

AGENDA

Board Meeting

Date: Wednesday, 19 September 2018

Venue: Rooms D001 / D002, Wiltshire College, Cocklebury Road, Chippenham, SN15 3QD

Membership:		Attendance
Board Members:	Amanda Burnside (AB) Col Andrew Dawes (AD) Doug Gale (DG) George Gill (GG) Shahina Johnson (SJ) John Mortimer (JM) - Chairman Alex Reed (AR) David Renard (DR) Adam Schallamach (AS) Baroness Scott of Bybrook OBE (JS) Mark Smith (MS) Jonathan Webber (JW) Peter Wragg (PW) – Deputy Chairman	Apologies Apologies Apologies
Advisors to the Board:	Alistair Cunningham (AC) Susie Kemp (SK)	Apologies
Observers to the Board:	Cllr Pauline Church (PCh) Cllr Oliver Donachie (OD)	
In attendance:	Paddy Bradley (PB) Parvis Khansari (PK) Tim Martienssen (TM) Leanne Sykes (LS) Philippa Venables (PV)	
Guest(s):	Karen Leigh, BEIS Representative Representation from Royal Artillery Museum Project	
Chairman:	John Mortimer (JM)	
Minutes:	Deborah House (DKH)	

Item	Timing	Topic	Paper No.	Lead	Type of Report
1.0	9.30am	Welcome / Apologies / Conflicts of Interest		JM	
2.0	9.35am	<ul style="list-style-type: none"> Board membership – George Gill 	Verbal	JM	
2.1		<ul style="list-style-type: none"> Draft Board Minutes of 25 July 2017 	Paper 2.1	JM	

Item	Timing	Topic	Paper No.	Lead	Type of Report
2.2		<ul style="list-style-type: none"> Matters Arising not covered in the agenda <ul style="list-style-type: none"> The Director's terms of employment in final stages of agreement and will be uploaded to website as soon as discussions complete The SWLEP response to the question of potential mergers raised by the Ministerial Review. Discussions held with all neighbouring LEPs and, reflecting the SWLEP Board's view, there is no desire to merge. The full response is being made to the government by 28 September and will be circulated in advance to Board Members. 	Verbal	JM	
3.0	9.45am	Submitted Questions	Paper 3.0	JM	
4.0		Local Growth Deal			
4.1	9.55am	Allocation of funding <ul style="list-style-type: none"> Overview of Funding re-allocation <ul style="list-style-type: none"> Swindon Museum & Art Gallery (SMAG) Chippenham Station Hub South Wiltshire Recovery Plan <ul style="list-style-type: none"> Royal Artillery Museum (RAM) The Maltings and Central carpark 	Paper 4.1 Paper 4.1a Presentation Presentation Presentation Presentation	ID PV TM AC Project Team TM	For approval
4.2	10.50am	Business Cases <ul style="list-style-type: none"> Ultrafast Broadband 	Paper 4.2	ID	For approval
4.3	11am	<ul style="list-style-type: none"> Commissioning Group Project Highlight reports 	Paper 4.3	ID	For information
4.4	11.05am	<ul style="list-style-type: none"> Ensuring project delivery and spend 	Presentation	PB / ID	For approval
4.5	11.20am	<ul style="list-style-type: none"> Finance Report – Programme budgets 	Paper 4.5	ID	For information
	11.25am	Comfort Break			

Item	Timing	Topic	Paper No.	Lead	Type of Report
5.0		Strategic Developments			
5.1	11.40am	SWLEP Incorporation <ul style="list-style-type: none"> Acquiring a legal personality; the SWLEP as an incorporated body 	Paper 5.1 Presentation	PB	For approval
5.2 5.3	12.10pm	Economic Planning <ul style="list-style-type: none"> Digital Strategy Update from Higher Education Task Group 	Paper 5.2 Paper 5.3	GG/DS AB / SB	For approval For information
6.0		SWLEP Core Activity			
6.1	12.20pm	<ul style="list-style-type: none"> Chairman's update 	Paper 6.1	JM	For information
6.2		<ul style="list-style-type: none"> Director's Report 	Paper 6.2	PB	For information
7.0	12.25pm	AOB Date of next Board meeting: Wednesday, 28 November 2018 (9.30am-12.30pm) Committee Room 6, Swindon Borough Council Civic Offices, Euclid Street, Swindon, SN2 2JH Future meeting dates: Wednesday, 23 January 2019 – PLEASE NOTE AFTERNOON MEETING (1pm-4pm) Committee Rooms, Monkton Park, Chippenham, SN15 1ER PLEASE NOTE THAT WE ARE IN THE PROCESS OF REVIEWING MEETING LOCATIONS. Wednesday, 20 March 2019 Kennet Room, County Hall, Bythesea Road, Trowbridge, BA14 8JN Thursday, 23 May 2019 Alamein Suite, City Hall, Malthouse Lane, Salisbury, SP2 7TU Wednesday, 24 July 2019 Ceres Hall, The Corn Exchange, Market Place, Devizes, SN10 1BN Thursday, 26 September 2019 Auditorium, Aspire Business Centre, Ordnance Road, Tidworth, SP9 7QD Wednesday, 27 November 2019 Location to be advised		JM	
	12.30pm	Close of Public Meeting			

