted in writing or by electronic mail to the SWLEP Executive Assistant (administration@swlep.co.uk) no later than 5pm four clear working days before the meeting. This means that for a meeting held on a Wednesday, questions must be received by 5pm on Wednesday of the preceding week (less any intervening bank holiday). The period of notice is to allow sufficient time for a response to be formulated.
47. In exceptional circumstances and in cases of urgency the Chair may allow questions without the full period of notice having been given where he or she is satisfied there is sufficient justification. In these circumstances, there is no guarantee that a full reply will be given at the meeting. Notice of each question must include the name and address of the questioner, (in respect of an organisation, the name of the organisation and the questioner's position

within the organisation).

48. In order for the public and business community to play an active role, it is expected that Scheme Promoters will engage them at the appropriate stages during the scheme identification and development processes to gather views and opinions on potential projects. The public and business community will also have the opportunity to raise points at Board Meetings as identified in paragraphs 45 and 46.
49. In maximising social value, it is important that the public and business community understand the importance of the strategic and prioritised objectives of the Strategic Economic Plan. It is against these strategic priority objectives that the strategic case for schemes will be assessed, in part to maximise the social value of investment.
50. SWLEP Board Members representing the business community are encouraged to engage local businesses to understand their needs and views, as well as encourage the business community to directly identify schemes; provide feedback on scheme sifting, prioritisation and business cases; engage in consultation on strategic plans and policies; and make other written and oral representations at SWLEP Board and Subgroup meetings.
51. Plain English summaries of business cases will be provided by scheme promoters, the relevant Independent Technical Advisor will also provide plain English summaries of their assessments of scheme identification, sifting, prioritisation, and business case assessment.

Working arrangements and meeting frequency

52. The SWLEP Board has a minimum of five scheduled meetings a year to:
 - Take the initial decision on the prioritisation of the scheme programme based on information provided by the SWLEP Commissioning Group and SWLEP Board Sub-groups;
 - Consider scheme business cases;
 - Make scheme approval decisions;
 - Discuss overall programme delivery; and
 - amend the Assurance Framework as per the Legal Agreements with the Accountable Body.
53. A special meeting of the SWLEP Board can be held in exceptional circumstances or when an urgent decision is required.

54. The meeting dates of the SWLEP Board will be published on the SWLEP website with a minimum of four weeks advance public notice (except for special SWLEP meetings which will be publicised as soon as possible after the meeting date is confirmed).
55. Agenda papers for the SWLEP Board meeting will be made available on the SWLEP website a minimum of five clear working days prior to the relevant meeting. Minutes will be published no later than fourteen clear working days after the relevant meeting. All Board meetings will be open to the public.

Diversity

56. The SWLEP is committed to meeting its obligations under the Public Sector Equality Duty. In devising policy and taking decisions, all emanations of the SWLEP [Secretariat, Board and its Subgroups, Commissioning Group and JSEC, as well as ESIF sub-Committee] will take due regard of the Equality Duty to:
- eliminate unlawful discrimination
 - advance equality of opportunity
 - foster good relations.
57. The SWLEP recognises its role to advance equality, and in particular acknowledges the nine protected characteristics. The SWLEP will meet its obligations by working to understand how its policies and decisions affect people differentiated by age, disability, gender reassignment, marriage and civil partnership, pregnancy and maternity, race, religion or belief, sex and sexual orientation. It will actively take steps to reduce any discrimination of people or communities with these characteristics, by using all reasonable endeavours to:
- Remove or minimise disadvantages suffered by people due to their protected characteristics.
 - Take steps to meet the needs of people from protected groups where these are different from the needs of other people.
 - Encouraging people from protected groups to participate in public life or in other activities where their participation is disproportionately low.
58. The SWLEP is a signatory to the Wiltshire and Swindon Equality & Human Rights Charter, which ensures that it partakes in promoting equality and tackling discrimination.
59. Wiltshire Council, in acting as the SWLEP's Accountable Body also has a duty to ensure that any steps that the SWLEP ought to take in promoting equality and tackling discrimination and obligations under the Public Sector Equality Duty under the Equality Act, are taken.

60. Furthermore, the SWLEP Board will seek to recruit its private sector members from businesses which vary in size and which operate in a wide range of sectors including SEP priority sectors. The SWLEP will work with its partners to engage with the wider business community through a range of media including their business engagement leads at its Unitary Authority Partners.
61. The Chair of the Business Development Subgroup will be act as the named Board Lead for Small and Medium Sized Enterprises.
62. The SWLEP Subgroups will lead on sector based engagement and will establish task and finish Sector Engagement Groups as required to progress the delivery of the SEP priorities and engage in consultation exercises. The Business Development Subgroup will work with relevant businesses to establish sector engagement groups linked to the priority and “ones to watch” business sectors identified in the strategic economic plan. The sector engagement groups will cover:
- Advanced manufacturing;
 - Health and Life Sciences;
 - Digital and ICT;
 - Financial and Business Services;
 - Land-based industries (provided through the Rural Economy Sector Group);
 - Visitor economy including the creative and cultural industries;
 - Adult Health and Social Care
 - Low carbon; and
 - Construction

Freedom of information

63. As the Accountable Body, Wiltshire Council will deal with requests to the SWLEP under the Freedom of Information Act 2000 and the Environmental Information Regulations 2004 in line with its standard procedures. In some instances, however, it is appropriate for the promoting authority of a scheme to deal with these matters rather than the Accountable Body. These issues will be reviewed and agreed on a case by case basis by the Accountable Body Monitoring Officer or their delegate.
64. The SWLEP will adhere to the Local Government Data Transparency Code (available from <https://www.gov.uk/Government/publications/local-authority-data-transparencycode>).

Conflicts of interest

65. It is vital that SWLEP Board Members act in the interest of the area as a whole and not according to the sectoral or geographic interests of their member organisations. The decisions that the SWLEP Board make to drive economic growth are, therefore, based on an analysis of robust process; business cases produced by the scheme promoter(s); and are assisted in this respect by Independent Technical Advisors.
66. The SWLEP Governance Framework includes in Section 3 a Conflicts of Interest Policy and full members of the SWLEP Board and its Subgroups are required to disclose at Board meetings and using the SWLEP's Register of Interests form any potential conflicts of interest or pecuniary interests (e.g. direct financial interest in a scheme through employment or personal gain including any interest as a result of close personal relationships or friendships) which may prevent them from making an impartial decision (Appendix D). Depending on the nature of this interest, there may be the need to co-opt another suitable member on to the SWLEP Board for the purpose of making the decision in question.
67. Publicly elected Members will continue to declare their interests using their respective local authority's register of interests. They must also declare any additional interests outside their own authority's area but within the SWLEP area boundary by completing the SWLEP Register of Interests form. Elected Members must abide by their respective authority's code of conduct when conducting SWLEP business. 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 Code of Conduct, the Board will convene a group of 3 independent individuals (The Independent Review Panel), who 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.
68. Access to available registers of full member interests will be available to the public via links on the SWLEP website.

Code of Conduct

69. 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:



selflessness; integrity; objectivity; accountability; openness; honesty; and leadership as defined in section 28 of the Localism Act 2011.

Gifts and hospitality

70. As defined in the explanatory information for the Register of Interests, members of the Board should not accept any personal gifts or hospitality from any individual or organisation (including contractors and/or outside suppliers) which has or may have a specific interest in any major scheme.
71. Using the Register of Interests form, each member must reveal the name of any person from whom they have received a gift or hospitality with an estimated value of at least £50 which they have received in their capacity as a member of the SWLEP.

Complaints and whistle-blowing

72. 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 Assurance Framework. All complaints will be dealt with by the Accountable Body using Wiltshire Council's complaints procedure.

Part Four: Accountable decision making

Legal and Operational Arrangements

73. A Heads of Terms agreement between Wiltshire Council as the Accountable body and Swindon Borough Council and the SWLEP; the SWLEP Constitution and the SWLEP Assurance Framework have been developed. Combined these documents will define the workings of the SWLEP; the financial and operation arrangements associated with the SWLEP Secretariat and technical support functions; the responsibilities of the partner organisations and Members; financial contributions to support the Accountable Body role; and commitments to fund the reasonable costs of employing the Independent Technical Advisors for management and moderation meetings.

Status of the SWLEP and the role of the Accountable Body

74. Democratic accountability for the SWLEP and its decisions are provided through the Unitary Authority Leader representation on the SWLEP Board, and the Joint Strategic Economic Committee. Wiltshire Council will be the Accountable Body for the SWLEP.
75. One of the primary roles of the Accountable Body is to hold the devolved major scheme funding and make payments to scheme promoters as per the Grant Agreements in place for each project or programme. The Accountable Body also has the following responsibilities conducted in line with the Grant Agreements in place between the Accountable Body, SWLEP and Scheme Promoters:
- Holds all funds allocated to the SWLEP, regardless of source, in separately identifiable Ledger Accounts and provide the SWLEP with financial statements as required
 - Ensures that the decisions and activities of the SWLEP conform to legal requirements with regard to freedom of information, equalities, the environment and other matters.
 - Ensures (through the Section 151 officer) that funds are used appropriately using the same checks that Wiltshire Council does 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).
 - Ensures that the Assurance Framework is being adhered to.
 - Ensures the official record of SWLEP proceedings is maintained and has access to all relevant SWLEP documents.



- Advises SWLEP on the legality of its decisions and provides support in responding to any challenges in public or private law.
- Responsible for the enactment and enforcement of the Legal Frameworks and Agreements between the Accountable Body, SWLEP and Scheme Promoters.
- Ensures that there are arrangements for local audit of funding allocated by the SWLEP, as well as decision making and openness is comparable to Wiltshire Council's own arrangements for local authority spend.

76. For the allocation of funding, clarity of responsibilities for delivery and monitoring will be specified in the Grant Agreement between the Accountable Body and scheme promoters. Specification will include the requirement for the provision of delivery and performance information from programme managers every two months in line with the Monitoring and Evaluation Framework and Implementation Summary Reports and compliance to relevant legal agreements. This is primarily to monitor spend to budget, time and to scope of inputs by project.
77. The role of Accountable Body and Wiltshire Council as a scheme promoter will need to be kept strictly independent of each other to provide assurance that there is no conflict of interest. The Heads of Terms Agreement will specify the procedures for ensuring no conflict of interest and clarity of roles, responsibilities, communications, monitoring and reporting.
78. The Accountable Body will complete any decision-making and review of any SWLEP Board decision within a reasonable timeframe as defined in the Heads of Terms Agreement between the Accountable Body and SWLEP.
79. Where the Accountable Body deems its responsibilities cannot be met due to a decision made by the SWLEP Board, the issue will be raised to the SWLEP Board and the Joint Strategic Economic Committee. The process for resolution will be through a meeting of the Accountable Body with the SWLEP Board. If a satisfactory solution cannot be found, then the issue will be referred to the Joint Strategic Economic Committee for its view which will be passed back to the SWLEP Board. This process does not preclude the Accountable Body from making higher complaints or whistle-blowing in line with Wiltshire Council's own complaints procedure. If the issue cannot be resolved the matter will be referred to the Secretary of State for Business Energy and Industrial Strategy.

80. In the event of concerns being raised about the actions or decisions of Wiltshire Council acting as the Accountable Body for the SWLEP, the matter will be reviewed by the Director of Law and Democratic Services at Swindon Borough Council. The results of the investigation will be reported back to the SWLEP Board as soon as is practicable. If a satisfactory solution cannot be found, then the issue will be referred to the Joint Strategic Economic Committee for its view which will be passed back to the SWLEP Board. If the issue still cannot be resolved the matter will be referred to the Secretary of State for Business Energy and Industrial Strategy.
81. If the Accountable Body or SWLEP Delivery and Performance Team deem that scheme delivery is not meeting requirements and cannot be rectified then it will discuss the situation with the SWLEP Commissioning Group and subsequently with the SWLEP Board. In line with the Accountable Body Grant Agreement, a decision may be made by the SWLEP Board to either claw back funding or to discontinue further allocations from the quarter in which the SWLEP Board decision has been made.
82. The Accountable Body will notify the Scheme Promoter of the issue and process escalation, as well as notifying the Scheme Promoter to cease work on the scheme and of the decision of the SWLEP Board. The opinion of the relevant Independent Technical Advisor should also be sought to inform decision making.
83. The SWLEP Board will then reallocate funding aligned with its over-programmed priority list of schemes in accordance with the Accountable Body Heads of Terms Agreement and subject to HM Government conditions and delegation of grant funding management in this manner.

Audit and scrutiny

84. As the Accountable Body, Wiltshire Council will appoint independent qualified auditors in accordance with the arrangements set out in the Accountable Body Heads of Terms Agreement to establish that the SWLEP is operating effectively within the terms of the Assurance Framework. The SWLEP will consider any recommendations of the auditors and take necessary action to remedy any identified shortcomings.
85. The specific roles of the SWLEP in driving economic growth are to:
- Develop strategic economic plans and policies, including amendments to the Swindon and Wiltshire Strategic Economic Plan;



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Local Enterprise Partnership

- Identify a prioritised list of schemes within the available budget including under / over programming to enable prudent management;
- Make decisions based on the scrutiny of individual scheme business cases;
- Approve the release of funding in consultation with the Accountable Body Section 151 Officer and in accordance with the Accountable Body Heads of Terms to the relevant scheme promoter in line with any grant conditions in the grant condition letter through a Section 31 Grant Determination;
- Ensure value for money is achieved;
- Monitor progress of scheme delivery and spend;
- Ensure on-time delivery of schemes to the programme; and
- Actively manage the devolved budget and programme to respond to changed circumstances.

86. Other relevant objectives are included in a variety of local documents including Local Plans, Local Transport Plans for Swindon and Wiltshire, and the Swindon and Wiltshire City Deal. With the refresh of the Strategic Economic Plan, key strategic and prioritised objectives may change.

Part Five: Ensuring value for money – prioritisation of schemes

Candidate Schemes

87. 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 through the SWLEP running a formal open call for schemes against the 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 (based on the strategic objectives of the SEP and meet the SWLEP's value for money requirements) and the indicative timeline in which this will be undertaken. These calls will be actively promoted and supported to gain wide business interest. In doing so, the SWLEP will draw on current best practice published by relevant departments and non-departmental public bodies depending on the nature of the call³. Calls may be issued in response to a new funding programme being announced or in order to develop a pipeline of schemes in anticipation of future funding coming on stream. Broadly each scheme will need to demonstrate that it meets the following criteria:

- Description: a short description of the scheme and the geographical area covered.
- Purpose and objectives: an outline of how the scheme relates to the Strategic Economic Plan (in particular its strategic objectives and priority actions), and other relevant key plans and strategies such as Local Plans and Transport Plans;
- Problems and opportunities: a short description of the identified problems or opportunities being addressed;
- Evidence: a short description of the available supporting evidence;
- Consultation and public acceptability: an outline of what consultation has taken place and what degree of consensus has been achieved;
- Key risks: an outline of the key risks associated with the scheme and its delivery; and
- Financial: an estimate of the capital and revenue scheme costs and income (if applicable), and the potential funding sources

88. Based on the information provided, a simple documented assessment of the strategic fit, commercial fit and deliverability of each scheme will be undertaken against the following criteria:

³ As set out in Appendix A of the National Assurance Framework, DCLG, November 2016



- Is there a strong strategic fit with the SEP and relevant adopted policies and strategies, and does the scheme solve a recognised problem or help realise opportunities?
- What is the indicative amount and source of any non-SWLEP related funding?
- Are any associated revenue costs likely to be fundable (e.g. through income receipts, operators, or developer contributions)?
- Can the scheme be delivered within relevant funding and planning timescales?
- Is the scheme likely to be publically acceptable and supported by key partners/stakeholders (and any evidence)?

89. The results of the above shortlisting process will be signed off by the SWLEP Board. Projects that are not taken forward will not necessarily be rejected outright but the relevant scheme promoter may be requested to have further development work carried out so that the project(s) could be re-considered for future rounds of funding.

90. The ability to fund typically more significant cross-Local Enterprise Partnership boundary schemes will depend on pooled funding and securing additional third-party funding. Given the additional complexities associated with cross-boundary working, candidate schemes need to be identified at the earliest possible stage in association with neighbouring Local Authorities and Local Enterprise Partnerships.

Independent Technical Advisors

91. To comply with Central Government requirements and to provide further transparency and accountability, Independent Technical Advisors (ITAs) will be engaged by the SWLEP to provide scrutiny, and be experienced experts in their field (e.g. transport, housing and planning, skills, business support) and in Central Government appraisal approaches and methods.

92. At the initial scheme assessment and strategic outline business case stages, the Independent Technical Advisors will advise on scheme sifting and prioritisation, assessment of individual scheme business cases, and overall programme management. In addition, the independent advice will be commissioned to advise the Board on the overall prioritisation of all projects against the criteria of the respective funding scheme and undertake an options analysis in event of an allocation below the submitted bid to the funding authority. The Independent Technical Advisors need to be a suitable independent specialist consultant (i.e. one that

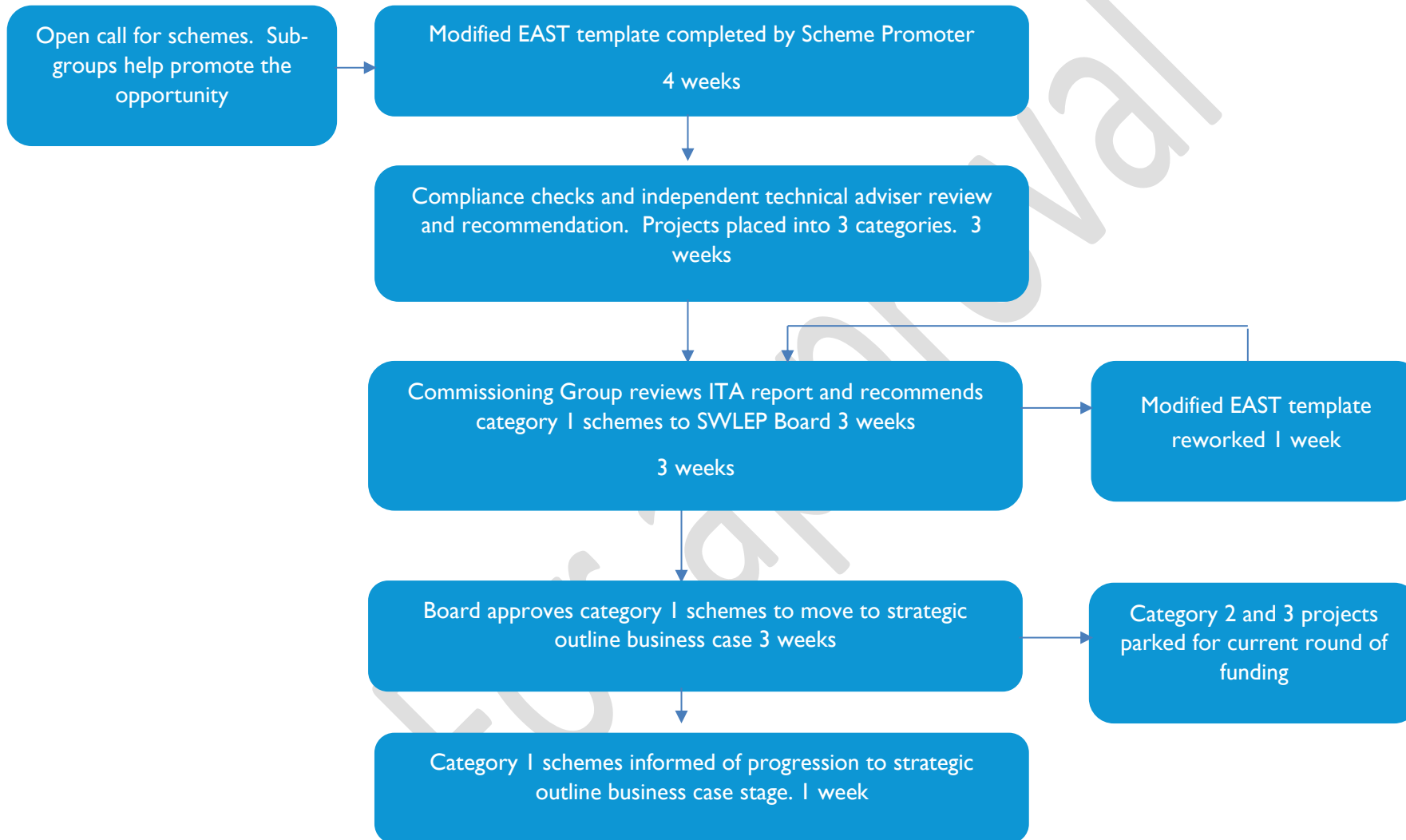
does not act as a term consultant for either Unitary Authority). At the full business case stage, the Independent Technical Advisors, SWLEP Secretariat, Programme Manager and Scheme Promoters will be expected to work closely together, including identifying and resolving any issues.