 Swindon & Wiltshire LOCAL ENTERPRISE PARTNERSHIP	Minutes SWLEP Board Meeting Wednesday, 25 July 2018
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In attendance:	Paddy Bradley (PB) Cllr Pauline Church (PCh) Alistair Cunningham (AC) – arrived 10.20am, left 12.30pm Col Andrew Dawes (AD) – left 12.30pm Doug Gale (DG) George Gill (GG) Susie Kemp (SK) Tim Martienssen (TM) John Mortimer (JM) - Chairman Alex Reed (AR) Mark Smith (MS) Cllr Gary Sumner (GS), representing Cllr Renard and Cllr Donachie Philippa Venables (PV) Peter Wragg (PW) – Deputy Chairman
Apologies:	Amanda Burnside (AB) Cllr Oliver Donachie (OD) Shahina Johnson (SJ) Parvis Khansari (PK) David Renard (DR) Adam Schallamach (AS) – on sabbatical Baroness Scott of Bybrook OBE (JS) Leanne Sykes (LS) Jonathan Webber (JW)
Guest(s):	Phil Clement (PC), SWLEP Allan Creedy (ACre), Wiltshire Council Alex Crook (ACr), BEIS Ian Durston (ID), SWLEP Ross Gill (RG), SQW Joe Manning (JMa), BEIS Debby Skellern, SWLEP
Chair:	John Mortimer
Minutes:	Deborah House (DKH)
Location:	The Crown Court, The Guildhall, Market Place, Salisbury, SP1 1JH

Item	Narrative	Deadline
1.0	Welcome / Apologies / Conflicts of Interest	
	<p>The meeting opened at 9.30am. JM welcomed attendees to the meeting. Apologies were noted.</p> <p>JM reminded attendees of the Conflict of Interests policy:</p> <ul style="list-style-type: none"> • PW stated his Conflicts regarding the LGF General Account for the Royal Artillery Museum (RAM); and • AR stated his Conflict regarding the IoT, as Catalent was a named 	



Item	Narrative	Deadline
	<p>partner.</p> <p>Welcome was extended to Mary Webb from the Federation of Small Business (fsb), Amanda Newbery, Dean Speer and Steve Godwin of Salisbury Business Improvement District (BID), to Alex Crook from BEIS and his colleague, Joe Manning, from the Cities & Local Growth Unit who would be speaking later about the Ministerial Review of LEPs. Welcome and congratulations were offered to Susie Kemp on her appointment as CEO at Swindon Borough Council. Cllr Gary Sumner was representing Swindon Borough Council and would vote on its behalf and Cllr Pauline Church would vote on behalf of Wiltshire Council. Adrian Ford from Wiltshire College was present representing Amanda Burnside, but without voting rights. Ross Gill of SQW was to present on Item 4.3, Digital Capabilities Strategy and Allan Creedy of Wiltshire Council was to present on Item 4.5, the Sub-national Transport Body. Alistair Cunningham was expected to join the meeting later.</p>	
2.0	Review of Minutes and Matters Arising	
	<p>The minutes of the Board Meeting held on 24 May 2018 were reviewed and approved.</p> <p>Employment of SWLEP Director The Remuneration Committee, chaired by Peter Wragg, had met and made recommendations regarding the employment and terms of the SWLEP Director. The contract had been a fixed-term contract and had had several extensions. The discussions in private session with Board voting members were whether and how the Director’s employment should continue. In public session, the Chairman asked the members to confirm their decision and announced the Director’s continued employment.</p> <p>The Board: APPROVED the headline terms of employment of the SWLEP Director as recommended by the Remuneration Committee; AGREED that the Director will continue to report to the SWLEP Board Chairman; AGREED to the publication of the details of the Director’s terms and conditions of employment on the SWLEP website and to review arrangements on an annual basis, or before if the SWLEP becomes an incorporated body.</p> <p>Matters Arising not on the agenda</p> <ul style="list-style-type: none"> • Reforecast underspend in Local Growth Deal Projects. AR and ID were to meet on 23 August. ID was collating historical information for the discussion. 	