93. Reasonable costs related to the assessment of schemes for scheme sifting and prioritisation purposes and the review of individual scheme business cases by the Independent Technical Advisors will be charged to the relevant scheme promoting. This will be in relation to work specifically carried out on an individual project. The SWLEP will select and appoint a suitable ITA for each scheme to be assessed. General costs for any Independent Technical Adviser work carried out across a number of projects (for example moderation meetings) will be borne by the SWLEP.

Stage 1: Initial scheme assessment, sifting and prioritisation

94. All shortlisted schemes seeking future funding will be put through a process of assessment and sifting using a modified version of the Department for Transport's Early Assessment and Sifting Tool (EAST) process (one format for transport projects and a separate format for non-transport projects). The use of the modified EAST forms the initial part of SWLEP's appraisal process.
95. The modified EAST form follows the five cases of the 'Green Book', Her Majesty's Treasury's guidance on appraisal and evaluation and is an assessment process that provides equal weighting across all policy areas.
96. The 'five cases' are:
- The 'strategic case' – the scheme is supported by a robust case for change that fits with wider public policy objectives;
 - The 'economic case' – the scheme demonstrates value for money;
 - The 'commercial case' – the scheme is commercially viable;
 - The 'financial case' – the scheme is financially affordable; and
 - The 'management case' – the scheme is achievable.
97. Scheme promoters are responsible for providing the necessary high level information and supporting evidence to enable the SWLEP prioritisation process to take place (Figure 3).

Figure 3: Stage I Initial scheme assessment, sifting and prioritisation, 10-11 weeks from closing date of call.



98. The relevant Independent Technical Advisor will review, moderate and score EAST assessments using the average score for each case, factored for the level of risk or uncertainty, and rank schemes against each of the five cases.
99. An independent and professional recommendation will be made of an overall ranked scheme list giving more preference to schemes with stronger strategic and / or economic cases. The ranked list will be referred to the SWLEP Board for review and approval.
100. A light touch review of the scheme assessment and sifting process will be undertaken as required with a comprehensive review taking place when significant new funding opportunities are identified, or when the SWLEP Board identifies new projects that should be taken account of, for example, as a result of a call for schemes, a SEP refresh or Local Plan review.
101. The sifting process will produce a short-list of potential schemes that will be subject to further prioritisation by the SWLEP Board through business case development. The Independent Technical Advisor will work with each scheme promoter to recommend a suitable and proportionate approach to business case development which will assure value for money and a satisfactory level of deliverability.

Business case development

102. Business case development must follow Her Majesty's Treasury's 'Green Book: Appraisal and Evaluation in Government process or relevant Government Department guidance such as the Department for Transport's WebTAG process for transport schemes. Each scheme should have a named individual responsible for ensuring value for money.

A. Proportionality

103. It is important that the approach and method used for appraisal and business case development is proportionate. Proportionality is with regard to the value of the scheme and the impact of the scheme. A small scheme with a low impact does not exempt the business case from adhering to the relevant Central Government departmental or agency guidance, rather the detail of the analysis and evidence need not be so rigorous.

B. Business case development costs

104. The scheme promoter is responsible for all up-front costs at each stage of the business case development. However, if a scheme is approved for implementation, the scheme promoter will be able to claim back preparatory costs that are considered to be ‘capital’ providing these costs have been included in the overall scheme cost articulated in the business case and subject to the details of the Grant Agreement with the Accountable Body.

C. Provision of local match funding

105. Scheme promoters should demonstrate that they have explored all possible sources of match funding when putting forward a scheme for assessment. While a high level of contribution will not necessarily increase a scheme’s level of priority in the programme, it may be considered a factor where there are marginal differences between schemes.

D. Business case publication

106. Once shortlisted by the SWLEP Board, priority schemes will be consulted on at the Outline Business Case (SOBC) stage. Details of each prioritised business case will be made available, in full for transport schemes and with overview posted for non-transport schemes with links on the SWLEP website together with the comments of the Independent Technical Advisors for public comment and review for a minimum of 4 weeks prior to submission to the SWLEP Board.

Stage 2: Strategic Outline Business Case

107. Scheme promoters of shortlisted schemes will be required to develop a proportionate Strategic Outline Business Case (SOBC) or equivalents defined by relevant guidance (for example the DfT’s WebTag guidance) for their schemes (Appendix B) and submit these to the SWLEP for review. The Strategic Outline Business Case sets out the need for intervention (the case for change) and how this will further the SWLEP’s objectives (its strategic fit) (Figure 4).
108. The SOBCs will be assessed by the relevant Independent Technical Advisor through a defined and universal process of assessment. This will help ensure consistency of approach and fair assessment.
109. Feedback will be provided to the scheme promoter and the SWLEP through a Strategic Outline Business Case Assessment Report. The report will make recommendations for scheme business case progression or improvement and will contain an assessment of each of

the five cases (paragraph 95). At this stage the main focus will be on making the strategic economic case for the investment.

- I10. The Independent Technical Advisors may recommend that a scheme is not prioritised as part of a ranked package of schemes and is amended for the same or a later bidding round; or included in a ranked priority list of schemes for funding.
- I11. Completed SOBCs together with the Independent Technical Advisor Strategic Outline Business Case Report should be reviewed and signed off by the Commissioning Group before being presented to the SWLEP Board for priority list review and potential approval (Figure 3).
- I12. If approved by the SWLEP Board, no further work is required on the business case until Government funding has been allocated to the scheme. The scheme will be allocated to a priority list of schemes alongside other priority schemes. Scheme promoters may continue to develop the business case at their own risk if they so choose.
- I13. If funding is not approved, the scheme promoter may bring the scheme back for Stage 2 reassessment within the financial year. If time does not permit, the SWLEP Board will agree how to reallocate the funding to the over-programmed and prioritised list of schemes or postpone the scheme in accordance with the Accountable Body Heads of Terms Agreement and notifying Government subject to Government's conditions and delegation of grant funding management in this manner.
- I14. Where funding for a scheme has been approved by Government at Stage 2: Strategic Outline Business Case, a grant agreement between the scheme promoter and the Accountable Body (including its Section 151 Officer) based on the information provided in the SOBC and the SOBC Case Assessment Report will lead to a formal agreement between the SWLEP and the scheme promoter. The development of an Outline business Case and/or Full Business Case may be a requirement of this grant agreement depending on the nature of the scheme. All transport schemes will be required to develop an Outline Business Case.
- I15. The grant agreement will set out the conditions under which the devolved funding is to be spent and the respective responsibilities of all parties. The scheme promoter is responsible for informing the SWLEP of any significant changes to a scheme's scope, costs and implementation timetable.

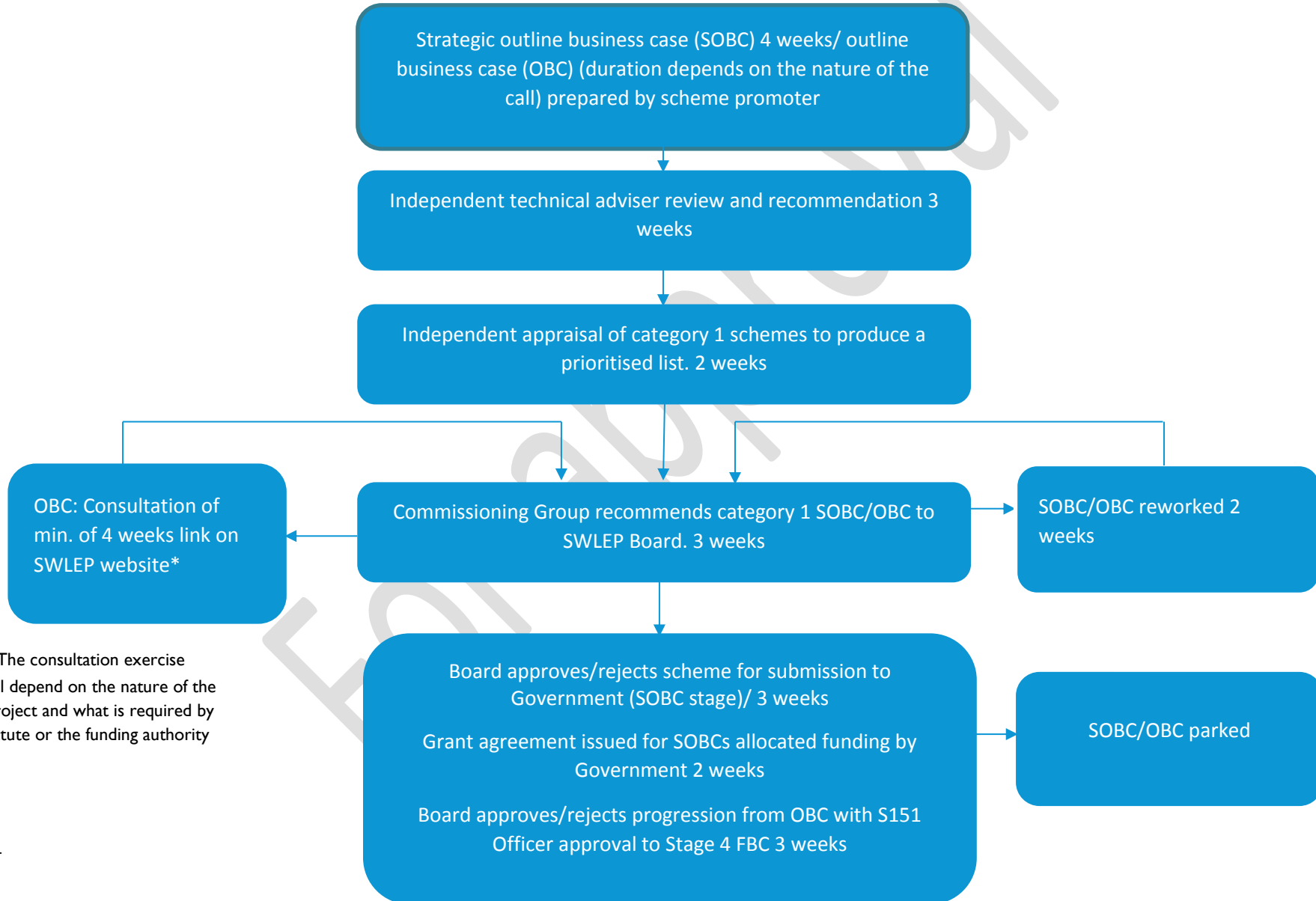
Stage 3: Outline business case

116. If successful in receiving a funding allocation from Government, scheme promoters will be requested to develop their scheme to Outline Business Case. The Outline Business Case includes a full economic and financial appraisal, and develops the commercial and management cases. The Outline Business Case will follow the Strategic Outline Business Case process for approval.

Stage 4: Full business case

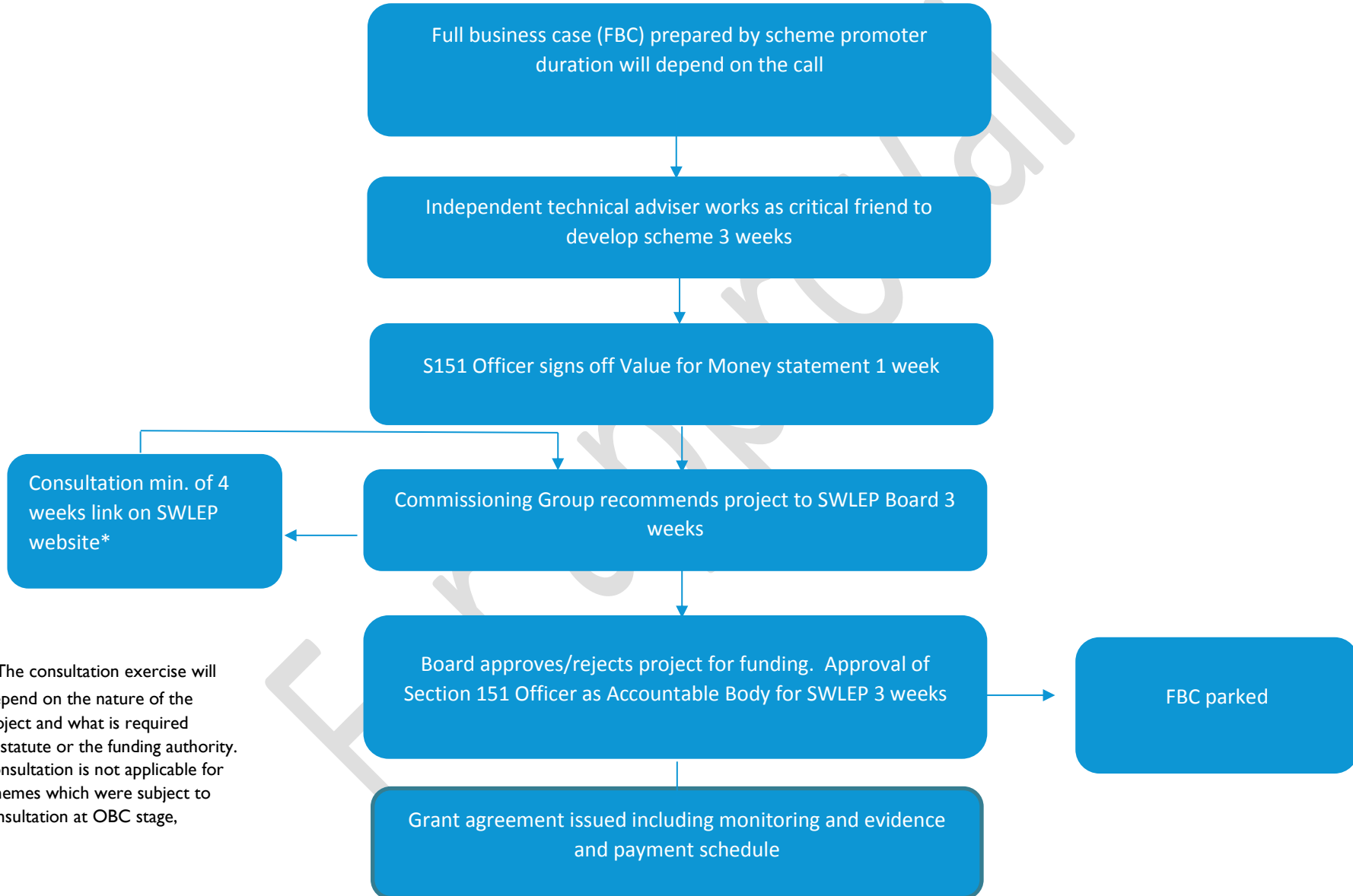
117. If successful in receiving a SWLEP Board approval at Outline Business Case stage, transport scheme promoters will be requested to develop their scheme to Full Business Case (FBC). The development of the FBC has a far greater emphasis on commercial, financial and management cases, ensuring arrangements are appropriate for effective delivery, including necessary statutory and procurement requirements (as appropriate).
118. The FBCs will be reviewed by the SWLEP and Accountable Body with the support of the relevant Independent Technical Advisor, with feedback provided to the scheme promoters, SWLEP and the Accountable Body Section 151 Officer through a Full Business Case Assessment Report. The Full Business Case Assessment Report will follow the format set out in the Outline Business Case Assessment Report.
119. Approval of the FBCs will be required by the SWLEP Board and the Accountable Body (including its Section 151 Officer). Based on the information provided in the FBC and the Full Business Case Assessment Report the grant agreement between the SWLEP and the scheme promoter may need to be updated. The scheme promoter is responsible for informing the SWLEP of any significant changes to the scheme's scope, costs and implementation timetable.
120. If funding is not approved, the scheme promoter may bring the scheme back for Stage 4 reassessment within the financial year. If time does not permit, the SWLEP Board will agree how to reallocate the funding to the over-programmed and prioritised list of schemes or postpone the scheme in accordance with the Accountable Body Heads of Terms Agreement and notifying Government subject to Government's conditions and delegation of grant funding management in this manner.

Figure 4: Stage 2 Strategic Outline Business Case (17-19 weeks) and Stage 3 Outline Business Case (11-13 weeks from closing date of submission excluding consultation period)



* The consultation exercise will depend on the nature of the project and what is required by statute or the funding authority

Figure 5: Stage 4: Full business case, 10 weeks from closing date for submission excluding consultation period



* The consultation exercise will depend on the nature of the project and what is required by statute or the funding authority. Consultation is not applicable for schemes which were subject to consultation at OBC stage,

Value for money

121. The Value for Money assessment should provide a Benefit Cost Ratio (BCR) of the scheme using monetised impacts in line with guidance. While it is expected that most schemes will need to have a Benefit Cost Ratio of 2:1 and over to gain approval, account will also be taken of a scheme's wider economic, environmental and social / distributional impacts. This means that a scheme with a low or medium BCR may still be considered for approval if wider objectives provide a compelling case (as determined by the Independent Technical Advisors) taking into account broader appraisal evidence in relation to:
- Schemes with a Benefit Cost Ratio between 1:1 and 2:1 to be considered for funding approval where there is an overwhelming strategic case on economic / development related, social, and / or environmental grounds (with minimal risk in the other cases).
 - Where scheme benefits are notoriously difficult to appraise in monetary terms and there are qualitative benefits which if monetised, the adjusted Benefit Cost Ratio would most likely increase above 2:1; and
 - Where schemes are less than £2.0m and high value for money is estimated, but to conduct further quantified and monetised economic appraisal would be disproportionate.
122. The Scheme Promoter will be required to produce a Value for Money Statement in line with the relevant Government department or agency's guidance at each stage of the business case assessment and prioritisation process. The economic case (including the Value for Money Statement) will then be reviewed and updated as necessary to reflect changes in the scheme's scope, cost, and benefits in line with guidance and as per the Accountable Body Legal Agreement. The relevant Independent Technical Advisor will advise on submitted Value for Money Statements as part of their reporting, and make recommendations to the SWLEP Board at Stage 4 - Full Business Case.
123. The Value for Money Assessment and Statement will be signed off as true and accurate by the Section 151 Officer of the scheme promoting authority and of the Accountable Body. The SWLEP will approve the business case based on the Value for Money Assessment and Statement, and other evidence as appropriate. The Independent Technical Advisors will provide independent review of the Value for Money Assessment and Statement prior to sign off by the Accountable Body Section 151 Officer.
124. Scheme Promoters will need to provide a detailed funding profile for review by the

Accountable Body Section 151 Officer as part of Full Business Case development. This will be used to ascertain funding arrangements as per the Legal Agreements in place with the Accountable Body.

125. Scheme Promoters must monitor and evaluate their scheme's progress in line with the SWLEP Monitoring and Evaluation Framework which is available on the SWLEP website. Each scheme will also have an Implementation Summary Reporting containing delivery milestones.


Release of funding, cost control and approval conditions

126. The Accountable Body will not release any funding to the scheme promoter until a proportional level of business case has been approved by the SWLEP Board, JSEC and the Accountable Body in the form of the Section 151 Officer, and that the grant agreement conditions of use of the funding have been accepted by the scheme promoter.
127. Preparatory costs that are considered to be 'capital', providing these costs have been included in the overall scheme cost, will be paid upon approval. In addition, according to the conditions of each award up to a maximum of 10% of monies awarded will be released at the start of the scheme. All other payments will be made a quarter in arrears, based on profiles and following successful audit of claims required in accordance with the conditions of each award. If the claim differs from the agreed funding profile then the scheme promoter will also need to explain this in their submission for audit.
128. The SWLEP scheme contribution will be capped at the level set out in the award letter; therefore, any cost increases will need to be borne by the scheme promoter. Where there is a forecast underspend, or a scheme is not progressing, any monies held will be returned to the Accountable Body, and the further release restricted to new schemes only, unless the scheme promoter seeks and gains approval for a re-profiling of the scheme spend.
129. The scheme promoter will be responsible for submitting financial claim forms (signed by the Section 151 officer or equivalent) to the Accountable Body.
130. The Accountable Body will advise the SWLEP of any concerns or irregularities. The SWLEP and/or the Accountable Body reserves the right to suspend funding at the end of any quarter, or request the return of previous funding payments, if it believes that there is a misuse of funds

Programme and risk management

131. Scheme promoters will be required to provide an initial programme for each prioritised scheme. The programme should include estimated timescales for the following:
- Production of business cases;
 - Completion of associated technical work;
 - Progress of outline and detailed design;
 - Statutory orders;
 - Public consultation;
 - Procurement; and
 - Construction of scheme.
132. The SWLEP Director will be the responsible officer for the management of risk within the LGF programme under the scrutiny of the Commissioning Group. At an operational level, the SWLEP Programme Manager or nominated Programme Manager will meet the Scheme Promoter to discuss the progress of schemes. The frequency of these meetings may depend on the complexity and scale of the scheme as well as the stage of preparation / construction and any risk issues previously identified and will be agreed in advance of a formal funding agreement being signed.
133. Scheme and programme risk levels will be closely monitored on a regular basis by the SWLEP Delivery and Performance Team. The default position is that the scheme promoter is expected to manage risk within the scheme and its funding envelope. Any significant issues that affect the programme as a whole will be referred to the next Commissioning Group meeting and SWLEP Board meeting, including proposed modifications to the programme in the light of scheme progress.
134. Potential risks to the delivery of the scheme programme, such as overspend and delays to timescales, must be highlighted immediately in line with the tolerances set out in the Grant Agreement with the Accountable Body. Scheme promoters should also produce and maintain risk registers for their schemes and set out how they will manage potential risks.