Item	Narrative	Deadline
	<p>Chairman's update The Chairman's list of activities since the last Board meeting was available in the Board pack. In addition, the Chairman advised of the following:</p> <ul style="list-style-type: none"> that he had attended a number of briefing meetings regarding the recovery situation in Salisbury and the Royal visit. <p>Board Membership The Chairman announced the resignation of Vic O'Brien from the Board owing to increasing work commitments. Thanks were extended for his contribution made to the Board over the two years of his membership.</p> <p>Further recruitment would start for additional board members. The current membership stood at 13, although there was scope cited in the Assurance Framework to increase the membership to 20 members, which was also mirrored in the Ministerial Review to be discussed later in the agenda. In particular, it mentioned setting aspirational targets for gender diversity and balance. SWLEP would reach out to the business community to broaden the sector scope and diversity of applicants. Board Members were requested to use their network contacts to inform of the Board vacancies. The aim was to have the additional Board Members in place for the November Board Meeting.</p> <p>The question was raised as to the overall skill set and sector involvement of the current Board Members and to map that against the SEP to ascertain what knowledge and skills may be missing. Co-opted Board Members with particular sector expertise could be used.</p> <p>Director's Report The paper was provided for information. Appendices had been included for Marketing & Communications and Inward Investment. No questions were raised.</p>	<p>Nov 2018</p>
3.0	<p>Submitted Questions No questions were received from the public prior to the meeting.</p>	
4.0	<p>Strategic Developments</p>	
4.1	<p>Towards a Local Industrial Strategy for SWLEP</p> <p>Introduction – Methodology to produce our Local Industrial Strategy (LIS) The Working Group, chaired by Doug Gale, had so far met three times. Timelines have been calculated and the Commissioning Group had also been updated on progress.</p> <p>The Government had declared that every LEP must have its own Local</p>	



Item	Narrative	Deadline
	<p>Industrial Strategy completed by early 2020. The roll out of the next tranche of LEPs took place on 24 July to include the West of England, Heart of the South West, Cheshire & Warrington, Leicester & Leicestershire, North East and Tees Valley. The original pathfinder LEPs had included OxLEP, which had already been in touch because of the economic and strategic links with Swindon and Wiltshire, and the West of England LEP was in the next tranche. Given that Swindon and Wiltshire sits in the middle of both these LEP areas, SWLEP needed to be involved in both of these discussions.</p> <p>The LIS would require a deeper evidence base. Adding to the Local Economic Assessment were:</p> <ul style="list-style-type: none"> • South West Rural Productivity Study – an implementation plan was being drafted by the four LEPs involved to produce a rural-type sector deal; • Energy Strategy – an update was to be given later in the agenda, • Higher Education Strategy – the strategy had been adopted in principle, • Digital Strategy – presentation was to be given later in the agenda, • Cyber Resilience Science Innovation Audit – had recently been submitted to BEIS; and • the recently commissioned Rail Strategy, which was being managed by ID. <p>These would all add to the broadening of the work. A Board Member sponsor was still required for the Rail Strategy.</p> <p>There had been 300 attendees at events for these strategies and the especially formulated Four Grand Challenges workshops of:</p> <ul style="list-style-type: none"> • Growing the AI & Data-driven Economy; • Clean Growth; • Ageing Society; and • The Future of Mobility, <p>and more than 200 online questionnaire responses had been received to the HE Strategy. The Ageing Society and Clean Growth topped the list of business interests at the Grand Challenges workshop.</p> <p>The “big ideas” from the events were:</p> <ul style="list-style-type: none"> • business-led multi-campus university; • electric vehicles and battery storage; • hydrogen as an alternative source of clean energy – USP • Cyber resilience and the trust in the use of big data; • Immunology development and med tech; • Defence and aerospace supply chain development; and • Autonomous vehicles land and air. 	<p>Aug 2018</p>