Appendix A: Subgroup Terms of Reference

 <p>swindonwiltshire Local Enterprise Partnership</p>	<p>SWLEP Subgroups Terms of Reference</p>
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1. Purpose

- 1.1. In March 2016 the SWLEP Board approved the implementation of a structure of subgroups aligned to the strategic objectives of the Strategic Economic Plan (SEP). In order to provide robust Board oversight of the implementation of the SEP, it is proposed that the Board establishes five Subgroups to reflect its strategic objectives.
- 1.2. The Subgroups are responsible for overseeing and providing strategic direction, advice and support to the SWLEP Board to ensure the Swindon and Wiltshire Local Enterprise Partnership's strategic objectives are delivered successfully.
- 1.3. There are 5 Subgroups:
 - Skills and Talent;
 - Transport;
 - Digital Capability;
 - Place Shaping; and
 - Business Development.

2. Governance

- 2.1. The Subgroups shall be accountable to the SWLEP Board and must operate at all times within the parameters of the SWLEP Assurance Framework. The decisions and business of each subgroup shall be subject to the overview and scrutiny function set in place for the SWLEP.
- 2.2. Each Subgroup will have a SWLEP Board Member as the Chair and Vice-Chair who act as the link between the sub-group and the Board. Each sub-group will also have a Lead Officer acting as the link to the Secretariat and the Officers Group. The Board will set the overall strategic context for the sub-groups and the responsibility for approving project prioritisation rests with the SWLEP Board. The sub-group will offer the Board advice in its specialist area and the Chair or Vice Chair of individual sub-groups will report on activity to the SWLEP Board.

3. Scope

- 3.1. The Chair, with the support of the Lead Officer will manage the operation of each Sub-group to deliver the priority actions identified in the SEP for each of the

strategic objectives. The sub-groups will:

- 3.1.1. Oversee the development, implementation and delivery of the SWLEP's strategic objectives that will support long-term sustained growth in the local economy;
- 3.1.2. Provide advice and support to the SWLEP Board on relevant policy matters and issues relating to the subgroup focus that require strategic action and consideration including consideration of the implications of national Government policy changes on programmes and projects as they arise;
- 3.1.3. Analyse performance information pertaining to their areas of focus and advise the SWLEP Board on emerging implications and opportunities;
- 3.1.4. Ensure strategic linkage and close working with other SWLEP Subgroups and relevant Unitary Authority teams;
- 3.1.5. Through strong links with the SWLEP Communication Manager, support the implementation of the SWLEP's marketing and communication strategy;
- 3.1.6. Undertake such other functions as prescribed or agreed upon by the Sub-Group and agreed by the Board;
- 3.1.7. Oversee the development and implementation of its own strategy, undertake stakeholder management activity and review the delivery of projects and programmes which fall under its strategic remit (Table 1); and
- 3.1.8. Request funding, if required, up to an agreed amount from the Board to support strategy development and stakeholder management.

Table 1: Overview of sub-group activity

Sub-group	Overview
Skills and talent	<p>Development and delivery of the Swindon and Wiltshire Skills and Talent Plan in response to the priority in the SWLEP's Strategic Economic Plan.</p> <p>Maintain oversight over SWLEP funded skills and talent projects and the delivery of European and other funded skills projects in order to inform the SWLEP board of emerging strengths and weaknesses.</p>
Transport Infrastructure	<p>Develop the Swindon and Wiltshire Transport Infrastructure Plan in response to the priority in the SWLEP's Strategic Economic Plan.</p> <p>Maintain oversight over SWLEP funded transport projects and the delivery of European and other funded transport projects in order to inform the SWLEP board of emerging strengths and weaknesses.</p> <p>This sub-group replaces the former Swindon and Wiltshire Local Transport Body.</p>

<p>Digital capability</p>	<p>Develop and deliver the Digital Capabilities Plan in response to the priority in the SWLEP’s Strategic Economic Plan.</p> <p>Maintain oversight over SWLEP funded digital capability projects and the delivery of European and other funded digital capability projects in order to inform the SWLEP board of emerging strengths and weaknesses.</p>
<p>Place-Shaping</p>	<p>Develop and deliver the Swindon and Wiltshire Place-Shaping Plan in response to the priority in the SWLEP’s Strategic Economic Plan.</p> <p>Maintain oversight over SWLEP funded place-shaping projects and the delivery of European and other funded place-shaping projects in order to inform the SWLEP board of emerging strengths and weaknesses.</p>
<p>Business development</p>	<p>Develop and deliver a Swindon and Wiltshire Business Development Plan in response to the priority in the SWLEP’s Strategic Economic Plan.</p> <p>Maintain oversight over SWLEP funded business development projects and the delivery of European and other funded business development projects in order to inform the SWLEP board of emerging strengths and weaknesses.</p> <p>The Chair, with the support of the Vice Chair, to act as the representative of Small and Medium Enterprises on the SWLEP Board.</p>

4. Sector Engagement Groups

- The Business Development Subgroup will work with relevant businesses to establish sector engagement groups linked to the priority and “ones to watch” business sectors identified in the strategic economic plan:
- Health and Life Sciences;
- Digital and ICT;
- Financial and Business Services;
- Advanced manufacturing;
- Land-based industries (provided through the Rural Economy Sector Group);
- Visitor economy including the creative and cultural industries;
- Adult Health and Social Care
- Low carbon; and
- Construction

5. Membership

- 5.1. The Chair and Vice Chair for each sub-group will be private sector Board members who will be supported by a Lead Officer and administrative assistance from the SWLEP core team.
- 5.2. The Chair will hold the post for 3 years, or for the period which is co-terminus with their remaining Board tenure whilst the Vice Chair will rotate annually amongst Board Members. If the Chair is not present at any meeting the Vice Chair will preside.
- 5.3. The Lead Officer will liaise regularly with the Chair, help manage the work of the Subgroup and ensure reports for the Board are prepared in a timely and accurate manner and will co-ordinate additional support when required. In addition, the Lead Officer will liaise with the SWLEP's Communications Manager over communication and engagement matters.
- 5.4. Each subgroup will include at least three businesses representatives with relevant experience of the sub-group theme, without having a proprietary or potential pecuniary interest. The role of these additional representatives is to provide advice to the Chair and Vice-Chair from a business perspective.
- 5.5. The Subgroups will determine additional attendees such as experts and temporary members according to need.

6. Conflict of interest

- 6.1. The SWLEP Governance Framework includes in section 3 a Conflicts of Interest Policy and members of the SWLEP Subgroups are required to disclose at Subgroup meetings and using the SWLEP's Register of Interests form any potential conflicts of interest or pecuniary interests (e.g. direct financial interest in a scheme through employment or personal gain including any interest as a result of close personal relationships or friendships) which may prevent them from making an impartial decision. Depending on the nature of this interest, there may be the need to co-opt another suitable member on to the SWLEP Subgroup for the purpose of making the decision in question.
- 6.2. Publicly elected Members will continue to declare their interests using their respective local authority's register of interests. They must also declare any additional interests outside their own authority's area but within the SWLEP area

boundary by completing the SWLEP Register of Interests form. Elected Members must abide by their respective authority's code of conduct when conducting SWLEP business.

7. Code of Conduct

7.1. All members of the SWLEP Subgroup and officers shall, when carrying out any duties or responsibilities on behalf of the SWLEP, abide by the 7 principles of public life: selflessness; integrity; objectivity; accountability; openness; honesty; and leadership as defined in section 28 of the Localism Act 2011.

8. Quorum

8.1. The quorum for a meeting shall be half the total membership plus one to include either the Chair or Vice Chair and one external business. No business shall be transacted unless a quorum is present. If a quorum ceases to be present during a meeting the meeting shall be adjourned to a date to be agreed or determined by the Chair.

9. Meetings

9.1. The Subgroups will meet bi-monthly and at such other times as may be agreed. The agenda for any meeting shall be agreed by the Chair in consultation with members of the group. The agenda and supporting papers shall be circulated electronically to the members of the group at least five working days before the meeting. Meeting notes will be distributed within ten working days following the meeting. The time commitment for the members of the sub-groups is circa 30 hours a year.

10. Variation and dissolution

10.1. These terms of reference shall be reviewed by the SWLEP Board on an annual basis but can be amended as required to meet the current and evolving needs of the Sub-Groups with the agreement of the Board.

10.2. The dissolution of any Sub-Group can be made by the SWLEP Board or by the unanimous agreement of the Members and then ratified by the SWLEP Board.

II. Agreement

II.1. The above Terms of Reference for the SWLEP priority Sub-Groups have been agreed and signed by:

XXXX, Chair

Sub-group

Date

FOR approval



Appendix B: Transport specific requirements

Reference paragraph 100

1. The modelling and appraisal of schemes contained in business cases must be developed in accordance with the guidance published by the Department for Transport in WebTAG at the time the business case is submitted to the SWLEP for approval.
2. Where applicable, associated transport modelling work should be based on forecasts which are consistent with the definitive version of the Department for Transport's National Trip End Model (NTEM). Alternative planning assumptions may be used and/or required by the SWLEP as sensitivity tests.

FOR APPROVAL



Appendix C: Exclusion of Access by the Public to Meetings and / or Reports

Reference paragraph 39

B1: Confidential Information – Requirement to Exclude the Public

The public must be excluded from meetings whenever it is likely in view of the nature of business to be transacted or the nature of proceedings that confidential information would be disclosed.

B2: Exempt Information – Discretion to Exclude the Public

The public may be excluded from a meeting whenever it is likely in view of the nature of the business to be transacted or the nature of the proceedings that exempt information would be disclosed.

B3: Meaning of Confidential Information

Confidential information means information given to the SWLEP by a Government Department, a local authority, partners, business or another agency on terms which forbid its public disclosure or information which cannot be publically disclosed by Court Order.

B4: Meaning of Exempt Information

Exempt information means information falling within the following categories (subject to any condition):

Category	Qualification
One: Information relating to any individual	Exempt information if and so long, as in all the circumstances of the case, the public interest in maintaining the exemption outweighs the public interest in disclosing the information.
Two: Information which is likely to reveal the identity of an individual	Exempt information if and so long, as in all the circumstances of the case, the public interest in maintaining the exemption outweighs the public interest in disclosing the information

<p>Three: Information relating to the financial or business affairs of any particular person (including the authority holding that information)</p>	<ul style="list-style-type: none"> • Exempt information if as so long, as in all the circumstances of the case, the public interest in maintaining the exemption outweighs the public interest in disclosing the information. • Information falling within paragraph 3 is not exempt information by virtue of that paragraph if it is required to be registered under: <ul style="list-style-type: none"> a) The Companies Act 1985 b) The Friendly Societies Act 1974 c) The Friendly Societies Act 1992 d) The Industrial and Provident Societies Acts 1965 to 1978 e) The Building Societies Act 1986 f) The Charities Act 1993
<p>Four: Information relating to any consultations or negotiations, or contemplated consultations or negotiations, in connection with any labour relations matter arising between the SWLEP and employees of, or office holders under, the SWLEP</p>	<p>Exempt information if and so long, as in all the circumstances of the case, the public interest in maintaining the exemption outweighs the public interest in disclosing the information.</p>
<p>Five: Information in respect of which a claim to legal professional privilege could be maintained in legal proceedings</p>	<p>Exempt information if and so long, as in all the circumstances of the case, the public interest in maintaining the exemption outweighs the public interest in disclosing the information.</p>
<p>Six: Information which reveals that the SWLEP proposes:</p> <ul style="list-style-type: none"> a) To give under any enactment a notice under or by virtue of which requirements are imposed on a person, or: b) To make an order or direction under any enactment. 	<p>Exempt information if and so long, as in all the circumstances of the case, the public interest in maintaining the exemption outweighs the public interest in disclosing the information.</p>

<p>Seven: Information relating to any action taken or to be taken in connection with the prevention, investigation or prosecution of crime</p>	<p>Exempt information if and so long, as in all the circumstances of the case, the public interest in maintaining the exemption outweighs the public interest in disclosing the information.</p>
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Information falling within any of the above paragraphs is exempt information if and so long, as in all the circumstances of the case, the public interest in maintaining the exemption outweighs the public interest in disclosing the information.

B5: Exclusion of Access by the Public to Reports

The SWLEP may exclude access by the public to the whole or any part of a report which relates to items during which, in accordance with B1 to B4 above, the meeting is not likely to be open to the public. Such reports or parts of reports will be marked “Not for Publication” together with the category of information likely to be disclosed.

FOR APPROVAL



Appendix D: Register of Members Interest and Conflict of Interest Policy

Reference paragraph 66

Register of Interests: Explanatory Note

1. The SWLEP operates within an assurance framework that requires robust systems to be in place to ensure that public funds are spent with regularity, propriety, transparency and value for money.
2. SWLEP Board Members must act in the interests of the SWLEP area as a whole and not according to the sectoral or geographic interests of their member organisations. Decisions must follow a robust process and be based on a sound analysis of business cases produced by scheme promoter(s) and any advice from relevant advisers, including Independent Technical Advisors.
3. The SWLEP's Constitution includes a Conflict of Interest Policy, which is set out at Appendix A of this form. This policy requires SWLEP Board Members (other than unitary authority members – see paragraph 7 below) to notify the Secretariat in writing of any relevant interests for inclusion in a Register of Interests maintained by the Secretariat.
4. A relevant interest is any company directorship, trusteeship, remunerated post or any significant personal financial interest in an organisation or project likely to be affected by the work of the LEP or in receipt of SWLEP sourced funding.
5. Non-unitary Board Members must notify the Secretariat of any changes or additions to the register at the earliest opportunity.
6. Non-unitary Board members must not vote or participate in discussions on any matter which relates directly to an organisation or project in respect of which they have a relevant interest.
7. Unitary authority members of the Board will continue to register their interests in accordance with the requirements of their authority's respective codes of conduct, save that they must also declare any additional interests outside their own authority's area but within the SWLEP area.

8. All members of the SWLEP Board should, in particular, note and observe the following requirements:

- Dealing with conflicts of interests under paragraphs 8-11 of the Conflict of Interest Policy;
- Maintaining confidentiality;

Information provided to a Board member must only be used for the purposes of the SWLEP. Board members must not disclose any information given to them in confidence without the written consent of a person who is authorised to give it, or unless required by law to do so. Board members must seek the advice of the Secretariat before disclosing any information given in confidence – paragraph 20 SWLEP Constitution.

- Members should not accept any personal gifts or hospitality from any individual or organisation (including contractors and/or outside suppliers) which has or may have a specific interest in any major scheme.

9. It is proposed to publish the Register of Interests of Board Members on the SWLEP web site.

Register of Interests
(Non- Unitary Board Members)

I,

(full name)

being a Member of the Board of the Swindon and Wiltshire Local Enterprise Partnership

GIVE NOTICE that I have the following Relevant Interests as defined in the Board's Conflict of Interest Policy attached as Appendix I included in this document.

(please state 'None' where appropriate)

1. Employment, Office, Trade, Profession or Vocation

- 1.1 You should disclose any employment, office (e.g. *director or trustee*), trade, profession or vocation carried on for profit or gain, including the name and address of any person or body who employs or has appointed you.

2. Sponsorship

- 2.1. You should declare any payment or provision of any other financial benefit (other than from SWLEP) made or provided within the last 12 months in respect of expenses incurred by you in carrying out your duties as a Board Member.

3. Securities

- 3.1 You should detail any beneficial interest you have in securities of a body which has to your knowledge a place of business or land in the SWLEP area and **either** the total nominal value of the securities exceeds £25,000 or one hundredth of the total issued share capital, **or** one hundredth of the total issued share capital of any class of shares issued.

4. Contracts

- 4.1 You should detail any current contract under which goods or services are to be provided or works are to be executed and which is made between you (or a body in which you have a beneficial interest) and any body in the SWLEP area likely to be affected by the work of the SWLEP or in receipt of SWLEP sourced funding.

5. Land, Licences and Corporate Tenancies

5.1 Land

You should detail any beneficial interest you have in land within the SWLEP area (including the home which you occupy but excluding any easement, or right in or over land which does not carry the right to occupy or receive income). Please state the address or give a sufficient description of the land or property to ensure that it can be identified.

5.2 Licences and Corporate Tenancies

You should detail any licence (alone or jointly with others) to occupy land in the SWLEP area for a month or longer.

5.3 Corporate Tenancies

You should detail any tenancy where to your knowledge, the landlord is a body likely to be affected by the work of the SWLEP or in receipt of SWLEP sourced funding and the tenant is a body in which you have a beneficial interest.

6. Membership of other bodies

- 6.1 Any body of which you are a member or in a position of general control or management and to which you are appointed or nominated by the SWLEP as its representative.

- 6.2 Any body exercising functions of a public nature of which you are a member or in a position of general control or management.

- 6.3 Any body directed to charitable purposes of which you are a member or in a position of general control or management.

- 6.4 Any body one of whose principal purposes includes the influence of public opinion or policy (including any political party or trade union) of which you are a member or in a position of general control or management.

7. Disclosure of Gifts and Hospitality

- 7.1 You must reveal the name of any person from whom you have received a gift or hospitality with an estimated value of at least £50 which you have received in your capacity as a member of the SWLEP.

Date of receipt of Gift/Hospitality	Name of Donor	Reason and Nature of Gift/Hospitality

8. Changes to Registered Interests

8.1. I understand that I must notify the Secretariat at the earliest opportunity of any changes or additions to my Relevant Interests.

Signed:

Board Member

Date:

Received:

Date:

Signed:

Secretariat

Appendix I Conflict of Interest Policy

Definitions

1. In this policy "Relevant Interest" means any company directorship, trusteeship, remunerated post or any significant personal financial interest in an organisation or project likely to be affected by the work of the LEP or in receipt of LEP sourced funding.

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. Observers must comply with the requirements as to declarations of interests in paragraphs 9 and 10 below.
4. 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.

Register of Interests

5. The Secretariat shall maintain a Register of Board Members' Interests which shall record all Relevant Interests of the Board members. Board members shall supply information to the Secretariat for inclusion in the register (or a nil return if appropriate) as soon as possible following their appointment and shall notify the Secretariat at the earliest opportunity of any changes or additions to their Relevant Interests.
6. The Secretariat 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 Secretariat.
7. 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 Interest.

Conflicts of interest

8. A conflict of interest arises on a matter to be discussed by the Board where a Board member has a Relevant Interest in a matter before the Board and 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, 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, 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.

9. Where a Board member or any observer considers that he has or may have a conflict of interest in relation to a matter to be discussed by the Board, 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.

10. Where a Board member or observer makes a declaration under paragraph 9, unless the Board agrees that the matter declared does not fall within the definition of a conflict of interest the Board member or observer shall not participate in or (in the case of a Board member) vote on the relevant matter and may, at the Chair's discretion, be asked to withdraw from the meeting.

11. A disclosure by a Board member or observer under paragraph 9 and all decisions relating to that disclosure shall be minuted.

**This paper is included
for information only
as the Governance Framework
Document is referred to
in the Assurance Framework**

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 added
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/
File Name		SWLEP Governance Framework DS amends V4 100117
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Current Author(s)		Debby Skellern (SWLEP)

Draft Under Review

Governance Framework V4 10/01/17

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. Governance principles
- B. Board Constitution
- C. Conflict of Interest policy
- D. Scheme of Delegation
- E. Finance and commissioning policy
- F. Terms of Reference
- G. Heads of Terms
- H. Code of Conduct
- I. Transparency Procedure

A. Governance principles

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

1. Operates in accordance with its Terms of Reference (Section F) and the SWLEP Assurance Framework.
2. Pursues activities which add value, and in particular activities which do not duplicate the work of its unitary authority members or the roles of other organisations.
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 Heads of Terms (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 (Department of Business Energy and Industrial Strategy Annual Conversation), relevant benchmarking against other LEP; and
 - c. Appropriate transparency through public reporting of:
 - i. Governance arrangements and 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

- I. 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 of its role in accordance with the Terms of Reference. 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 its 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 H); 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 within the Terms of Reference. 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 BEIS 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. 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:

- Ensure that the arrangements put in place conform to legal requirements with regard to freedom of information, equalities, the environment and other matters.
- Advise the SWLEP Board on the appropriate use of SWLEP funds.
- Ensure that there is independence between scheme promoter and the decision making body in order to avoid conflict of interest.
- Ensure that official records of proceedings relating to the investment decisions are maintained.
- Ensure that regular progress reports and updates are scheduled with appropriate Government teams.

Board meetings

16. The Board shall meet not less than five times per year.

17. 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.

18. 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 virtual meetings take place they must be quorate in accordance with paragraph 21.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 at both members representing Swindon Borough Council and Wiltshire Council.

19. 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.

20. 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 of information, is it 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.

21. 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. Except where paragraph **Error! Reference source not found.** applies, 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.

22. 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

23. 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.
24. 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.
25. Subject to paragraph **Error! Reference source not found.**, 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.
26. 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.
27. A Board working group is a group of Board members (minimum of two) and such other members as the Board considers appropriate.
28. 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 Terms of Reference;
 - 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 Terms of Reference 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.

- 29. 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.
- 30. 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.
- 31. The membership of a Board Sub-Group must include a minimum of one Board member (as provided for in paragraph 18.c) who shall usually be the Chair of the Sub-Group.
- 32. 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.
- 33. 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

- 34. 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.

35. Subject to paragraph 34, 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.

Draft Under Review

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 he has or may have a conflict of interest in relation to a matter to be discussed by the Board, 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 Code of Conduct, the Board will convene a group of 3 independent individuals (The Independent Review Panel), who 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, Director and Vice-Chair will meet to decide whether or not they should make an immediate recommendation to the Board to suspend the member or members 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.

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.

Draft Under Review

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 18 of the Constitution).
8. The Chair shall report to the Board at its next meeting on any decisions or actions made under a delegation within paragraph 7.
9. The Board may delegate authority to a Board working group Group, as defined in paragraph 12, 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 Group rather than convening an additional Board meeting (whether in person or virtually as provided for in paragraph 16 of the Constitution).
10. The terms of any delegation under paragraph 9 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.
11. The Board working group shall report to the Board at its next meeting on all decisions or actions made under a delegation within paragraph 9.
12. The Board working group is a group of Board members which comprises the Chair, the Vice-Chair, a representative of each Unitary Authority and such other Board members as the Board considers appropriate.

Authorisation of actions to implement Board decisions

13. The Board may ask the Director, , individual Board members, Commissioning Group or 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 Terms of Reference.

14. 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 Terms of Reference and in accordance with the SWLEP's Finance and Commissioning Policy.
15. 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 27 of the Constitution or amended by the Board from time to time under paragraph 13.
16. Where any matter is delegated under paragraphs 13 or 14, this shall be subject to the requirement that the person or group given delegated authority shall provide appropriate reports on their activities to the Board on request and in accordance with the LEP Assurance Framework.

Draft Under Review

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 Terms of Reference, 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 Management 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 Body¹.

¹ 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 Heads of Terms agreement.

Draft Under Review

Draft Under Review

G Heads of Terms

Dated

2015

(1) WILTSHIRE COUNCIL

(2) SWINDON BOROUGH COUNCIL

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

ACCOUNTABLE BODY AGREEMENT

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.
- I.3 Swindon shall:
 - I.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.
 - I.3.2 Comply with the SWLEP Assurance Framework.
 - I.3.3 Provide all necessary assistance to SWLEP and Wiltshire in relation to Projects and Programmes which operate in the administrative area of Swindon.

Schedule 2

SWLEP Assurance Framework

[insert copy of SWLEP Assurance Framework when approved]

Draft Under Review

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 defined in section 28 of the Localism Act 2011²;

1. Selflessness;
2. integrity;
3. objectivity;
4. accountability;
5. openness;
6. honesty; and
7. leadership

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

Gifts and Hospitality – add para from Wilts Council

1. All Members of the Board should follow the gift or hospitality in accordance with the policy of Wiltshire Council as the Accountable Body.

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 procedure³.

² <http://www.legislation.gov.uk/ukpga/2011/20/section/28/enacted>

³ <http://www.wiltshire.gov.uk/council/complaints/complaintsmakingacomplaint.htm>

I Transparency Procedure

Draft Under Review

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Meeting & Date:	SWLEP Board Meeting – Wednesday, 25 January 2017		
Subject:	Finance Report – Budget Setting 2017/2018		
Attachments:	None		
Author:	Leanne Sykes	Total no of sheets: (inc cover sheet)	5

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

SWLEP Projects 2017/2018

Growing Places Investment Fund (GPIF)

- Budgets have been set based on forecast outturn in 2016/2017
- Forecast shows a forecast roll forward of £3.033m Capital and £0.526m Revenue to 2017/2018
- Forecast spend for 2017/2018 is based on existing Cashflow. Subgroup to review and advise.

Higher Futures / Growth Hub / Careers and Enterprise Co.

- Forecast roll forward for Higher Futures £0.654m
- Budget 2017/2018 requirement £0.337m
- Balance roll forward 2018/2019 £0.317m
- Budgets for Growth Hub and Careers and Enterprise co. based on grant awards

Local Growth Fund

Proposed budget based on:

- 2016/2017 outturn of £2.685m slippage. (This will be shown against Accountable Body Capital spend in 16/17 and funds made available in 2017/2018)
- 17/18 Grant award of £12.736m
- Total forecast spend 2017/2018 £15.420m

Schemes have been re-profiled and grant moved to manage overall programme. All changes approved through Commissioning Board and reported to SWLEP Board.

Local Growth Fund DfT

Proposed budget based on Grant allocation for 2017/2018 £0.5m. May increase if slippage in 2016/2017.

Local Growth Fund Retained

- Proposed budget based on original Grant allocation for 2017/2018 £10.250m
- However in order to draw down grant SWLEP need to submit full Business cases to DfT

Recommendation

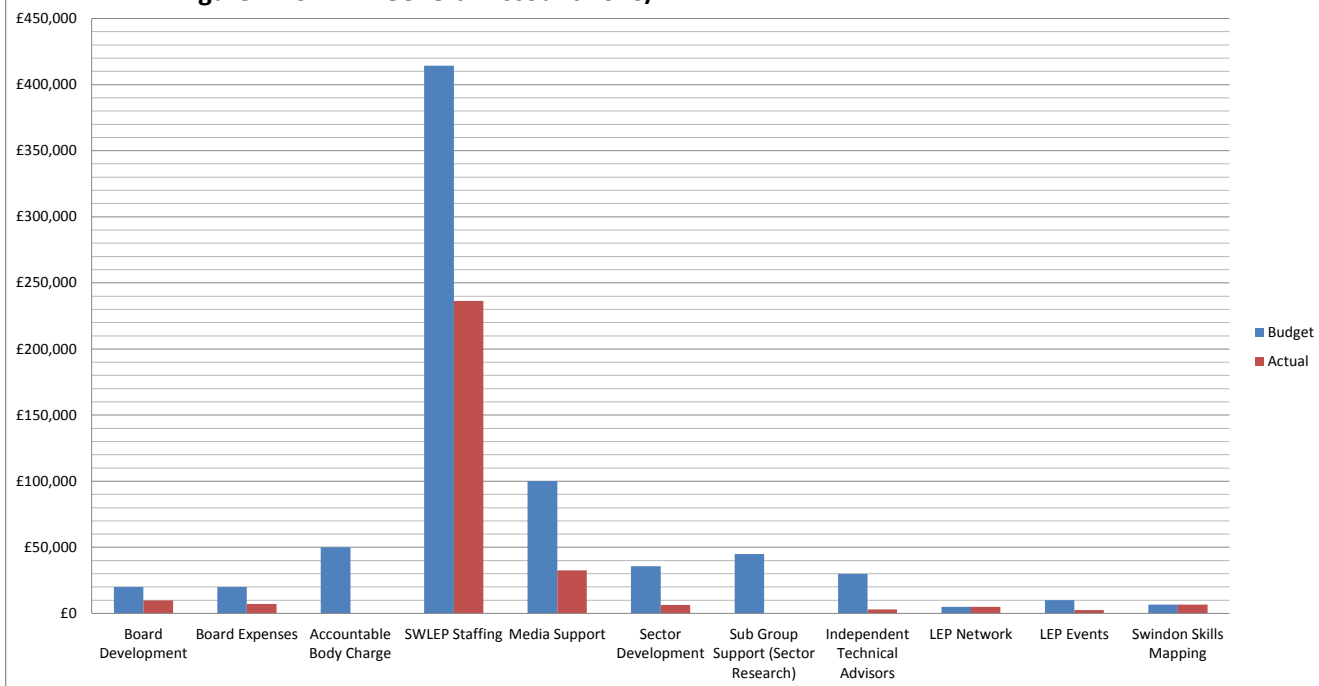
The SWLEP Board approves 2017/2018 Project budgets.

SWLEP General Account 2017/2018

Proposal to be brought to the March 2017 Board Meeting, which will meet the needs of the Board to see budget performance of forecast against actual spend on a monthly basis.

Board Report - General Account 31/12/16	Approved Budget	Year to Date		Forecast
		Actual	Variance	
SWLEP General Account				
Central Government				
BIS Core Funding	£250,000	£250,000	£0	£250,000
Capacity Funding	£250,000	£250,000	£0	£250,000
Partner Contributions				
Balance b/f 2015/2016 Swindon Skills Mapping	£6,667	£6,667	£0	£6,700
Balance b/f 2015/2016 Interest/DCLG	£256,053	£256,053	£0	£256,100
Interest 2016/2017	£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	£7,182	£12,818	£11,200
Accountable Body Charge	£50,000	£0	£50,000	£50,000
Administration				
SWLEP Staffing	£414,200	£236,428	£177,772	£338,100
Communications/Marketing				
Media Support	£100,000	£32,446	£67,554	£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	£309,608	£427,059	£490,700
Balance SWLEP General Account	£76,052	£453,111	£377,059	£322,100

Figure 4 - SWLEP General Account 2016/17

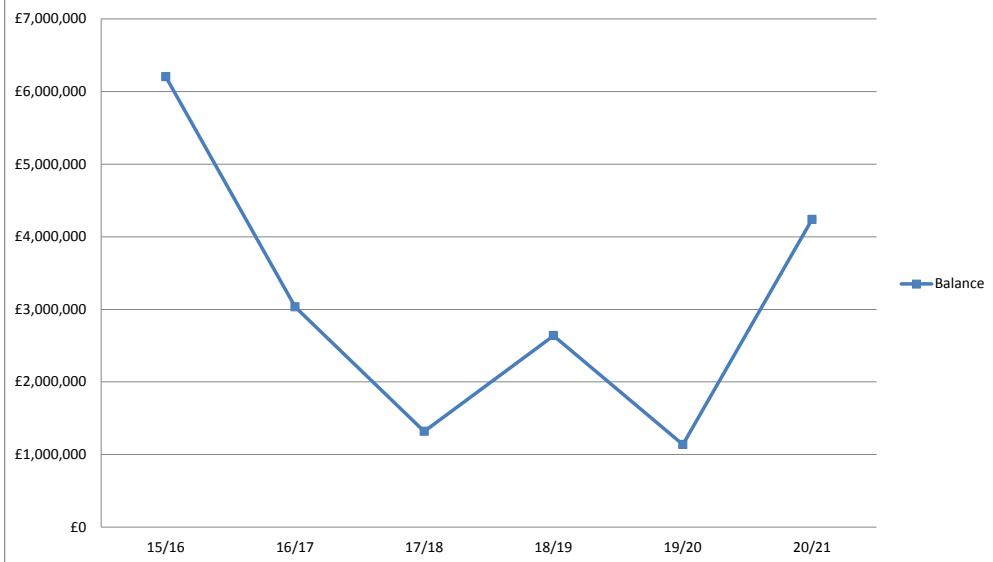


Board Report - SWLEP Projects 31/12/2016	Approved Budget	Year to Date		Forecast
		Actual	Variance	
Growing Places Capital				
Balance b/f 2015/2016	£6,203,737	£6,203,737	£0	£6,203,737
Loan Repayments	£0			
Total Income	£6,203,737	£6,203,737	£0	£6,203,737
Castledown Phase 2	£0	£0	£0	£0
Kimmerfields (Union Square) - Swindon	£150,000	£0	£150,000	£150,000
Park Lane Corsham	£1,850,000	£0	£1,850,000	£1,850,000
Porton Science Park	£0	£0	£0	£0
J16 Wichelstowe+A60	£1,170,000	£0	£1,170,000	£1,170,000
Total Expenditure	£3,170,000	£0	£3,170,000	£3,170,000
Balance Growing Places Capital	£3,033,737	£6,203,737	£3,170,000	£3,033,737
Growing Places Revenue				
Balance b/f 2015/2016	£541,242	£541,242	£0	£541,242
Consultants	£25,000	£8,429	£16,571	£15,000
Legal Fees	£20,000	£0	£20,000	£0
Total Expenditure	£45,000	£8,429	£36,571	£15,000
Balance Growing Places Revenue	£496,242	£532,813	£36,571	£526,242
Higher Futures				
Balance b/f 2015/2016	£1,006,342	£1,006,342	£0	£1,006,342
Total Expenditure	£440,700	£228,471	£212,229	£352,100
Balance City Deal	£565,642	£777,871	£212,229	£654,242
Growth Hub				
Total Income	£205,000	£27,000	£178,000	£205,000
Total Expenditure	£205,000	£21,452	£183,548	£205,000
Balance Growth Hub	£0	£5,548	£5,548	£0
Careers & Enterprise				
Total Income	£125,000	£114,229	£10,771	£125,000
Total Expenditure	£125,000	£60,160	£64,840	£125,000
Balance Careers & Enterprise	£0	£54,069	£54,069	£0
Local Growth Fund				
Total Income	£10,846,948	£10,846,948	£0	£10,846,948
Swindon Rapid Transport	£164,000		£164,000	£164,000
LSTF Sustainable Transport (Swindon)	£1,273,200		£1,273,200	£1,273,200
Porton Science Park	£4,000,000		£4,000,000	£2,200,000
M4 Junction 16	£5,204,200		£5,204,200	£4,967,000
Corsham Mansion House	£1,873,800		£1,873,800	£254,200
A350 Dualling Chippenham Bypass	£0		£0	£670,000
A350 West Ashton/Yarnbrook Improvements	£0		£0	£117,300
Junction 17	£0		£0	£135,600
LGF Agreement with BIS	£1,619,200		£1,619,200	£1,065,648
Total Expenditure	£10,896,000	£0	£10,896,000	£10,846,948
Balance Local Growth Fund	£49,052	£10,846,948	£10,896,000	£0
Local Growth fund DfT				
Total Income	£3,868,000	£3,868,000	£0	£3,868,000
West of A419 - Green Bridge Roundabout	£1,408,500		£1,408,500	£1,408,500
A420 corridor improvements	£2,459,500		£2,459,500	£2,459,500
Total Expenditure	£3,868,000	£0	£3,868,000	£3,868,000
Balance Local Growth Fund DfT	£0	£3,868,000	£3,868,000	£0
Local Growth Fund Retained				
Total Income	£3,690,200	£1,040,200	£2,650,000	£1,040,200
Chippenham Station Hub	£1,972,100		£1,972,100	£322,100
Eastern Villages Retained (WHJ and SCR)	£1,718,100		£1,718,100	£718,100
Wichelstowe Infrastructure	£0		£0	£0
Total Expenditure	£3,690,200	£0	£3,690,200	£1,040,200
Balance Local Growth Fund DfT	£0	£1,040,200	£1,040,200	£0

Figure 1 - Growing Places Fund 2016/17



Figure 2 - Growing Places Fund Balance



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Meeting & Date:	SWLEP Board Meeting – Wednesday, 25 January 2017		
Subject:	LGF Finance Summary		
Attachments:	None		
Author:	Ian Durston	Total no of sheets: (inc cover sheet)	11

Papers are provided for:	Approval <input checked="" type="checkbox"/>	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 SWLEP Board approves the approach outlined to managing LGF profiling.

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

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 'pink' line). These total lines are shown graphically in Figure 1a.

Figure 1b also shows the position of total cumulative 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 allows us to carry it over to the next year.

In 16/17, assuming that all projects spend as they are forecasting, 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 below the amount that the projects have

been forecasting. There is a risk, therefore, that the cumulative underspend will be 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 has agreed to cash flow the A350 Chippenham Bypass Dualling and Junction 17 projects. Swindon Borough Council may also need to cashflow the Swindon Bus Exchange project, though this is dependent on a detailed plan for the project that is currently being prepared now the CPO issues have been resolved.

It should also be noted that BEIS has 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	23,888		76,770					76,770		
Corsham Mansion House	Forecast Profile Spend				26,200	4,700	25,000	130,000	94,500	254,200	2,169,600	50,000			2,500,000		
	Actual Spend to Date				26,200	17,181	24,452	21,520		63,153					89,353		
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	270,573		648,654					648,654		
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	50,000	1,310,000	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	22,000				1,162,000	
M4 Junction 16	Forecast Profile Spend				80,000	86,000	54,000	656,000	876,000	-127,000	812,000	1,500,000	2,500,000	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	156,300	812,000	723,000				1,691,300	2,567,300
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					160,000	160,000				160,000		
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	481,645	2,546,955	2,241,000	4,229,500	9,499,100	15,702,454	9,929,246	5,460,000	3,100,000	48,890,000		
TOTAL Actual	96,000	185,000	127,000	4,791,200	5,199,200	64,917	1,406,279	1,220,980		2,692,176					7,891,376		
Grant Annual					7,450,000					10,214,948	12,735,560	10,028,520	5,455,301	3,095,301	48,979,630		

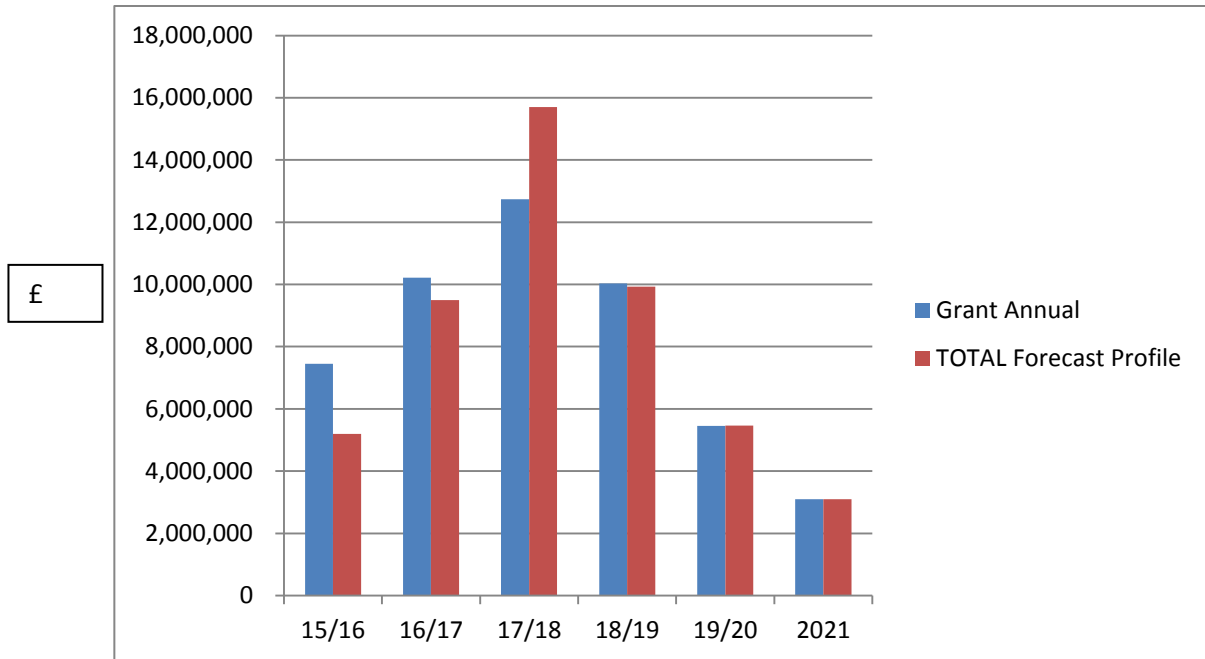


Figure 1a

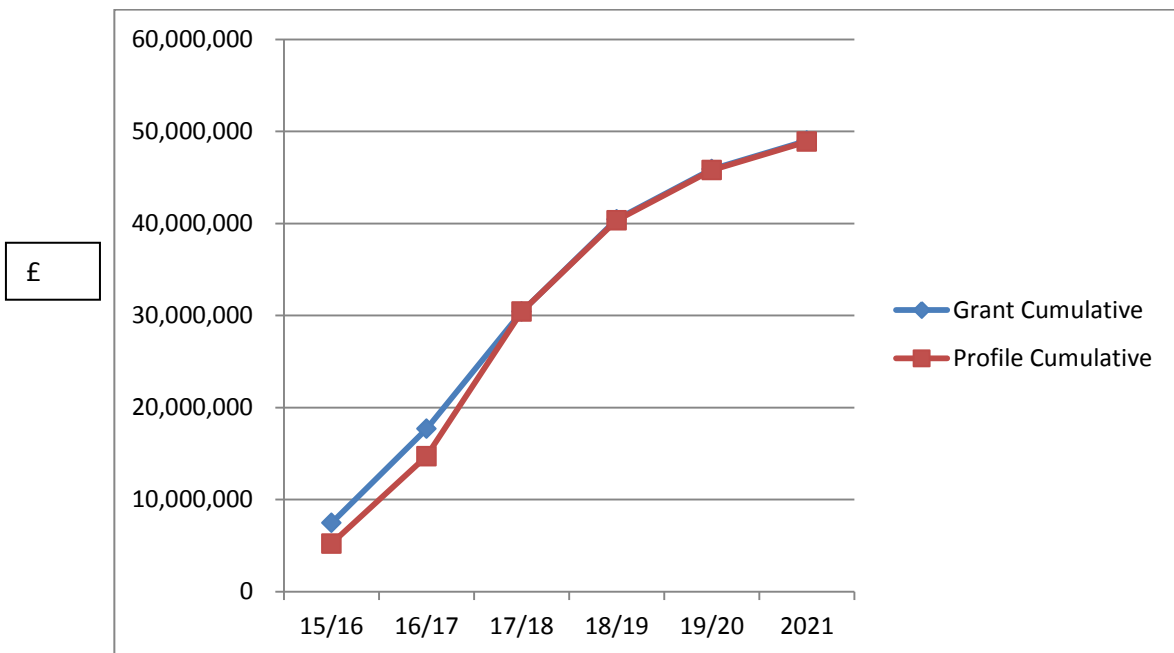


Figure 1b

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 'pink' 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. Discussions will be held shortly 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	Q316/17	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		200,000	200,000	500,000	1,500,000	259,000		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				145,000	487,000	632,000	634,000	775,000		200,000	1,609,000	1,000,000	3,261,000	5,455,000	2,143,000	14,100,000
TOTAL Actual				145,000	487,000	632,000	634,000	775,000			1,409,000					2,041,000
Grant Annual						0					4,500,000	500,000	3,500,000	4,100,000	1,500,000	14,100,000