Item	Narrative	Deadline
4.2	<p>The point was raised that the LIS should reflect the ways people would work in the future, not how they worked at present, recognising that the spread and speed of technology would continue to increase and would impact on the work force. With more people able to work from home, equality of access was crucial in these circumstances, although commercial space would still be needed for those that wished to work together. Projections for employment needs and skills levels should be investigated in the growth areas. It was acknowledged that the LIS needed to be agile and fluid to deal with any changes.</p> <p>The meeting acknowledged the complexity of the process. Working with Unitary Authority development plans was crucial and needed to be reflected in the LIS. The Chairman stressed the need to move from strategy and strategic language to an action plan in order to ascertain when / how this could be implemented.</p> <p>Joe Manning thanked the Board for the invitation to the meeting and stressed that the LIS should be evidence-led and show genuine understanding of the businesses, achieved through consultation. The LIS needed to be focussed long-term for a 10-15 year period and to stress the importance of productivity and distinctiveness. It would be a joint endeavour between government and places and to work together to develop. The reason that Government was carrying out LIS in waves was in order that LEPs could get maximum engagement with officials.</p> <p>The Board: AGREED to refresh the Strategic Economic Plan in the first instance and include the local ‘big ideas’ within it which could be developed with government into a Local Industrial Strategy pending further guidance; and NOTED the progress made on the collation of local evidence and business consultation sessions to underpin development of the Swindon and Wiltshire Local Industrial Strategy. AGREED the proposed timeline for the refresh of the SEP/LIS.</p> <p>Local Energy Strategy – progress update</p> <p>MS made the introduction to the paper. The Working Group had met three times. The evidence base was being collated to ascertain the appropriate level of SWLEP involvement. Seven priorities listed in the paper were:</p> <ul style="list-style-type: none"> • accelerating clean growth; • improving Business and Industry efficiency; • Improving Our Homes; • accelerating the shift to low carbon transport; • delivering Clean, Smart, Flexible Power; 	



Item	Narrative	Deadline
	<ul style="list-style-type: none"> • enhancing the Benefits and Value of our Natural Resources; and • leadership in the Public Sector for change in approach. <p>The Energy Strategy is a key part of the LIS. The Group wanted it to be ambitious in concept, but requiring proper delivery targets, being deliverable and measureable, to advise the allocation of SWLEP money. It was considered a challenge to get the full strategy ready in time for a September Board approval, and MS was therefore asking for the presentation to be moved to November.</p> <p>Smart controls and grid structure needed to be aligned with the Government’s targets. There were significant differences between Swindon and Wiltshire, and the opportunities were more commercial in Swindon.</p> <p>The question was raised about clean energy in rural communities, particularly in farming. The agricultural infrastructure has the ability to produce localised energy supply by generating power for itself and out to the grid by solar arrays in fields and on farm buildings and by using advanced battery storage technologies. There was however the question about how to power the tractors.</p> <p>PB advised that mapping was being carried out on grid connectivity, Broadband connectivity and water resources which could be overlaid on the Swindon and Wiltshire area to give a better picture of requirements and potential opportunities.</p> <p>The Board NOTED progress on the Local Energy Strategy and noted / commented on the priorities at 2.9.</p> <p>It was requested that Ricardo attend the November Board Meeting to present the findings, rather than at the September meeting.</p>	<p>28/11/2018</p>
<p>4.3</p>	<p>Digital Strategy</p> <p>GG made the introduction to the paper which was building a strong evidence base and forming a good foundation for SWLEP to build on. The Digital sector is not a vertical silo, but operates horizontally across all aspects of life. For example, the Internet of Things would revolutionise all our lives.</p> <p>Ross Gill presented to the Board. The presentation can be found on the SWLEP website or by following the link below.</p> <p>https://swlep.co.uk/docs/default-source/board-meetings/2018/25-jul-2018/swlep-board-presentation-24-07-18.pdf?sfvrsn=b3eb101b_4</p>	



Item	Narrative	Deadline
	<p>Two workshops had taken place with good attendance and SQW had also held bi-lateral consultations with individual companies. The headlines were:</p> <ul style="list-style-type: none"> • Digital Creation – to create a dynamic ecosystem in which businesses at the forefront of digital innovation grow and flourish; • Digital Adoption – to ensure that all businesses in Swindon and Wiltshire are deriving competitive advantage from the use of digital technology; and • Digital Foundations – to create a workforce with the skills to create, embrace and derive value from advanced digital technology. <p>SWLEP should play a convening role to bring partners together, building private sector-led networks and linking to physical assets, for example, Corsham Mansion House.</p> <p>A Monitoring Framework to measure success of the strategy over time was being drafted as was the investment proposition.</p> <p>There were questions raised regarding the gaps in the digital infrastructure across Wiltshire and how that should be addressed. Although overall the county fared quite well with coverage and accessibility compared to the rest of the country, this would not be viewed sympathetically with rural communities which were badly served. A comment was received as to whether the SWLEP should be assisting these lesser served communities with more radical solutions. The ambition should be 100% coverage and access throughout the area. This is a sector which constantly moves and evolves and the area needs to stay ahead. One of the key actions in the report is to develop skills for the digital workforce. The emphasis is on children and young people, but a question was raised as to whether that was the right approach. With one of the LIS's Grand Challenges being the Ageing Society, should the focus be towards the older population? Aiming at the younger generation to get into digital employment via placements and apprenticeships was essential, as it was felt that University leavers would not necessarily be fit for the world of digital work as the technological environment moves so fast and there is a need to keep pace with developments.</p> <p>A link to the LIS Grand Challenges had commenced and this would be stressed.</p> <p>The outputs from the project were:</p> <ul style="list-style-type: none"> • Strategy document • Evidence base • Brief investment proposition slide pack. 	



Item	Narrative	Deadline
	<p>The Board: NOTED the Swindon and Wiltshire Digital Capabilities Strategy 2018 as presented, and requested it be brought back to a future board meeting incorporating the suggestions made.</p>	<p>Sept 2018</p>
<p>4.4</p>	<p>Cyber Resilience - Science Innovation Audit (SIA) The Cyber Resilience – Science Innovation Audit (SIA) paper was provided for information. The SIA involved Gfirst, The Marches, Worcestershire and SWLEP. Outside of London, the area represented the largest single block of cyber resilience with Special Forces in Herefordshire, UK security GCHQ in Cheltenham, radar technology in Malvern, defence and security at Porton and the MoD Joint Cyber Unit at Corsham. PB made additional comments that the SIA had been submitted to BEIS and that we awaited the outcome of the review as to its use.</p> <p>The Board: NOTED the content of this paper and endorsed the activity of the Alliance.</p>	
<p>4.5</p>	<p>Proposals for the Sub-national Transport Body (SNTB)</p> <p>ACre presented to the Board. The presentation can be found on the SWLEP website or by following the link below.</p> <p>https://swlep.co.uk/docs/default-source/board-meetings/2018/25-jul-2018/stbs-swlep-july-2018-v2.pdf?sfvrsn=5db5870d_4</p> <p>The South West had been the last to develop options for a Sub-national Transport Body and there were two options now emerging:</p> <ul style="list-style-type: none"> • South West Peninsula and • Western Gateway <p>The options would be submitted to the Secretary of State for approval in September 2018. The SNTB would look at both road and rail transport after production of the evidence base. They would be pressing for improved North South connectivity, for example, the A36 Bristol to Southampton, and although Hampshire was not in the Western Gateway grouping, the evidence base would form the basis of the argument.</p> <p>The Chairman noted that solutions emerging elsewhere in the country were for SNTBs covering significantly greater geographical areas, in contrast to the two body solution being proposed for the South West.</p> <p>The Chairman thanked ACre for the presentation and although SWLEP had no formal feed into the final proposal, it could offer opinions.</p> <p>The Board</p>	



Item	Narrative	Deadline
	CONSIDERED the content of the report, and comments were made as above.	
4.6	<p>Governance Ministerial Review of LEPs</p> <p>Joe Manning spoke to the meeting. The Review was formally published on 24 July 2018. It had been discussed at the Regional Cabinet in Newcastle on Monday, 23 July 2018 and James Brokenshire MP, Secretary of State for Housing, Communities and Local government, raised the matter in the House.</p> <p>The year 2021 would see the Government coming out of its Local Growth Fund cycle. The LIS was a formal commitment, demonstrating the direction of travel towards the Shared Prosperity Fund and the Review set out policy expectations of the system.</p> <p>The Ministerial Review of LEPs set out the following:</p> <ul style="list-style-type: none"> • roles and responsibilities; • leadership and organisational capacity; • accountability and performance; • geography; and • relationships between LEPs and Mayoral Combined Authorities. <p>The Board welcomed the clarity on Government’s continuing commitment to LEP with refined roles and responsibilities. They were still seen in a partnership role, bringing public and private sectors together for the benefit of the area. The Review demonstrated the framework within which LEPs were expected to operate, whilst allowing a degree of local discretion. There would be increased dialogue with government. The incorporation proposals would give legal status to LEPs and commonality for issues of accountability and scrutiny. The clear legal status would allow Government a formal contracting model. SWLEP was undertaking an analysis of its current structure and how it was performing against the outline of the Report. The results would be made available to the Board. SWLEP had been aiming for an April 2019 deadline for incorporation and this was also in line with the review. Overall, it was felt that SWLEP would deliver on all the recommendations.</p> <p>The next steps would be to consider how to eliminate the geographical overlaps of certain LEPs and produce a proposal to Government by the end of September with full responses expected by the end of October 2018. The Government recognised that this would mean additional work for LEPs, so additional funding would come in this, and next, financial year to assist with the implementation review and investment in organisational capacity. The question of the overall footprint of the SWLEP was raised, and the Board</p>	