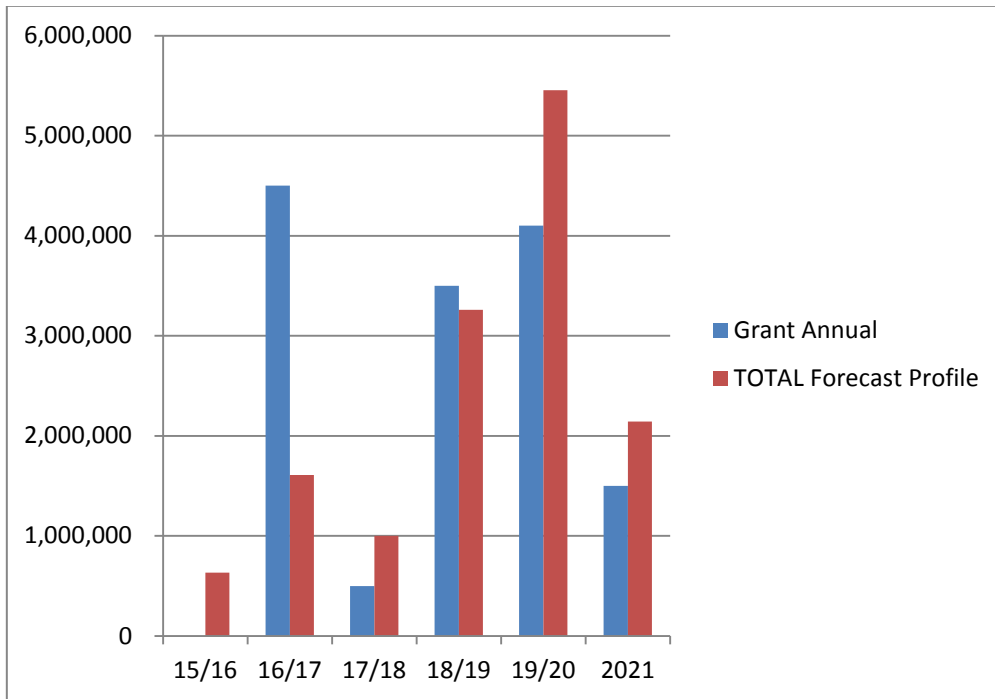
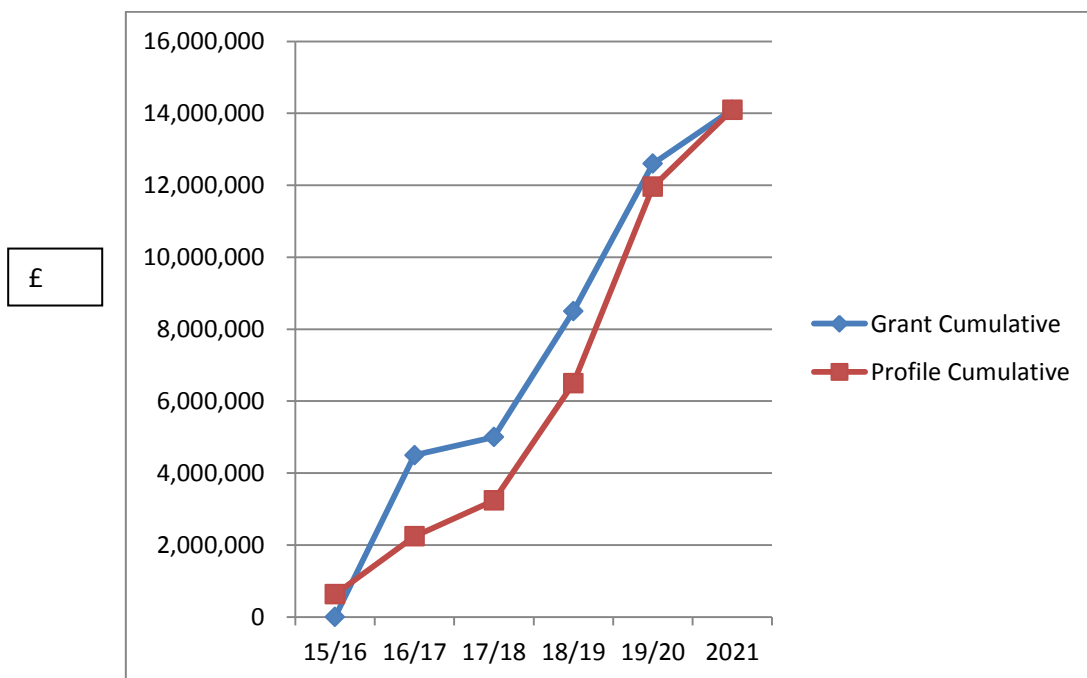


Figure 2a



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Figure 2b

3. DfT Retained Projects

The following projects have been retained by DfT which requires project status reporting as well as it 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 'pink' 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 has been some delay in spending in 15/16, this has been communicated to and agreed with DfT and future spending is broadly to the grant profile.

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	95,000	50,000	137,000	40,000	322,000	3,000,000	12,650,143			16,000,000
	Actual Spend to Date	23,647			4,210	27,857	32,267	62,013			94,280					122,137
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					0
New Eastern Villages - Business Case	Forecast Profile Spend			79,000	303,000	382,000	57,000	18,000	43,000		118,000					500,000
	Actual Spend to Date			79,000	303,000	382,000	57,000	18,000			75,000					457,000
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		79,000	307,210	409,857	152,000	68,000	180,000	640,000	1,040,000	3,600,000	14,990,143	27,160,000	26,300,000	73,500,000
TOTAL Actual		23,647		79,000	307,210	409,857	89,267	80,013			169,280					579,137
Grant Annual						850,000					600,000	3,600,000	15,350,000	26,800,000	26,300,000	73,500,000

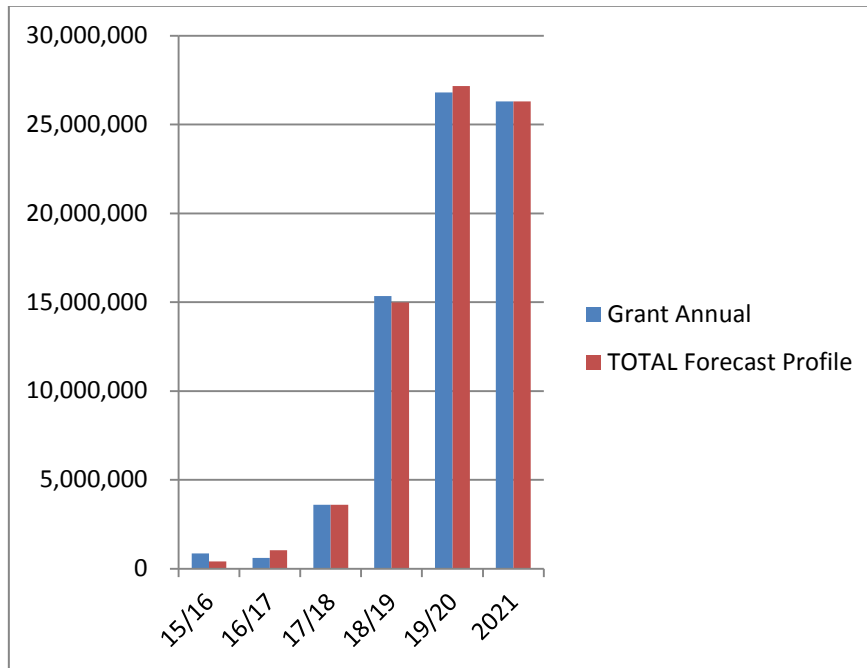
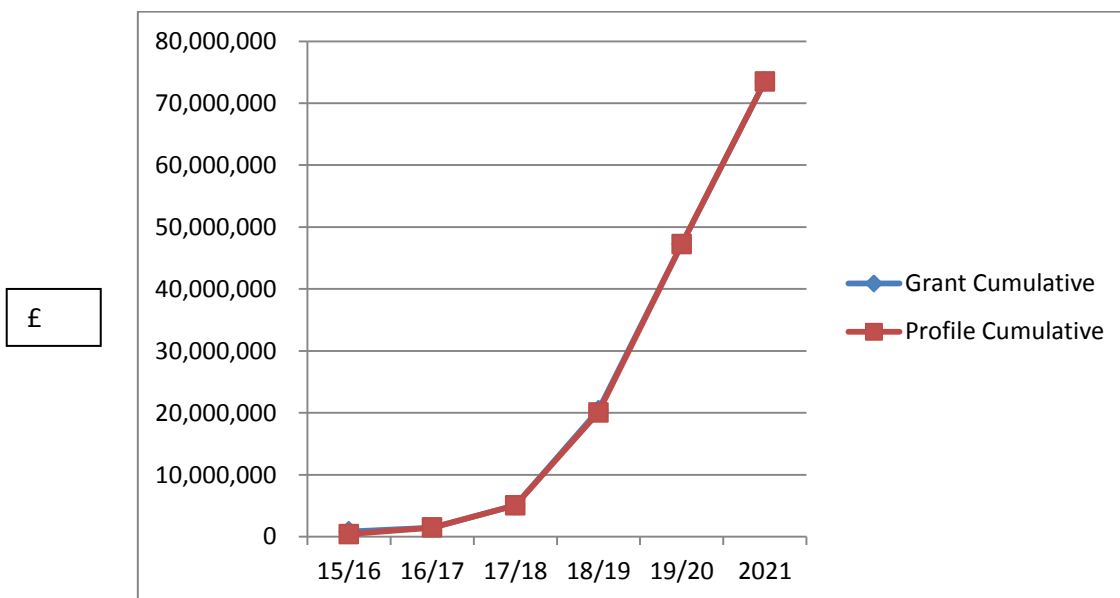


Figure 3a



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Figure 3b

Ian Durston, SWLEP Programme Manager

03 January 2017

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Meeting & Date:	SWLEP Board Meeting – Wednesday, 25 January 2017		
Subject:	Chippenham Station Hub – GWR scheme		
Attachments:			
Author:	Matthew Croston (WC) Rory Bowen (WC) Matt Barnes (GWR)	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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Background:

A funding bid to enhance Chippenham Railway Station facilities and provide increased parking at the site, through multiple, multi-decked car parks, was submitted to Government in March 2014 as part of the Swindon and Wiltshire Strategic Economic Plan (SEP) and Growth Deal bid. This was successful in securing a conditional £16m allocation from government. The bid stated that this is to be matched by an anticipated £16m of private sector investment and £2m of local contributions.

Since this time, the project has been ‘retained’ by the Department for Transport (DfT) and has therefore had more requirements placed on it prior to receiving full grant allocation confirmation. Key to these requirements is the development of a business case which takes into account the methodologies for business case development used by central government and clearly shows economic impacts and benefits.

DfT has acknowledged the wider economic benefits of the project, and has agreed that the business case should be prepared considering sustainable economic growth and urban regeneration aspects (utilising HM Treasury Green Book principles) alongside potential transport impacts and improvements (utilising DfT WebTAG).

Project development began in 2016, in line with the timescales envisaged in the funding bid. Some funding has been released early by DfT to allow the Strategic Outline Business Case (SOBC) and associated documents to be completed. (These have been completed by consultants WSP Parsons Brinkerhoff). Also as part of this stage, the opportunity was taken

to revisit and build on the original project concept to reflect the Wiltshire Core Strategy adopted in 2015, the emerging Chippenham Site Allocations Plan Development Plan Document (DPD), and the new planning application for Langley Park, all of which have occurred since the SEP was submitted.

WSP Parsons Brinkerhoff has produced a number of development options proposing to use Growth Deal funding to support the rationalisation of current car parking provision around Chippenham station. This rationalisation will take the form of redevelopment of part of the site to form a multi-storey or underground car park – increasing car park provision and releasing land for development (retail, commercial and residential).

The options developed also explored the opportunity to “build in” other improvements, including:

- 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

Towards the end of 2016 a Development Assumptions & Values report produced by GVA Bilfinger assessed the commercial viability of the options developed by WSP Parsons Brinkerhoff. The report concluded that the preferred options as outlined in the SOBC will need to revise their development mix in order to ensure they are viable. The quantum and development mix of the preferred options will therefore be refined in the outline business case which is due to be procured in spring 2017.

GWR scheme

As part of the Great Western Direct Award franchise GWR committed to install ticket gatelines at Chippenham. As originally conceived the gatelines would have a modest impact on the wider station area regeneration plans but a re-evaluation of scope, necessitated by site constraints, presented the opportunity for the early delivery of station improvements as part of the Chippenham Station Hub project. If funded these would include new and improved ticket office, entrance and retail facilities and the design and implementation of access improvements. These align with the overall station regeneration proposals by providing improved station entrance facilities, to align with the proposed station square, and improved access across the railway, which is one of the key regeneration outcomes sought by the Station Hub project

It is therefore proposed that LGF funding (from the project’s £16m allocation) is used to bring forward these improvements. This would secure the early delivery of regeneration outcomes at the station alongside the introduction of Intercity Express Trains, provide early spend of LGF funding, demonstrating a commitment to delivery, and enable the full

regeneration to follow in an appropriate phased manner. To achieve all of this requires approximately £2m of funding to match the GWR allocation of approximately £1.1m towards the gateline project. There is no other funding stream currently available to fund this shortfall and without this the wider improvements would not be able to proceed.

Funding route:

In order to provide LGF funding to support the GWR scheme as an early deliverable of the Chippenham Station Hub project, £2m will be required from the overall Chippenham Station Hub £16m LGF project allocation.

DfT has advised that to release funds from the £16m allocated to the Chippenham Station Hub project the SWLEP will need to assess (as per the SWLEP Assurance Framework) a business case and confirm to the DfT that the scheme is value for money and is ready to start works. After confirmation of this by the SWLEP they will be able to recommend to DfT to release the required funding.

Proposal(s):

That the Board:

- Approves the development of a business case for GWR scheme, and
- Assesses the business case and, if approved, recommends the release of funding by Department for Transport.

Reason for proposal(s):

To ensure that the opportunity for joined up delivery of early works take place effectively.

Closer alignment between the GWR planned works and the wider regeneration scheme would allow:

- ticket office and station entrance improvements within the scheme which would modernise station facilities
- new retail provision as part of the scheme making better use of the historic station buildings
- access improvements at the station as early regeneration deliverables

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Meeting & Date:	SWLEP Board Meeting – Wednesday, 25 January 2017		
Subject:	SWLEP Support for Culture and the Arts; re-use of Local Growth Fund I Junction 15 allocation and the financial models for the supported museum bids		
Attachments:	Letter from Swindon Borough Council		
Author:	Paddy Bradley	Total no of sheets:	6

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

1. Purpose

The report covers two issues previously discussed by the Board:

- 1.1 A proposal for how the SWLEP Board may manage its decision-making about the use of Local Growth Fund I (LGF1) monies previously allocated to improvements at Junction 15 of the M4 in the light of changed circumstances in the Swindon Museum and Art Gallery bid to the Heritage Lottery Fund (HLF); and
- 1.2 Provision of additional financial information for the Salisbury Plain Heritage Centre and the Swindon Museum and Art Gallery.

2 Recommendation

The SWLEP Board is recommended to:

- 2.1 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 and the proposed use of SWLEP funding in support of the Swindon Museum and Art Gallery bid scheduled for November 2017; and
- 2.2 Note the additional financial information for the Salisbury Plain Heritage Centre and the Swindon Museum and Art Gallery schemes.

3 Detail

Re-using LGF I funding from Junction 15 of the M4

- 3.1 Swindon Borough Council has notified the SWLEP that, as the delivery lead for the LGF I project to improve Junction 15 of the M4, it does not now require the £3.7m allocated to the project as part of LGFI due to the effective collaboration between the Council and Highways England to secure a greater amount from a different fund to develop a larger improvement scheme.
- 3.2 In anticipation, the SWLEP Board has identified alternative uses for the released funds:
 - 3.2.1 £1m to support the Ultrafast Broadband project – part of the action plan for the Digital Capability Subgroup
 - 3.2.2 £1.35m to each of the museum and art gallery projects (total £2.7m) provisional on the successful outcome of bids to the HLF or other sources of funding are found – included in the work of the Place-shaping Subgroup
- 3.3 The Ultrafast Broadband project is underway and reported in the Commissioning Group Highlight Reports included on this agenda.
- 3.4 The Salisbury Plain Heritage Centre is the subject of a bid to the HLF, submitted in November 2016. The outcome is anticipated in the first half of 2017 and so an update can be provided to the July Board meeting. It is possible that the information may be available in time for inclusion in the earlier Board meeting in May 2017.
- 3.5 The Swindon Museum and Art Gallery has not submitted a bid to the HLF in November 2016 as originally anticipated. Instead, it is planned that the project will be the subject of a bid to the HLF in November 2017.
- 3.6 This situation means that £2.7m is provisionally allocated to two culture and arts projects which may not be confirmed for a long time.
- 3.7 The Place-shaping subgroup has discussed options to recommend to the Board. These include delaying a recommendation on the use of the proposed allocation to Swindon Museum and Art Gallery until the outcome of the bid to the HLF for the Salisbury Plain Heritage Centre is known. There is some sympathy with the idea of supporting one bid to HLF for each project, meaning that if the Salisbury Plain Heritage Centre is unsuccessful, the project's provisional allocation of £1.35m would be available for re-allocation in the summer of 2017. Similarly, if the decision of the Board is maintained to support the delayed Swindon Museum and Art Gallery bid in November 2017, an unsuccessful bid (outcome known around May 2018) would result in a further £1.35m re-allocated in summer 2018.
- 3.8 As the original agreement of the Board was to make a decision in summer 2017 by which time the outcome of HLF bids are known, it is proposed that the Board delays its review of support for the proposed Swindon Museum and Art gallery bid until its July meeting at the latest.

Additional financial information for the Salisbury Plain Heritage Centre and the Swindon Museum and Art Gallery

- 3.9 There has been a long-standing action requested by the SWLEP Board which is to understand the financial models underpinning the Salisbury Plain Heritage Centre and the Swindon Museum and Art Gallery projects.
- 3.10 Each project is at a different stage of development, with the Salisbury Plain Heritage Centre further advanced than the Swindon Museum and Art Gallery.
- 3.11 The tables below include additional financial information which is for the Board to note.

Salisbury Plain Heritage Centre

Sources of funding	Target	Amount raised to date	Comment
SWLEP (Local Growth Fund)	£1.35m	£1.35m	Agreed in principle and will be allocated if the bid to the HLF is successful or other sources of funding are found to close the gap.
Heritage Lottery Fund	£12m	0	Includes circa £0.5m to support the development stage applicable if the initial bid is successful
Other sources	£16.64m	£10.34m	Capital fundraising underway
Total	£29.99m	£11.69m	Fundraising target of circa £6.3 m

Swindon Museum and Art Gallery

Sources of funding	Target	Amount raised to date	Comment
Public sector	£5m	£5m	Contribution from Swindon Borough Council.
SWLEP (Local Growth Fund)	£1.35m	£1.35m	Agreed in principle and will be allocated if the bid to the HLF is successful or other sources of funding are found to close the gap.
Heritage Lottery Fund	c. £10m	0	HLF Stage 1 bid to be submitted in November 2017
Other sources	c. £6m	0	Arts Council England Trusts and Foundations Corporates Private Individuals
Total	£22.5m	£6.35m	Fundraiser appointed and strategy launched in January 2017

Mr J Mortimer
Chair
Swindon & Wiltshire LEP
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Wiltshire
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Email drenard@swindon.gov.uk
www.swindon.gov.uk

12 December 2016

DR.sp.JM.LEPFundingM4 J15

Dear John

Swindon and Wiltshire Local Enterprise Partnership Funding - M4 J15

Further to the Swindon and Wiltshire Local Enterprise Partnership meeting on 24th November 2016, I write in relation to the proposed improvement scheme for M4 J15.

This letter provides confirmation to the Swindon & Wiltshire Local Enterprise Partnership that funding arrangements in relation to M4 Junction 15 improvements have been revised, and that this scheme will no longer need to draw down its Local Growth Fund (LGF) allocation.

The M4 Junction 15 scheme was submitted as part of the Local Growth Fund packaged bid to government in May 2014; £3.7m was duly allocated to be profiled over 2017/18 and 2018/19. Since then it has become apparent that the scheme costs will be significantly greater than the £3.7m allocation and that an alternative funding solution would better suit this scheme.

A funding package has now been assembled and secured for the scheme, which has the following constituent parts:

- Up to a maximum of £5 million from the Growth and Housing Fund (GHF) [Highways England – confirmed in writing on 14th October 2016]
- 50% [or more, if the scheme costs exceed £10 million] developer funding.

A Ministerial announcement was made on 20th October to confirm the Growth and Housing Fund allocation, and the developer funding is currently being sought from Persimmon and Redrow as developers of 890 dwellings and associated employment at Commonhead. This development derives direct benefit from the scheme as will others along the A419 corridor who may also contribute.

A funding agreement is being drawn up between Highways England and the Council to confirm the payment schedule for the developer match funding, along with the provision of evidence regarding the delivery of homes and jobs on the development sites being

unlocked by the scheme; principally the Commonhead Development (Badbury Park). Accordingly, the Council is content that the £3.7m Local Growth Fund allocation is not required to deliver this scheme.

I trust that this letter of confirmation is sufficient to reallocate these funds. Please do not hesitate to contact me, or my colleague Samantha Howell, if you require any further information.

Yours sincerely

A handwritten signature in cursive script that reads "David".

Cllr David Renard
Leader Swindon Borough Council

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Meeting & Date:	SWLEP Board Meeting – Wednesday, 25 January 2017		
Subject:	Higher Futures Update		
Attachments:	None		
Author:	Mandy Timbrell	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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Summary & Recommendation:

1. Purpose

1.1 The purpose of this paper is to provide an update to the SWLEP Board on Higher Futures activity and progress since the deep dive and outline the timeline for presenting a revised proposal to the Department for Business Energy and Industrial Strategy (BEIS) and the Board.

2. Executive Summary

2.1 The Higher Futures programme has been fully operational for approximately eight months. It is a unique programme which is employer-led and offers impartial access to university level skills development for new and existing employees. Higher Futures places us in a good position to make a local response to the Industrial Strategy with an emphasis on employers having a decisive role in making sure that skills training is meeting their needs. There have been some challenges faced during the first year and as a result a draft paper was submitted to BEIS, the funder, in June 2016 proposing a revision of outputs. A 'Deep Dive' was also carried out by the Commissioning Group in November 2016. A new proposal with revised outputs for the programme is currently being written and will be presented to the Board for approval in March.

3. The Higher Futures programme update

- 3.1 Higher Futures offers a truly employer-led and provider 'blind' skills service, brokering from a network of best in class universities nationally and enabling businesses to make real choices about which Universities, colleges or training providers can provide the training that will meet their needs. The Higher Futures brokerage team has the expertise businesses require to support them in understanding the value of investing in their employees' skills.
- 3.2 Higher Futures met with its first business in February 2016. Higher Futures supported Porton Biopharma following its separation from Public Health England in carrying out a comprehensive skills analysis to identify a need for leadership development across the business. The Porton Biopharma senior leadership team identified three of our university providers and received their proposals, choosing University of South Wales. 13 team leaders have just commenced on their bespoke course and plans are afoot to roll out the training to another cohort in 2017. Feedback from the business has been exceptional, outlining that an impartial and professional brokerage service giving access to universities that can provide high quality bespoke training, is a highly valued service.
- 3.3 Higher Futures is operating as a start-up business in the early stages of growth. The primary market is medium sized businesses which have been rapidly expanding and are most likely to need support with recruitment and retention of suitably skilled staff. They have a vested interest in upskilling their workforce and usually have the funds to support. The new delivery plan will take account of these findings and ensure that they maximise opportunities to support these businesses to benefit our economy.
- 3.4 Higher Futures has engaged with 27 businesses this financial year, each cited a skills gap and were looking for a solution to the issue. This led us to offer a range of support including providing information on apprenticeships, supporting them to access funding and recruitment support. This has to-date resulted in 37 learners due to start higher level skills training by March 2017.
- 3.5 Higher Futures is working closely with a number of national organisations to develop bespoke solutions to skills issues faced locally. These are primarily in the manufacturing and engineering sectors and involve work such as sourcing providers for trailblazer groups, supporting the development of new apprenticeship standards and applying for funding through national schemes.
- 3.6 With over 4,000 serving personnel and their families set to return to the Swindon and Wiltshire region, Higher Futures is well-placed to provide support to military families in accessing the local labour market, providing they have the relevant level of educational qualifications. They can offer tailored courses to spouses and service leavers who wish to work in areas where skills gaps occur. Much of this training would be provided flexibly before they return to the UK.

3.7 The Higher Futures [website](#) is now operational and gives our target audience a clear indication of our offer. We are active on social media, with both a [twitter](#) and a [LinkedIn](#) account. The aim of the website is to make the service as self-sufficient as possible, enabling the team to provide the brokerage service to businesses.

4. Discussions with Central Government:

4.1 A draft paper was submitted to BEIS in June 2016, which identified the challenges faced by Higher Futures in achieving the original outputs of 18,000 learners by 2020.

4.2 In December 2016, the Higher Futures Manager was invited to attend the annual conversation meeting with BEIS. The BEIS team was satisfied with the approach taken by Higher Futures to-date and fully understood the challenges faced. Higher Futures has been asked to present options for a revised programme to BEIS following Board approval in March 2017.

5. Next steps and timeline

5.1 A paper setting out key findings to date is currently in draft and will be presented to the Higher Futures Subgroup on 24 January 2017. This will provide the evidence and rationale for proposed changes to the programme. A paper will then be developed proposing an enhanced programme for Higher Futures with some new deliverables. This will be discussed in draft form with BEIS before the March SWLEP Board meeting to ensure that the proposals considered by the Board are acceptable to the key funder.

- Development of research paper January 2017
- Financial modelling workshops to inform business plan 18 January 2017
- Presentation of paper to Higher Futures Subgroup 24 January 2017
- Consultation with BEIS on early draft and options w/c 20 February 2017
- Draft proposal presented to SWLEP Commissioning group 8 March 2017
- Proposal to SWLEP Board 22 March 2017

6. Conclusion

6.1 The Higher Futures programme is still in its infancy and the true impact will be seen as the programme develops. The employer-led approach, offering a choice of a range of national university providers, is unique and well placed to respond to the demand-led approach to skills outlined in the Industrial Strategy.

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Meeting & Date:	SWLEP Board Meeting – Wednesday, 25 January 2017		
Subject:	Commissioning Group Highlight Reports		
Attachments:	None		
Author:	Ian Durston	Total no of sheets: (inc cover sheet)	64

Papers are provided for:	Approval <input type="checkbox"/>	Discussion <input checked="" type="checkbox"/>	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 LEP projects.

These reports have been reviewed in detail by the Commissioning Group.

**LEP Programmes
Highlight Report to Commissioning Group (11 January 2017)**



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	G	Construction has commenced – completion due October 2017. Asbestos and electric cables discovered, but not impact on schedule. Marketing website under development.
LGF/1516/005/LSTF	LGF Sustainable Transport Package	SBC	AG	AG	Work progressing to programme. Some minor risks being managed.
LGF/1617/001/A350	A350 Dualling Bypass (Badger – Brook + Chequers)	WC	G	G	Tender process underway to appoint contractor and complete Full Business Case (FBC). Construction due to start in May 2017.
LGF/1617/003/SRT	Swindon Rapid Transit	SBC	G	AG	Draft business case in process of being written. Due for submission to Board in March 2017.
LGF/1617/006/JNC16	M4 Junction 16	SBC	AR	AG	Construction in progress. On track for completion in March 2018.
LGF/1617/007/MH	Mansion House (Corsham)	WC	G	G	Planning application was submitted in November 2016. Running tender process to appoint contractor.
LGF/1617/008/SBX	Swindon Bus Exchange	SBC	R	R	The CPO process has now been successfully concluded with the dismissal of the Judicial Review against the decision to grant the CPO. New programme in process of being developed for February 2017.

**LEP Programmes
Highlight Report to Commissioning Group (11 January 2017)**



LGF/1617/009/YWA	A350 Yarnbrook/ West Ashton Relief Rd	WC	R	R	Ecology for planning application having an impact on programme timescales. More clarity available post next planning committee (potentially 2017).
LGF/16/17/010/JNC17	M4 J17 Capacity Improvement	WC	G	G	Tender process underway to appoint contractor and complete Full Business Case (FBC). Construction due to start in April 2017.
LGF/1617/009/UFB	Ultra Fast Broadband	WC	NA	G	Tender process underway to appoint contractor by April 2017.
LGF/1617/010/SPHC	Salisbury Plain Heritage Centre		NA	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		NA	G	Dependent on result of application for Heritage Lottery Funding Highlight Report to be produced if project goes ahead.

Financial Summary:

£Ms	2016/2017				Total
	Q1	Q2	Q3	Q4	
LGF Profile	0.482	2.547	2.241	4.229	9.499
LGF Actual	0.065	1.406	1.221		2.692

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 (meeting in January).
LGF/1516/003/EV (iia)	New Eastern Villages - Greenbridge Roundabout (Package 1)	SBC	AG	AG	Construction work due for completion in January 2017.
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	G	AG	Design work progressing. Atkins developing designs produced by CH2M.

Financial Summary:

£Ms	2016/2017				Total
	Q1	Q2	Q3	Q4	
LGF Profile	0.634	0.775	0	0.2	1.609
LGF Actual	0.634	0.775	0		1.409

**LEP Programmes
Highlight Report to Commissioning Group (11 January 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 to plan. 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 received from DfT and reviewed by Atkins. Meeting in January 2017 to discuss with DfT.
LGF/1617/002/WI	Wichelstowe Infrastructure	SBC	G	G	DfT Retained Scheme. Commencement of work dependent on Joint Venture agreement. Highlight Report to be produced when work starts.
LGF/1617/004/CSH	Chippenham Station Hub	WC	AG	AG	Discussions held with DfT on delivering ticket office phase prior to approval of FBC for full project. DfT have indicated would require approval by LEP first.

Financial Summary:

£Ms	2016/2017				Total
	Q1	Q2	Q3	Q4	
LGF Profile	0.152	0.068	0.18	0.64	1.04
LGF Actual	0.089	0.08	0		0.169

**LEP Programmes
Highlight Report to Commissioning Group (11 January 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.

Department of Business Energy and Industrial Strategy (BEIS)

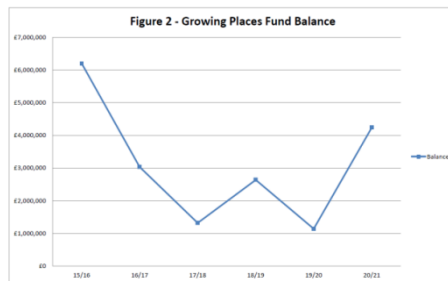
Project Ref	Project Name	Lead Delivery Partner	Previous	Current	Notes
LEP/GEN/002/GH	Growth Hub	LEP	AG	AG	RIKA Digital appointed to project manage and produce specification for portal development.

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.
LEP/GPIF/003/PL	GPIF – Park Lane Corsham	Bath ASU	AG	AG	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	AG	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.

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 (11 January 2016)**



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

Project Description

First phase of construction of Science Park, comprising 45,000 sq. ft. of laboratory and office space. Also construction of initial infrastructure, including services and utilities, for the delivery of later stages of development.

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	Apr 2017
Complete the external envelope	June 2017	June 2017	June 2017
Complete the internal work and electrical live testing	Sept 2017	Sept 2017	Sept 2017
Completion of incubation and innovation centre	Aug 2017	Oct 2017	Oct 2017

Are we on track? (Issues/Risks)

G – Works: Construction commenced (on 10 October). Despite finding asbestos and electric cables under the ground this has been well managed with no overall impact to the completion date of the project.

G – Marketing: Website under development, to launch alongside of a stone laying ceremony in the spring – re-arranged to achieve a better impact. The Communications plan will need to be updated. We have held positive discussions with the Tetricus occupiers.

G – Management: Management advisors (Cam Sci) have been appointed to advice on the overall governance and structure of the Science Park. They will be making their initial presentation in December, and complete their first phase report by the New Year. An ERDF Inception meeting between the Project Team and DCLG is anticipated for early December; with the Project Inception Visit Form being submitted to DCLG end of November/early December.

**LEP Programmes
Highlight Report to Commissioning Group (11 January 2016)**



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	£0.667m	£1.133m	£0.4m	£1.8m	£4.0m
Actual (against LGF)		0					

Total project spend to date: £1.06m From Wiltshire Council funding.

What have we done in the past 2 months?

- Appointed management advisors to determine optimal structure for the management and governance of the Science Park
- Submitted a change control to SWLEP Commissioning Group
- Managed the discovery of asbestos and electric cables under the ground without adding delay to the overall project
- Working with potential occupiers to confirm occupational terms and user requirements for incubation and Grow On space

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

- Update the Communications Plan following move of launch to the Spring
- Arrange Project Inception meeting with DCLG
- Make arrangements for the stone laying ceremony
- Receive and pay invoices from the contractor
- Specify operator requirements

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)

Submitted 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 (11 January 2016)**



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	AG	

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 AG – Eastern Flyer Detailed design – Work commenced ongoing project management taking place. AG – Crossing design – County Road Crossing procurement complete awaiting start date. Garrard Way Crossing final design in progress. Asset management to deliver the scheme with wider junction improvements.</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 (11 January 2016)**



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	.050	1.310	1.25	3.75
Actual spend incurred	1.227	-0.409	.322	.022			1.162

What have we done this month (Progress)

- Finalise scheme detail.
- Planning approval gained
- Finalise drawings and scope of work
- Sign off planning conditions

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

- Award Tender
- Start works on site
- Commence work on identifying 2017/18 programme

**LEP Programmes
Highlight Report to Commissioning Group (11 January 2016)**



Project Ref	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	

What does our path look like? (Gantt Chart)				Are we on track? (Issues/Risks)
Milestone	Baseline	Revised Baseline (if applicable)	Forecast/ Actual	<p>G – Costs</p> <ul style="list-style-type: none"> Risk: The tender prices received from contractors 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.
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	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	
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	

**LEP Programmes
Highlight Report to Commissioning Group (11 January 2016)**



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	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	£0.145m	£0.233m	£0.271m					£0.649m

What have we done this month (Progress)

- Detailed scheme design complete.
- Draft price list completed.
- Stage 2 Road Safety Audit completed.
- Trees and hedgerows work completed.
- Ducting for telecoms being installed (other public utilities work to be included in main construction works).
- Badger gate installed and to be closed on 14 December.
- Tender Pre-Qualification Questionnaire (PQQ) issued.
- Streetworks notifications being put in place.

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

- Draft price list to be subject to further review.
- Legal team to review final tender documents.
- PQQs to be returned 12 December and then assessed by PQQ assessment team.
- Invitation to Tender to be issued 16 January and returned by 28 February.
- Brief for Full Business Case to be issued to Atkins.

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.

LEP Programmes Highlight Report to Commissioning Group (11 January 2016)



Project Ref	Project Name	Project Manager	Lead Delivery Partner	Previous	Current	Direction
LGF/1617/003/SRT	Rapid Transit	James Jackson	Swindon Borough Council	G	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)
	Baseline	Actual	<p>Summary and overview</p> <p>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>G – Programme – High Level consultation has taken place. Scheme development and refined analysis of the scheme is underway. The base year micro-simulation model is being reviewed. Currently awaiting outputs from consultants commissioned to undertake first stages of modelling.</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 will be developed in greater detail using the 2016 budget.</p> <p>G – ASR and BC scope – Draft Business Case is being written following initial feedback on required approach.</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	January 2017	
Old Town further modelling of scheme options	November 2016	January 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 from Strategic Highways Programme Board/LEP	February 2017	February 2017	

**LEP Programmes
Highlight Report to Commissioning Group (11 January 2016)**



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 improve increased 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 commence construction	Oct 2016	Oct 2016
Complete construction	Dec 2017	Mar 2018

Are we on track? (Issues/Risks)

G – Funding – Awaiting decision on GPIF funding.
G – Design – Contractor led design submissions ongoing.
AG – Construction – Site compound construction complete. Site and vegetation clearance continues. Construction works have now commenced.
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	2015/16	2016/2017				2017/18	2018/19	2019/20	Total
		Q1	Q2	Q3	Q4				
Profile (LGF)	0.88	-0.12	0.81	1.5	2.5	3.479		-3.12	5.92
Actual / predicted	0.88	0.15	0.81	0.72					2.56

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

**LEP Programmes
Highlight Report to Commissioning Group (11 January 2016)**



What have we done this month?	What do we need to do in the next 2 months (Actions)
<ul style="list-style-type: none"> • Design – First contractor designed items submitted • Construction – Compound construction works, Site clearance and access construction, trial holes and surveys • Construction works commenced on M4 Eastbound Off Slip Road • Project Mgt – Continued comms 	<ul style="list-style-type: none"> • Funding – Conclude GPIF discussions (TM, Dec 16). • Construction – Works to continue on M4 Eastbound Off Slip Road and will commence on northern and southern sections of the Junctions (Dec/Jan 16) • Project Mgt – Continue comms (TM, ongoing 16)
Change Control Notification History	
<p><u>Change Control 1 (CR017)</u> Submitted in October 2016 Temporary transfer of £3.12m budget from Rapid Transit project</p>	

**LEP Programmes
Highlight Report to Commissioning Group (11 January 2016)**



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	G	

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>G – Planning application was submitted in November 2016 - Mansion House Planning Application Link. Stakeholders and the community have until the 30th December to submit comments. As at 10th December 2016, 6 comments have been received.</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	June 2016	Dec 2016	Dec 2016	
Planning application approval	July 2016	Feb 2017	Feb 2017	
Contract award	Sept 2016	May 2017	May 2017	
Construction commence	Sept 2016	June 2017	June 2017	
Construction complete	June 2017	Dec 2017	Dec 2017	

**LEP Programmes
Highlight Report to Commissioning Group (11 January 2016)**



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	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	£0.026m	£0.017m	£0.024m	£0.022m				£0.089m

What have we done this month?

- Prepared and submitted planning application
- Carried out a consultation event at Springfield Leisure Centre
- Intrusive asbestos survey
- Geotechnical survey undertaken
- Transport survey undertaken
- Issued stage 1 construction PIN

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

- Prepare operational market engagement event for February
- Surveys to be undertaken: floodrisk; archaeological
- Publicise stage 1 construction tender
- Award stage 1 construction tender

Change Control Notification History

Change Control 1 (CR001)

Agreed in September 2015.
Changes to scope and deliverables.

Change Control 2 (CR009)

Submitted 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 (11 January 2016)**



Project Ref	Project Name	Project Manager	Lead Delivery Partner	Previous	Current	Direction
LGF/1617/008/SBX	Swindon Bus Exchange	Deborah Heenan	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)

R – 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.

A new programme will be produced by February 2017.

AR – Design: The design review of the Bus Exchange options has commenced, and is expected to be concluded by January 2017. The resulting options will then undergo stakeholder consultation prior to commencing the detailed design process.