Item	Narrative	Deadline
	<p>was asked whether it would consider discussing with neighbouring LEPs the possibilities and benefits of combining in any way. The Board's view was to implement the core recommendations of the Ministerial Review, particularly in respect of incorporation. The Director had been making contact with neighbouring LEPs to access their views and would continue to build on existing relationships.</p> <p>The Industrial Strategy placed great emphasis on productivity as in contrast to previous policy direction which tended to have been mainly focussed on increasing job numbers. There was then a discussion about profitability and better margins possibly being a better indicator of improvement than productivity.</p> <p>It was noted that in SWLEP democratic scrutiny was achieved through the engagement of the Joint Strategic Economic Committee (JSEC) and the Joint Scrutiny Task Group.</p> <p>When asked what the Government's expectations were of the Local Authorities in this regard, the response was that these partnerships are crucial for LEPs and provide political accountability and statutory regulation. An independent role with a separate secretariat function would increase transparency. The move towards incorporated status and maintaining the relationships would be challenging, but not impossible, with collaboration being key.</p> <p>The timeline to move to incorporation was tight, but the LEP Network had put together a Steering Group for the project with six Subgroups, which included geography and incorporation status. Advice from Legal teams would be sought, particularly with regard to the impact and liabilities for private Board Members.</p> <p>The Board: AGREED to confirm its view on the question of geography; AGREED to draft a full, written response on Ministerial Review setting out how we perform; and AGREED to draft a full, detailed proposal for incorporation, all for the September Board Meeting.</p> <p>Joe Manning left the meeting at 11.55am.</p>	<p>Sept 2018</p> <p>Sept 2018</p> <p>Sept 2018</p>
<p>5.0 5.1</p>	<p>Local Growth Deal Commissioning Group Project Highlight Report ID spoke to the paper and advised that a full summary of the Highlight Reports appears on the SWLEP website. Questions were raised as follows:</p> <ul style="list-style-type: none"> • PW sought reassurance that the projects currently rated RED were 	



Item	Narrative	Deadline
	<p>being appropriately monitored. ID responded that DPT was keeping track of the projects and remained confident that deadlines could still be met.</p> <ul style="list-style-type: none"> It was noted that the RAG rating for the Maltings project –had moved from AG to RED and the narrative was described as “in flux”. ID advised that this simply reflected the ongoing conversations about the nature of the future development. <p>The Chairman asked the attendees to stress to their teams the timetable SWLEP needed to hit for project spend.</p> <p>The Board: APPROVED the Commissioning Group’s assessment that the highlight reports are an accurate representation of the current status of all LGF projects.</p>	
5.2	<p>Allocation of Funding</p> <p>PB spoke to the paper which would set the scene for further discussions in September. The situation was outlined below:</p> <ul style="list-style-type: none"> £2.7m had been allocated to two projects, which were not yet live; there was pressure to re-allocate that money for another use, for example, to assist with Salisbury’s recovery from economic shock; there were potential sources of other funding; for instance the UK Shared Prosperity Fund (intended to replace European funding and LGF) and GPIF; a new Cultural Development Fund was to be launched; given the situation, the Board might feel that it needed to give higher priority to the needs of Salisbury and South Wiltshire; and proposals were coming forward to revise, and alter the sequencing of, The Maltings and Central Carpark project. There would be a need to discuss this further in September. <p>The Chairman vocalized the Board’s sympathy for the situation in Salisbury and Amesbury and recognised that the Board would want to commit resources to support recovery. SWLEP had already committed £21m to Salisbury projects for example, at the College and The Maltings, and there was likely to be a request for an additional £1.6m for the latter project. SWLEP should do everything it could to support South Wiltshire, but should take into consideration the total resources available to it and the importance of commitments it had already made.</p> <p>The meeting was advised that the Salisbury Recovery Plan had received Government sign off from the individual Government Departments and they were still heavily involved. ACr explained that Government had offered support for the Recovery Plan, but that there was no outline funding as yet. Recognising the extreme circumstances, the Government would be flexible</p>	



Item	Narrative	Deadline
	<p>on outputs and outcomes for the Salisbury projects.</p> <p>To give the Board comfort and confidence it was suggested that the Salisbury Plan be reviewed in September which would detail the repurposing of the economic vision for the south of the county. Some Members of the Board were content to reduce other economic growth opportunities in the north of the county, in order to allocate more for the South, as there would be significant GVA loss in Salisbury.</p> <p>The Board: NOTED the issues raised in the discussion of the report: and IDENTIFIED further information required for the discussion and decision-making at the September Board meeting, which included sight of the Salisbury Recovery Plan.</p> <p>Col Dawes and AC left the meeting at 12.30pm.</p>	<p>Sept 2018</p>
<p>5.3</p>	<p>Finance Report – LGD Budget and profiling</p> <p>The paper was taken out of order and discussed ahead of Item 5.2. ID spoke to the paper and quoted a figure of £10.36m forecast underspend at the end of the financial year. There were however opportunities to accelerate spend identified by the Yarnbrook West Ashton project and the Wiltshire College, Lackham project, which would reduce this underspend.</p> <p>The Board: APPROVED the paper as an accurate summary of the current LGF financial position.</p>	
<p>6.0 6.1</p>	<p>SWLEP Core Activity Marketing and Communications</p> <p>Annual Report</p> <p>TB spoke to the paper and advised that he had received some comments from Board Members who had already viewed the draft Annual Report. Amendments to the draft would be made in time to upload to the SWLEP website and TB requested authority for the Steering Group to have final sign off.</p> <p>The Board: APPROVED the draft annual report; and AUTHORISED the Annual Report Steering Group to make any final amends which do not make major alterations to the current look and feel of the report.</p>	
<p>7.0</p>	<p>AOB</p>	
	<p>None.</p>	
	<p>Date of next meeting / Closing remarks</p>	



Item	Narrative	Deadline
	The next meeting was scheduled for Wednesday, 19 September 2018 at 9.30am in Room D001 / D001, Wiltshire College, Cocklebury Road, Chippenham, SN15 3QD.	
	<p>Future Meetings</p> <p>Wednesday, 28 November 2018 Committee Room 6, Swindon Borough Council Civic Offices, Euclid Street, Swindon, SN2 2JH</p> <p>Meetings for 2019</p> <p>Wednesday, 23 January 2019 – PLEASE NOTE AFTERNOON MEETING Committee Rooms, Monkton Park, Chippenham, SN15 1ER</p> <p>Wednesday, 20 March 2019 Kennet Room, County Hall, Bythesea Road, Trowbridge, BA14 8JN</p> <p>Thursday, 23 May 2019 Alamein Suite, City Hall, Malthouse Lane, Salisbury, SP2 7TU</p> <p>Wednesday, 24 July 2019 Ceres Hall, The Corn Exchange, Market Place, Devizes, SN10 1BN</p> <p>Thursday, 26 September 2019 Auditorium, Aspire Business Centre, Ordnance Road, Tidworth, SP9 7QD</p> <p>Wednesday, 27 November 2019 Location to be advised</p>	
	Part Two of the meeting (the public not present) remains commercial in confidence	
8.0	<p>Growing Places Infrastructure Fund (GPIF)</p> <p>Conflicts of Interests</p> <ul style="list-style-type: none"> • JM re-iterated his standing Conflict with a potential beneficiary of a GPIF loan; • ACr advised his Conflict with a potential beneficiary of a GPIF loan; PW's declaration that he knew potential beneficiary of a GPIF loan was noted. However, the Chairman felt this was not a sufficient reason for a formal conflict of interest to be recorded. <p>AR, as chair of the GPIF Working Group, spoke to the paper. He explained that owing to Vic O'Brien's resignation, an additional Board member was now required to join the GPIF Working Group.</p> <p>The applications were discussed with the Board.</p>	



Item	Narrative	Deadline
	<p>The GPIF Working Group was working to develop the process for administering the smaller loans.</p> <p>An update on the existing GPIF loan was also presented.</p> <p>PB advised that he had received confirmation from AS on his voting for the recommendations.</p> <p>The Board: APPROVED the four applications presented to move to 'offer' stage; AGREED that further due diligence be undertaken for one applicant to assess if it should proceed to 'offer' stage, with a recommendation to be made to the Board by the GPIF Working Group; APPROVED up to £500,000 to be made available through loans from the GPIF fund to support the on-going recovery from the Salisbury and Amesbury incidents; APPROVED a loan to a company in Salisbury to assist the capital costs associated with the refurbishment and fitting-out of its premises; and APPROVED the ring-fencing of further loan monies to the same company, to be drawn down by the end of 2021, should this be required.</p>	<p>19/09/2018</p>
CLOSE of Part 2 at 12.55pm.		



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



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Meeting & Date:	SWLEP Board Meeting – Wednesday, 19 September 2018		
Subject:	Allocation of Funding		
Attachments:	None		
Author:	Ian Durston	Total no of sheets:	7

Papers are provided for:	Approval <input checked="" type="checkbox"/>	Discussion <input type="checkbox"/>	Information <input type="checkbox"/>
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1. Purpose

1.1. A number of LGF projects are at a stage where funding allocated to them either needs to be confirmed, it is proposed to use the allocated funding for an alternative approach to the project, or there is now the opportunity to re-allocate money to an alternative project. This paper summarises the position across each of these projects at the current time and the associated financial implications.