**LEP Programmes
Highlight Report to Commissioning Group (11 January 2016)**



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. • The JR into the CPO has been held and determined in favour of the scheme promoters. • The design review of Bus Exchange and Fleming Way options has commenced, with surveys being undertaken during November. | <ul style="list-style-type: none"> • Complete the review of Bus Exchange options. • Engage with stakeholders on the options that emerge from the design review. • Prepare the design brief ready for issue once the land negotiations have been completed. • Commence the process of enforcing the CPO and progressing the land acquisition. |
|---|--|

**LEP Programmes
Highlight Report to Commissioning Group (11 January 2016)**



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	R	

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	Estimated Date
OBC approval	Apr 2015	Apr 2015
Planning application submission by developer	May 2015	May 2015
Outline planning application determination	May 2015 to Jan 2016	Oct 2017
S106 agreements	Feb 2016 to May 2016	Dec 2016 to Apr 2018
Outline planning permission approval	Feb 2016 to May 2016	Apr 2018
Procurement / Tendering	Sept 2016 to Feb 2017	May 2018 to Dec 2018 ¹
Develop Full Business Case	Oct 2016 – May 2017	May 2018 to Dec 2018
FBC submission to SWLEP Board	May 2017	Jan 2019
FBC approval	July 2017	Mar 2019
Detailed design	Mar 2017 – Mar 2018	Dec 2016 to Apr 2018

Are we on track? (Issues/Risks)

R – Programme / Costs

There continues to be an issue with ecology matters in relation to dealing with the planning application for the Ashton Park strategic site, with a particular focus on the Habitats Directive Assessment. However, it is anticipated that this is nearing a resolution. These issues will have an impact on the scheme's proposed programme (milestones) and spend profile. A 'LGF Project Change Control Notification to SWLEP Commissioning Group' will need to be submitted once there is clarity on the planning application and associated legal agreement(s).

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 (11 January 2016)**



Construction	Apr 2018 – Mar 2021	Apr 2019 to Apr 2021
Opening date	Apr 2021	Apr 2021

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			£2.283m	£3.1m	£5.5m
Actual	£0.117m								£0.117m

The above profile is subject to the submission and approval of a SWLEP Change Control.

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.

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).

**LEP Programmes
Highlight Report to Commissioning Group (11 January 2016)**



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 housing 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	
Signal specification sent to Highways England/ Skanska	Sept 2016	Sept 2016	Sept 2016	<p>G – Programme Highways England has a holding order related to the impact of future development growth in Chippenham on the M4 J17. Subject to ongoing discussions with Highways England, the OBC sets out a proportional scheme programme more in line with the original SEP proposition (i.e. delivery 2016/17).</p> <p>G – Costs The current LGF allocation of £0.5m has been re-profiled by change control from 2019/20 to 2016/17 (this will be predominantly covered by Wiltshire Council cashflow ahead of drawing down the grant).</p> <p>The current high level scheme cost was originally estimated at £1.2 million (The OBC has adjusted to £921K).</p> <p>Indications are that HE have applied and been successful for an internal (HE) funding stream and have potentially secured monies required to complete the scheme. Formal confirmation of this offer is being sought.</p>
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*	Jan 2017	Mar 2017	Mar 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 (11 January 2016)**



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	£0.024m					£0.077m

Total project spend to date: £0.077m

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

- OBC received
- OBC comments from ITA
- OBC submitted to SWLEP commissioning Group
- OBC Approved
- Detailed designs submitted to HE
- Submitted Section 6

- Submitted Section 6 await response from HE
- Seek confirmation of potential funding from HE
- Initiate Tender process (Highways Asset Management & Commissioning)

Change Control Notification History

Change Control 1 (CR010)
Submitted 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.

**LEP Programmes
Highlight Report to Commissioning Group (11 January 2016)**



Project Ref	Project Name	Project Manager	Lead Delivery Partner	Previous	Current	Direction
LGF/1617/009/UFB	Ultrafast Broadband	Sarah Cosentino	Wiltshire Council (Wiltshire Online (WOL) Team)	N/A	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 (11 January 2016)**



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, and £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?

- “Open Market Review – OMR” with all known industry suppliers, to determine their commercial build intent for the next three years.
- Public Consultation on NGA Broadband concluded 3rd October.
- Supplier Engagement Event at County Hall on 21st September.
- Liaise with Economy & Regeneration colleagues to identify eligible areas of strategic importance.
- ITT Pre-procurement activities with Procurement & Legal team colleagues. (Contract & OJEU ITT Schedules.)
- EU State Aid Compliance activities (as per the new 2016 State Aid notification) to establish the eligible intervention area (“white”) premises.
- LGF Project Initiation Document (PID) drafted.

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

- 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 February 2017.
- Tailored Public Consultation responses to residents, communities and suppliers.
- Publish new NGA Maps and State Aid Public Consultation Closure Report.

Department for Transport – LGF (Growth Deal 1)

**LEP Programmes
Highlight Report to Commissioning Group (11 January 2016)**



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"> Strategic hierarchy 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"> Hierarchy 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 (11 January 2016)**



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	1.7	4.7	0.7	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 HE suppliers.
- Received modelling report.

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

- Continue preliminary design
- Confirm programme.

Change control Notification History

Change Control 1

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 (11 January 2016)**



Project Ref	Project Name	Project Manager	Lead Delivery Partner	Previous	Current	Direction
Swindon Borough Council	Greenbridge Roundabout	Peter Morgan	Swindon Borough Council	AG	AG	

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 – Project still continuing within budget.
G - Quality – Currently no issues with quality.
AG – Time – Programme completion is currently January 2017.
 Mitigation: continue work with contractor to address slippage issues by ensuring that scheme will complete in January, as per revised programme

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

**LEP Programmes
Highlight Report to Commissioning Group (11 January 2016)**



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">• Construction works – drainage, kerbing and swales almost complete• Fortnightly highways newsletter has been published• Drainage works 95% complete. Kerbing works 100% complete• Road foundation 100% complete• Surfacing work 100% complete.	<ul style="list-style-type: none">• Construction works to be complete on site.• Lessons learnt review.

**LEP Programmes
Highlight Report to Commissioning Group (11 January 2016)**



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)

No work currently being carried out

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?

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

	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									

**LEP Programmes
Highlight Report to Commissioning Group (11 January 2016)**



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	G	AG	↑

Project Description

One of six transport projects to support the construction of 8,000 homes in the New Eastern Villages development to the east of Swindon. This project involves improvements along the length of the existing A420 in the area to accommodate the impact of increased traffic and to preserve journey time reliability on the strategic route.

What does our path look like? (Milestones)				Are we on track? (Issues/Risks)
Milestone	Baseline	Revised Baseline	Forecast/Actual	<p>G – 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 – Currently no issues with quality.</p> <p>AG – Time</p> <ul style="list-style-type: none"> CH2M commissioned to determine appropriate junction interventions through strategic modelling and local access considerations. Atkins will further develop these designs and the model for planning and construction purposes. A programme for delivery of final designs and schemes is being developed by Atkins, reflective of the work undertaken by CH2M
Feasibility modelling	n/a	October 2016	October 2016	
Preliminary design	May 2015	March 2017	March 2017	
D&B Tender Process	n/a	December 2017	December 2017	
Detailed design	March 2016	August 2018	August 2018	
Construction commence	August 2016	September 2018	September 2018	
Construction complete	August 2018	August 2019	August 2019	

**LEP Programmes
Highlight Report to Commissioning Group (11 January 2016)**



What are we spending?

Total project budget = £5.368m made up of £2.5m LGF and £2.868m SBC/developer contributions

	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	0.2	0.5	1.5	0.259			2.500
Actual Spend Incurred (LGF)	0.041	0.022	-0.022	0.000							0.041

What have we done in the last 2 months

- Review the modelling report from CH2M
- Initial meeting held with Atkins regarding preliminary design

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

- Review junction options for Gablecross
- Modelling of junction options
- Recommend a preferred solution for preliminary design

Change Control Notification History

Change Control 1 (CR012)

Agreed in October 2016

Change of schedule to accommodate design and build programme. Project completion moved by 1 year to August 2019.

Department for Transport - Retained

**LEP Programmes
Highlight Report to Commissioning Group (11 January 2016)**



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 NV 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 and will require alignment amendment.
 - Historic England to be consulted in January 2017.
 - New lead consultant reviewing overall programme.

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				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	0

• What have we done in the last 2 months

- Begun induction process with new provider, Atkins.
- Hydrogeological investigations, Arboriculture and geophysical surveys
- Commissioned breeding bird surveys.
- Commissioned arboriculture survey
- Received archaeological geophysical survey results
- Technical consultation with County Archaeologist
- Met with Highways England CDF framework contractors
- Begun land agent procurement process

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

- Continue hydrogeological surveys
- Continue with ecology surveys
- Consult with Historic England
- Confirm highway alignment
- Commission ground investigation surveys
- Appoint Land Agent to lead land assembly process
- Further engagement with landowners
- Complete arboriculture report
- Agree programme with new provider

Change Control Notification History

Change Control 1 (CR005)

Agreed April 2016

Slip of planning application date by 6 months.

Change Control 2 (CR014)

Submitted in October 2016

Re-baselining of interim milestones in schedule post new procurement strategy. Completion of project remains as March 2021.

**LEP Programmes
Highlight Report to Commissioning Group (11 January 2016)**



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 CPO
- Results of the QRA have increased the estimate by £2m

G - Quality – Currently no issues with quality

G – Time

- Hierarchy review has been undertaken. Revised layout to go to Programme Board for approval.

**LEP Programmes
Highlight Report to Commissioning Group (11 January 2016)**



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				17/18	18/19	19/20	20/21	TOTAL
		Q1	Q2	Q3	Q4					
Approved LGF Profile	0	0	0	0	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.
- Progressed Buildability Contract with HE suppliers.
- Received modelling report.

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

- Continue preliminary design
- Attend Leaders' Advisory Group & Corporate Management Team to update on decision for signalised roundabout
- Go to Programme Board for approval of re-modelled design.
- Confirm programme.

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 (11 January 2016)**



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	December 2016
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. A teleconference is being organised to discuss the Model which will take place in January.

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				Total	2017/18	Total
		Q1	Q2	Q3	Q4			
Profile (LGF)	0.382	0.057	0.018	0.043		0.500		0.500
Actual (against LGF)	0.382	0.057	0.018					0.457

What have we done in the past 2 months?

- Response made to the DfT on their comments on the LMVR.
- Atkins review of Base Model completed, and some updates to the Model have been completed in response to the DfT comments.

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

- Teleconference with the DfT with a view to agreeing the suitability of the 2014 Base Model.
- Implement any further amendments to the 2014 Base Model to reflect DfT requirements following teleconference.
- Commence work on the Future Model scenarios to allow scheme testing as part of the Business Case development.

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. Project completion moved by 6 months to May 2017.

**LEP Programmes
Highlight Report to Commissioning Group (11 January 2016)**



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	Forecast / Actual	<p>Programme</p> <p>AG – Q2 return provided to DfT which detailing milestones and drawdown profile. DfT have stated that whilst they can accommodate some changes, they do not want the start of works date to move too far.</p> <p>AG – DfT have indicated they will need to appraise the scheme as a whole rather than in phases. Any early phases would need to find other sources of funding or be approved by LEP as value for money.</p> <p>AG – Additional viability assessments are due in December which will allow better understand the scale of development that is deliverable, the costs, and the appetite of potential development partners. These assessments need to take place before the procurement of the OBC commences.</p>
Option Assessment Report	June 2016	June 2016	
Appraisal Specification Report	June 2016	June 2016	
Single Option Selection / Approval in Principle (Pre-detailed design)	June 2016	June 2016	
Network Rail/GWR Workshop - GRIP Risk Register - Gateway report	Oct 2016	Nov 2016	
Network Rail Programme meeting	Dec 2016	Dec 2016	
Viability assessment and technical due diligence	Dec 2016	Dec 2016	
Procurement and commencement of GRIP 4/OBC	Sept 2016	Jan 2017	
Finalise BAPA	Nov 2016	Jan 2017	
Outline Business Case	July 2017	July 2017	
Planning application submitted	Aug 2017	Aug 2017	
Full approval application submitted to DfT	Nov 2017	Nov 2017	
Start of works	Mar 2018	Mar 2018	

**LEP Programmes
Highlight Report to Commissioning Group (11 January 2016)**



Completion of works	Oct 2019	Oct 2019	
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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	£0.095m	£0.050m	£0.137m	£0.040m	TBC with DfT	TBC with DfT	TBC with DfT	£0.350m
Actual	£0.028m	£0.032m	£0.062m						£0.122m

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

- Further project steering group to flesh out risks workshop with Network Rail and GWR.
- Provided Q2 return to DfT highlighting changes to timescales and funding profile.
- Procurement of additional viability assessments from WSP and GVA.
- Met with The Scape Group/Balfour Beatty and are exploring procurement route to access Feasibility stage to assist project development.
- Conference call with WSP and DfT to explore opportunities on early delivery via GWR proposal
- 9th December meeting with Network Rail to further working relations on Greater West Programme and Chippenham Station Hub.

- Assess GVA study on commercial viability of wider scheme.
- Assess WSP technical due diligence package on car park element of scheme
- WSP Parsons Brinckerhoff to provide technical note to DfT on underlying economic assumptions
- WSP/GVA to deliver interim findings on commercial viability

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)

Submitted in October 2016

Changes to overall schedule with completion in October 2019.

City Deal

LEP Programmes Highlight Report to Commissioning Group (11 January 2016)



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: Largely on track based on revised Implementation Plan (IP) and progress being made towards implementation. The website is due for completion in Jan 17. The programme is behind in relation to the achievement of learner outputs this financial year.</p> <table border="1"> <thead> <tr> <th></th> <th>Target</th> <th>Actual</th> </tr> </thead> <tbody> <tr> <td>Learner outputs</td> <td>165</td> <td>37</td> </tr> <tr> <td>Businesses engaged</td> <td>35</td> <td>26</td> </tr> </tbody> </table> <p>Further issues/risks</p> <ul style="list-style-type: none"> Website is critically behind schedule and is having an adverse effect on the programme. The new target date for launch is Jan 17. Skills for the workforce brokerage service may have an adverse effect on learner numbers, offering free TNA and learning up to level 4. Referral process under 		Target	Actual	Learner outputs	165	37	Businesses engaged	35	26
	Target	Actual										
Learner outputs	165	37										
Businesses engaged	35	26										
Marketing/Communications												
Develop menu for businesses and updated collateral for all audiences, testing with employers and HEI partners	October 2016	October 16										
Mini website goes live	Feb 2016	Jan 2017										
Business Engagement												
Identify and follow up “quick wins” to show value of programme (case studies)	Jan 2016	Complete										
Develop KPI tools and set targets for team	April 2016	Complete										
Business plan, EE and marketing strategies all aligned and finalised to ensure re-profiled outputs are achieved	Sept 2016	Complete										
Develop pipeline of learners to engage 17/18 through levy opportunity	March 17	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	Jan 2017										
Review Learner Engagement Strategy	January 2017	Jan 2017										
Develop marketing collateral for military	December 2016	January 2017										
Identify first cohort of military leavers/ spouses / veterans	March 2017	December 2016										
Deliver first courses for military community	April 2017	April 2017										

**LEP Programmes
Highlight Report to Commissioning Group (11 January 2016)**



Learning Providers			development. <ul style="list-style-type: none"> Learner numbers for 16/17 behind target, but increasing month on month
Convene strategic group to develop degree apprenticeships	June 2016	September 2016	
Team Development			
Develop individual action plans and set KPIs	September 16	Complete	
Confirm outputs profile, income and budget	March 2016	Complete	
Data and admin systems in place (CRM)	April 2016	Complete	

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	£0.54m					£0.469m

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"> Presentation to commissioning group to inform deep dive on the 3rd November Employer engagement activity, resulting in an additional 17 engaging with HF from August to November. Further developed the strategy to engage micro and small businesses, continued to engage with intermediaries Presented at Inspire, FSB and TEN, attended 19 networking events. Commenced research into local small and micro businesses, and delivered presentations to some key intermediaries. Further developed systems for reporting Meeting with engineering businesses and key intermediaries (NMI, 	<ul style="list-style-type: none"> Develop case studies and video clips for website and social media Decide on charging model and fees for 2017 Revisit business plan to ensure that we achieve income to sustain the programme past seed funding Develop project plan with clearly identified key drivers for 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 to the board based on Commissioning Group meeting, with proposed outputs
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LEP Programmes
Highlight Report to Commissioning Group (11 January 2016)



- ESCO and UKESF) promoting HF as the voice of the employers
- Strategic meeting with Artis and ELTAG resulting in HF leading on the development of a subsector strategy for the polymer industry
 - Applied to the manufacturing fund on behalf of two business collaborations
 - Delivered Higher Futures leadership and management insight session, in partnership with CIPD to 40 HR managers in Swindon 2nd Nov
 - Met with Serco and agreed a referral process which will ensure that Higher Futures is promoted for higher level skills
 - Signed two large businesses who require support with apprenticeship levy, with potential for us to upskill a further 75 employees
 - Sector-based support to the manufacturing skills crisis, working in partnership with some national agencies to develop a local solution.
 - Delivered first military community drop in, follow up session planned for January 2017.
 - Developing provision for H4H which will be an ongoing programme delivered at Tedworth House over several years.

Careers and Enterprise Company (CEC)

**LEP Programmes
Highlight Report to Commissioning Group (11 January 2016)**



Project Ref	Project Name	Project Manager	Lead Delivery Partner	Previous	Current	Direction
LEP/GEN/001/CEC	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	Forecast/Actual
Q4 (Jul-Sept 16) claim and financials submitted to C&EC and approved	October 2016	October 2016 - complete
Routes to Employment Forum	October 2016	October 2016 - complete
National announcement of CEC Mentoring Fund contracts awarded	November 2016	November 2016 - complete
National Careers Service Inspiration & Employer Engagement Conference	December 2016	December 2016 - complete
CEC Mentoring delivery begins	January 2017	February 2017
Incentive payment due.	March 2017	March 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 a similar approach will be taken to ensure continuity there.

G – Cost: £175,500 spent to date (£33,065 from start-up fund). 1st Claim for Q1 Year 2 to be submitted by end of Jan 2017. 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 (11 January 2016)**



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?

£175,500 spent to date from £200,000 Year 1 budget.

Year 2 budget is £175,000

What have we done in the past 2 months?

- Routes to Employment Forum - 42 schools & EAs attended.
- National Careers Service Inspiration & Employer Engagement Conference. Joint coordination with SWEAN – 20 schools/colleges & EAs attended.
- Nationwide Financial Awareness sessions (Dec-Mar) - Wiltshire 800 students, Swindon 1,000 students.
- Apprenticeship Awareness presentations/workshops – 11 schools booked.
- Your Choices CEIAG Theatre Tour (Nov/Dec) – 18 Wiltshire schools booked.
- Finance Workshop & Apprenticeship Assemblies (Nov) - 220 students
- CPD session for EAs delivered by WC Schools Effectiveness (Nov).
- Coordination/planning of CEC Mentoring fund roll-out across SWLEP.
- EA feedback surveys issued (Nov) - Dec/Jan review.
- Virtual school/EAN joint working to support LAC/care leavers in Wiltshire.
- Quarter 4 (Jul-Sept 16) claim and financials submitted to C&EC and approved.

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

- Finalise CEC Mentoring fund project details for early 2017 start.
- Devizes School, Yr 10 Employability Workshop (Dec 16)
- Q1 Year 2 financial claim submission (Jan 17)
- Sign-off risk and communications plan
- Monitoring and reporting to SWLEP Board, Skills & Talent Sub group, CEC (Jan 17)
- 1:1 work with EA's, schools & EC's - completing needs analysis/ developing effective employer engagement strategy/increased business engagement and activities to complement the EAN.

Department of Business Energy and Industrial Strategy (BEIS)

**LEP Programmes
Highlight Report to Commissioning Group (11 January 2016)**



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

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
Complete portal development and accept	TBA	

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. Need to get resource in place to manage work - commissioning beginning. Current portal to be maintained by Inspire. Face to face service being separated out and has been commissioned through ESIF SME Growth project. Contract due to start beginning of November.

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			0.29

What have we done in the past 2 months?

- Appointed RIKA Digital to project manage and produce specification for portal development
- Met with BEIS Assistant Director, Karen Leigh, to review Growth Hub status

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

- Oversee start up of ESIF SME Growth project
- Continue current portal maintenance
- Manage RIKA Digital in production of new portal specification

Growing Places Infrastructure Fund (GPIF)

**LEP Programmes
Highlight Report to Commissioning Group (11 January 2016)**



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 (11 January 2016)**



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?																			
£Ms		2016/17	2017/18	2018/19	2019/20	2020/21	2021/22	2022/23	2023/24	2024/25									
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. Revised schedule to be supplied by Forward Swindon.																			
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"> CPO Judicial Challenge has been resolved 					<ul style="list-style-type: none"> SWLEP Board to decide whether or not to agree to request o extend timescales. 														

**LEP Programmes
Highlight Report to Commissioning Group (11 January 2016)**



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	AG	

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	Jan 2017
Issue Loan to Bath ASU	Sept 2016	Jan 2017

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?

- Resolved issues around security for loan

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 (11 January 2016)**



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	AG	

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)			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>Complete Funding Agreement</td> <td>Aug 2016</td> <td>Jan 2017</td> </tr> <tr> <td>Issue Loan to Swindon Borough Council</td> <td>Sept 2016</td> <td>Jan 2017</td> </tr> </tbody> </table>			Milestone	Baseline	Forecast/Actual	Complete Funding Agreement	Aug 2016	Jan 2017	Issue Loan to Swindon Borough Council	Sept 2016	Jan 2017	<p>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.</p>							
Milestone	Baseline	Forecast/Actual																	
Complete Funding Agreement	Aug 2016	Jan 2017																	
Issue Loan to Swindon Borough Council	Sept 2016	Jan 2017																	
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.																			
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"> Proposed simplified funding agreement 					<ul style="list-style-type: none"> Agree funding agreement with Swindon Borough Council Issue loan to Swindon Borough Council 														

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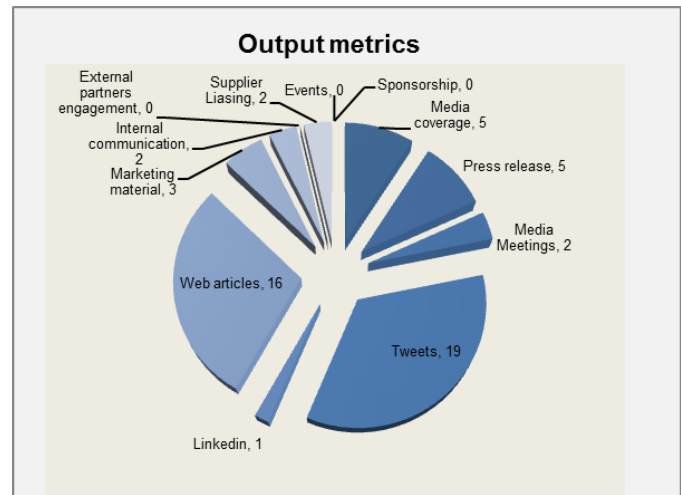
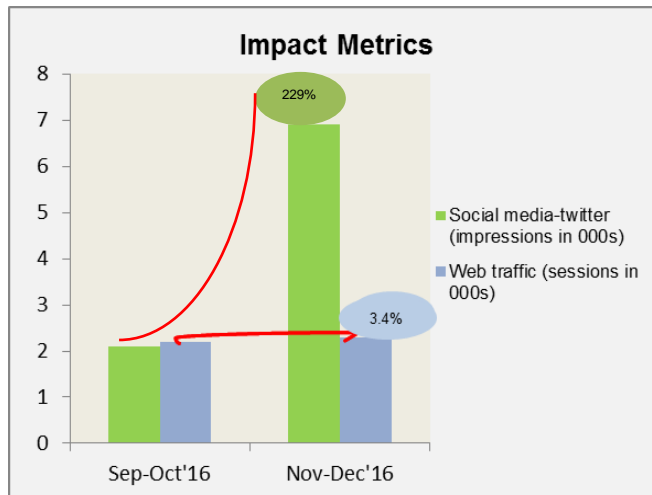
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Meeting & Date:	SWLEP Board Meeting – Wednesday, 25 January 2017		
Subject:	Marketing and Communications update		
Attachments:			
Author:	Vanessa Joseph	Total no of sheets:	3

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

- SWLEP Infographic - created a SWLEP infographic and released on website
- Rural Growth Marketing and Communication Plan 2017- plan approved and being executed
- New SWLEP website - planning work for version 2.0 of SWLEP website kick-started
- SWLEP newsletter 2nd issue- released the 2nd version of the SWLEP newsletter to Board and select senior council officials
- Increased Website traffic - 3.4% higher in period Nov 16-Dec 16 over period Sep 16-Oct 16
- Growing social media profile - 229% increase in Twitter activity between Nov 16- Dec 16
- SWLEP in the news - coverage/mention from Business Biscuit, The Business Exchange, LEP Network



SWLEP Communications – progress update (November –December '16)

Marketing

- Conceived and created a SWLEP infographic to support SWLEP promotion
- Creative agency for design of SWLEP annual report and business cards finalised
- Rural Growth marketing and communication plan 2017, approved and ready for execution

In progress

- New creative design for SWLEP business cards are under production
- Pre-planning work for the SWLEP website 2.0 is underway with an external consultant team
- SWLEP Marketing Plan for 2017 being prepared
- Creating a panel of regular suppliers for creating marketing and communication materials
- Rural Growth Marketing and Communication Plan for publicity of grants and calls are underway

Engagement

- Supported the Exporting is Great and Govt. is Open for Business campaign with the PM's cabinet office on social media
- The SWLEP online profile is growing post the website revamp, traffic to the website has marginally increased by 3.4% but browsers linger on to view more pages and the bounce-rate for the website has fallen by 3%. Twitter activity has grown exponentially to 6.9k impressions

between Nov 16-Dec 16 from 2.1k between Sep 16-Oct 16

Communication

- Press release on appointment of new SWLEP Board Chairman, Porton Down ground-breaking and Ultra-fast broadband prepared and issued
- Press coverage received from Business Biscuit, The Business Exchange for appointment of new Chairman and Salisbury Journal for Porton Down ground breaking
- Secured a news item space on the LEP network website announcing the appointment of new Chairman
- Gave significant inputs to the national press release from BEIS on LGF3 announcement
- Regular content updates on SWLEP website of news from government, business, public sector, local community and the SWLEP
- The 2nd issue of the SWLEP newsletter for Board members and select senior council officials released
- Issued internal communication updates to the Board on the Daily Mail story

Consideration

- SWLEP press release on LGF3 announcement is ready but embargoed until the government announcement on LGF3 allocations to individual LEPs is made

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Meeting & Date:	SWLEP Board Meeting – Wednesday, 25 January 2017		
Subject:	Subgroup reports: <ul style="list-style-type: none"> • Skills and Talent • Transport Infrastructure • Digital Capability • Place-shaping • Business Development 		
Attachments:			
Author:	Subgroup Chairs and Lead Officers	Total no of sheets:	10

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

1. This is a composite report providing an update on the progress of the subgroups as they prepare their action plans for which board approval will be sought at the board meeting on the 22 March 2017.
2. The current estimated expenditure on subgroup activity in 2017-18 is as follows:

Skills and Talent	Transport Infrastructure	Digital Capability	Place-shaping	Business Development
£65,000	£135,000	£25,000	£25,000	£50,000
Current total estimate £300,000				

3. As part of the approval process in March, the Board will have additional information to take into consideration including the proposed 2017-18 SWLEP core budget and details of the Industrial Strategy from Government, which, due to its national and local significance, the SWLEP will need to take into consideration as part of prioritising spending for 2017-18.

4. Skills and Talent

- 4.1 **Subgroup meetings:** An additional meeting took place on 10 January 2017 to complete the draft Skills & Talent Action Plan.

4.2 Finalising the Skills & Talent Strategy and completing the Action Plan.

The Skills and Talent Strategy was commissioned as part of the preparation for the Post-16 Review to provide the evidence base and SWOT Analysis to drive the recommendations in the review and to support delivery of the Strategic Economic Plan (SEP) priorities.

The draft Action Plan identifies the specific actions that will take place through the LEP with a focus on activity that will add value to that which is already taking place.

The table below outlines the draft proposed key actions against each of the SEP priorities and highlights the approximate funding that would be required.

SEP Priority Action	Activity	Funding
Priority Action 1: Improve the skills system Ensure there is a robust and responsive post-16 education system	<p>Oversee recommendations from the post-16 review (to be confirmed in February 2017).</p> <p>a) Research/evidence base to inform</p> <ul style="list-style-type: none"> • Higher Education (all Level 4+ provision) demand and future options to grow provision • Annual key evidence to inform how well local provision is aligning with the LEP Priorities and key outcomes for residents. Gap analysis. • Demand and supply of skills and Apprenticeships across key sectors • Approach to delivering national Skills Plan and 15 technical pathways. <p>b) Resources to raise the profile of LEP priority sectors and local employment opportunities including focus on STEM.</p>	£30, 000

SEP Priority Action	Activity	Funding
<p>Priority Action 2: Skills for Growth</p> <p>2.1 Develop a skilled and competitive workforce meeting the needs of employers</p> <p>2.3. Achieve a higher proportion of Individuals employed in higher skilled and higher value added roles.</p> <p>2.4 Embed Apprenticeships as an established route to employment</p>	<p>Refer a) and b) above</p> <p>Develop and agree the LEP wide HE Strategy (Refer a) re evidence base).</p> <p>Deliver the Apprenticeship Growth Strategy</p> <p>c) Communication and Marketing Plan and activity to promote Apprenticeships to residents, employers and support implementation of levy.</p>	£25,000
<p>Priority Action 3: Skills for Inclusion</p> <p>3.1 Improve educational attainment, exceeding the national average at 16 and 19.</p> <p>3.2 Realise the potential of residents with barriers to employment including young people and older workers</p>	<p>d) Develop pilot programme to work with primary schools to raise aspirations and link to STEM.</p> <p>e) Identify work in other LEPs to improve English and Maths, involving employers.</p>	£10,000
		Total £65,000

5. Transport Infrastructure

- 5.1 The Transport Infrastructure Subgroup has met twice to date: on 13 October 2016 and 7 December 2016. Chaired by Adam Schallamach with the Lead Officer, Parvis Khansari, other attendees have been made up of SWLEP, Swindon Borough Council and Wiltshire Council officers.
- 5.2 The agendas for the meetings have included the following items:
- the SWLEP Subgroups Terms of Reference;
 - membership of the Subgroup;
 - action plan; and
 - SWLEP Rail Strategy.
- 5.3 The SWLEP Subgroups Terms of Reference document was presented by the Lead Officer at the initial meeting. While generally agreed, two requirements of the Terms of Reference need to be addressed. Firstly, the post of Vice-Chair is currently vacant. The Chair is liaising with other Board members to address this requirement. Secondly, three businesses representatives need to be identified to sit on the Subgroup to assist the Chair and Vice-

Chair. The Lead Officer is currently working to identify suitable representatives. At the same time, the potential role of a wider transport stakeholder group will be investigated.

- 5.4 A draft action plan was presented to and agreed by the Subgroup on 7 December with the following key actions, costs and timescales (summarised below) to March 2018:

SEP Priority Action	Activity	Funding
Priority action 1: Deliver key road junction and infrastructure improvements to support economic and planned development growth	Commission a strategic transport study for the SWLEP area to identify the transport infrastructure improvements required to deliver planned economic and housing growth to 2036.	£50,000
Priority action 4: Deliver rail capacity and connectivity improvements to support economic growth and help realise improved travel opportunities	Commission a 'Swindon & Wiltshire Rail Strategy' that will support and inform rail requirements in the SWLEP area.	£50,000
	West of England Line Strategy Group timetable study.	£5,000
Priority action 5: Lobby Government to address the unreliability of north-south road connections in the sub-region to support development and business growth both across Swindon and Wiltshire, and in neighbouring LEP areas	With BANES Council and Dorset County Council, secure inclusion of a Wessex (A350 / A36) North - South Connectivity Study within Highways England's Roads Investment Strategy 2 programme.	£10,000
	Support Highway England to commission and develop a transport study as required to support Action 5.1.	£10,000
Priority action 6: Lobby Government and work with Highways England, Network Rail, train operating companies and other key bodies to improve key strategic routes to the Midlands and south coast ports, Cardiff, Bristol and the Thames Valley, London and South East, and South West	Working jointly with other SW LEPs and local authorities, lobby the National Infrastructure Commission to review strategic infrastructure requirements to deliver future growth across the West of England.	£10,000
		Total £135,000

- 5.5 Other required actions falling outside of the March 2018 timeframe, including the action below (which could commence in 2017/18 but would extend beyond March 2018), have also been included in the action plan to more clearly map out future work stream needs.

SEP Priority Action	Activity	Cost
Priority action 6: Lobby Government and work with Highways England, Network Rail, train operating companies and other key bodies to improve key strategic routes to the Midlands and south coast ports, Cardiff, Bristol and the Thames Valley, London and South East, and South West	In partnership with the NIC, commission strategic transport studies as required to provide an evidence base for the strategic transport infrastructure requirements.	£30,000

6. Digital Capability

6.1 Commissioned work

Commission the production of a digital technologies strategy to deliver the SWLEP's visions and direct the work of the Digital Technologies Subgroup. This work could be undertaken as five different pieces or work with some phasing or as a single commission to:

Phase 1:

Undertake gap analysis in the provision of superfast and ultrafast broadband and compare provision with similar LEPs working with Wiltshire Online and Swindon in order to influence plans for the rollout of ultrafast broadband delivery to support access business. Produce as a series of maps.

Identify key contacts within ultrafast providers and Government and lobby to maximise rollout for business

Phase 2:

Identify the strengths and constraints of the Swindon and Wiltshire in terms of:

- the application of digital technologies to transform the economy and drive productivity growth;
- the existing digital technologies business base; and
- set the framework for a digital technologies business networking group to maximise investment opportunities.

Identify those digital technologies skills which businesses lack which can support competitiveness and productivity improvements and propose how these can be effectively addressed in Swindon and Wiltshire drawing on national or international examples of best practice.

- Produce a workforce development plan

Work with the Business Development and Skills and Talent Subgroups

Phase 3

Develop a digital technologies inward investment proposition for use by partners to promote Swindon and Wiltshire as the best business location in the UK and internationally.

Phase 4

Identify examples of best practice in public sector transformation which could be realistically delivered across Swindon and Wiltshire through the use of digital technologies to improve efficiency; support productivity and data sharing.

6.2 Estimated cost

The estimated cost to commission the digital technology strategy is currently £25,000.

7. Place-shaping

SEP Priority Action	Activity	Cost
Priority action 1: Deliver the investment needed to accelerate the delivery of strategic housing and employment sites to ensure that growth is accommodated sustainably	Interactive list of sites setting out timing for delivery and deliverability status.	£0 In kind support
	Track and map private sector development which has taken place each year (UA databases published 1st April each year).	
	Map where and how much S106/CIL funding has been allocated for investment.	
Priority action 2: Deliver infrastructure improvements to support economic growth, support higher value skilled employment and attract inward investment	Engage with the Transport Sub-Group to understand where there is cross over with their work and with the Local Plans to deliver this action.	£0
Priority action 3: Develop increased energy infrastructure resilience for businesses and residents	Sub-group briefing on the capacity of the national grid to support the economic growth. Recommendations to be taken to the SWLEP Board	£0 In kind support
	Link to National Infrastructure Commission call for ideas submitted by the 6 south west LEPs on smart power	
Priority action 4: Deliver the master plans for the regeneration of Chippenham, Salisbury, Swindon and Trowbridge to deliver a strong	Sub-group briefing on the masterplans for Chippenham, Salisbury, Trowbridge and Swindon. Recommendations to be taken	£0 In kind

SEP Priority Action	Activity	Cost
<p>economic, cultural, leisure and visitor offer</p> <p>Priority action 5: Support the sustainable development of market towns and rural communities to ensure the right economic, social and visitor infrastructure is in place to ensure their long term resilience and safeguard their attractiveness</p>	<p>to the SWLEP Board</p> <p>Commission research into the economic contribution of the cultural sector (including Creative Industries) across Swindon and Wiltshire in order to identify options for driving economic growth in the future linked to the review of the Local Plans for Swindon and Wiltshire.</p>	<p>support</p> <p>£25,000</p>
<p>Priority action 6: Deliver the Army Basing Programme as an exemplar of successful military-civilian integration;</p>	<p>Briefing to the Sub-group on the Army Basing programme to understand its impact on the economy and SEP delivery. Recommendations to the Board</p>	<p>£0</p> <p>In kind support</p>
<p>Priority action 7: Develop a strong Visitor Economy resulting in new investment as well as increased trade, visitor spend and national and international staying visitors</p>	<p>Sub-group briefing on the three pieces of work funded by the SWLEP on the Visitor Economy. Recommendations to the Board</p>	<p>£0</p> <p>In kind support</p>
		<p>Total</p> <p>£25,000</p>

8. Business Development

8.1 The Subgroup is proposing a structure to manage the work in this area. The Business Development Subgroup would oversee a sub-structure of working groups, each of which is addressing an area of work.

- Business support
 - Growth Hub
 - SME Growth Programme
 - Innovate to Succeed
 - Export for Growth
 - The Enterprise Network and other incubation centres
 - Link to Skills and Talent Subgroup – workforce development

- Sector Development
 - Rural Economy
 - High Value Manufacturing
 - Life Sciences
 - Visitor Economy/Culture and Arts
 - Low carbon
 - Others on “ones to watch list”
 - Link to Digital Capability Subgroup
- Inward Investment
 - Link to Depart of International Trade and Service Delivery in Local Authorities
 - Link to Place-shaping Subgroup – place marketing
- Strategic Funding
 - Development of open call mechanism
 - Growing Places Infrastructure Fund
 - Link to ESIF Advisory Committee

8.2 In addition, the Subgroup will facilitate a regular “keep in touch” meeting with business representative groups across the area including the Federation of Small Business, the Chambers of Commerce, The Business Improvement Districts and key business-to-business enterprises.

8.3 The draft action plan is as follows:

SEP Priority	Activity	Cost
Priority action 1: Business Support	Deliver the Swindon and Wiltshire Growth Hub to support the needs of SMEs	Covered by Growth Hub funding and the ESIF SME Growth Programme
	Address the low rates of business formation by improving access to specialist public and private business support providers	
	Support the Government’s aspiration that 25% of public sector contracts are fulfilled by SMEs	
Priority action 2: Inward Investment	Develop (or commission?) a Swindon and Wiltshire Inward Investment and Place	£30,000

SEP Priority	Activity	Cost
	Marketing Plan	
	Develop an inward investment service delivery plan for Swindon and Wiltshire based on securing £500,000 ESIF funding for service delivery.	
Priority action 2: Inward Investment	Establish a central SWLEP inward investment resource	£10,000
	Develop internationally recognised clusters of Digital Technologies and Life Sciences activity by building premises, capacity and linkages between research and development and manufacturing capabilities	
	Strengthen the Advanced Manufacturing sector supply chain.	
Priority action 3: Smart specialisation	Develop Swindon and Wiltshire as a nationally significant player in the UK's energy sector, with particular strengths in the low carbon energy generation sector and the application of hydrogen technologies	
	Support smart specialisation and innovation in our priority sectors as the drivers of economic growth	
Priority action 4: Business sector development strategy	Develop overarching framework for all business sector development strategies	
	Implement a programme to deliver strategies for priority and watching brief business sectors	
	Extend the membership of the Business Development Subgroup to include the Sector Development Group lead,	

SEP Priority	Activity	Cost
	representatives from Influence Swindon and Enterprise Wiltshire.	
	Deliver an annual SWLEP business conference/event	£10,000
	Produce a regular SWLEP business newsletter, frequency TBC	
		Total £50,000

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Meeting & Date:	SWLEP Board Meeting – Wednesday, 25 January 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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Summary & Recommendation:

Programme performance

European Social Fund (ESF)

The Swindon and Wiltshire area is now seeing over £12m of funding, almost 75% of its ESF allocation, contracted to providers of critical services actively supporting people and businesses, upskilling workers and making the area more competitive.

Five providers, delivering six projects for employability, workforce skills, careers education, NEET-prevention and for older workers are underway. This includes the £4m Building Bridges partnership project for social inclusion - helping people towards work – which has commenced across all areas and the £4m workforce skills service from Serco, working directly with priority sector businesses.

Most providers are working with sub-contracted delivery partners with over 30 local training bodies, colleges, social enterprises and charities involved. Services are being integrated with local delivery infrastructure by the SWLEP team with local authority partners.

In summary Programme performance figures are:

ESF – Committed funds		Allocation	Contracted amount	% of allocation contracted	00Remaining 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 has committed for over £6m to projects, including Porton Science Incubator and the health and life science innovation hub. A team from Wiltshire Council will lead the SME Growth project to support all SMEs, with focus on start-up and high growth, using a framework of specialist providers. Three regional projects are helping manufacturing business productivity, growing exports, and business innovation for products and processes. The Swindon and Wiltshire Growth Hub is working with ERDF and ESF projects to ensure integrated support is available for SMEs. £5m of funds for Low Carbon projects were published by the Managing Authority in December. Projects will be assessed by the ESIF sub-Committee in April.

In summary Programme performance figures are:

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

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

² Subject to future £:€ exchange rate

Rural Growth Programme

Rural businesses will shortly be able to apply for up to £3.6m of capital grants awards for food and drink manufacturing, improving the local rural tourism offer, visitor accommodation, environmental goods and services, agri-tech and natural capital.

The programme is managed by the Rural Payments Agency which will join local partners to produce a rural business grants event and workshop in Devizes on 8 February 2017 that is aimed at maximising the opportunity for local businesses to obtain funding for effective projects.

Technical Assistance project

Swindon and Wiltshire is now receiving additional support for the ERDF programme. A small team is being assembled to publicise and promote the opportunities from the funding and to support further development of the programme. Recent activities include holding an information session for businesses responding the call for low carbon projects.