2. Summary

2.1. The position regarding each project detailed in the paper is summarised as follows:

Project	Project Status	Original Funding Allocation	Confirmed Funding Requirement	Potential to Re-allocate to other LEP Projects (TBC)	Confirmed to Re-allocate to other LEP Projects
Swindon Museum & Art Gallery	New scheme to be developed. Reduced LGF funding required to support.	£1.35m	£0.25m	-	£1.1m



Project	Project Status	Original Funding Allocation	Confirmed Funding Requirement	Potential to Re-allocate to other LEP Projects (TBC)	Confirmed to Re-allocate to other LEP Projects
Chippenham Station Hub	Only phases 1, 2 and 5 can be completed in LGF budget and time constraints.	£16.0m	£12.2m	£3.8m	-
Royal Artillery Museum	Business Case for revised scheme submitted for approval.	£1.35m	£1.35m	-	-
Maltings & Central Cark	Proposal for re-purposed project submitted for approval.	£6.1m	£6.1m	-	-

- 2.2. New projects are required to be identified for funding made available for re-allocation. Salisbury Station is one potential project.
- 2.3. A proposal for £20,000 has been submitted to the SWLEP by businesses in the Fisherton Street area of Salisbury for some minor public realm work to be implemented as soon as possible.
- 2.4. The re-allocation of funds to existing or new projects in the Salisbury area needs to be considered within the framework of an agreed South Wiltshire Recovery Plan.

3. Recommendation

The Swindon and Wiltshire Local Enterprise Board is recommended to:

- 3.1. approve £0.25m for the development of a new scheme for the Swindon Museum and Art Gallery, freeing £1.1m for re-allocation to other existing SWLEP projects, or new proposals;

- 3.2. approve the updated Outline Business Case for Chippenham Station Hub to enable the progression of phase 2 works;
- 3.3. note the potential release of £3.8m from the Chippenham Station Hub project for re-allocation to other projects (further information available for November Board meeting);
- 3.4. approve £1.35m of funding for the Royal Artillery Museum project (subject to Independent Technical Advisor review of the business case and adherence to usual Assurance Framework requirements);
- 3.5. approve the revised scope for the use of the £6.1m allocated to the Maltings and Central Car Park project (subject to submission of a business case, review by an ITA and adherence to the usual Assurance Framework requirements);
- 3.6. task the SWLEP Programme Manager with identifying suitable alternative projects to use re-allocated funding within the LGF timescale constraints.

4. Detail

Swindon Museum and Art Gallery (SMAG)

- 4.1. The situation with the Swindon Museum and Art Gallery project is laid out in detail in a separate paper submitted to the Board.
- 4.2. £1.35m of funding was allocated to this project in 2016 as part of the LGF3 discussions. Following the unsuccessful application for Heritage Lottery Funding, Swindon Borough Council has decided to develop a new scheme which will meet the objectives of housing Swindon's art collection and developing a strong and compelling cultural offer in Swindon's town centre.
- 4.3. To support the development of this new scheme, Swindon Borough Council is requesting £250,000 of the £1.35m. The remaining £1.1m has been offered back to the SWLEP LGF fund for support to be given where needed to the people and businesses of Salisbury and Amesbury, or other projects deemed appropriate by the SWLEP Board.
- 4.4. It should be noted that the £1.35m of funding for this project was originally re-allocated from Swindon Borough Council's M4 Junction 15 project, along with £1.35m for the Royal Artillery Museum and £1m for Ultra-Fast Broadband. Along with the potential support to Salisbury and Amesbury, this has enabled significant investment outside of the Swindon area.

Chippenham Station Hub

- 4.5. The July Commissioning Group agreed a change control for the Chippenham Station Hub project which changed the delivery of the northern station lift (part of phase 1) to later in the programme but brought forward the delivery of the station forecourt

improvements (phase 5). Development work for these two elements is now underway.

- 4.6. A planning application for phase 2 of the project is currently being submitted. This is for the construction of a commercial building to be occupied by Good Energy on the Saddlers Mead car park site opposite the station. Also, for the construction of a multi-storey car park adjacent to the Good Energy building for use by people using the station and the Olympiad Leisure Centre and surrounding area.
- 4.7. An updated Outline Business Case detailing the phase 2 element of the project has been submitted to the SWLEP in accordance with the SWLEP Assurance Framework. This is available in full at the following link:

https://swlep.co.uk/docs/default-source/programmes/local-growth-fund-lgf/outline-business-cases/chippenham-station-hub/phase-2-obc-september-2018/chippenham-station-hub-obc-update-phase-2_final.pdf

- 4.8. As a result of a more detailed cost estimate for phase 2 (and other phases), as shown in Appendix 2 of the business case, the total cost for the project phases to date is £12.2m. This leaves less funding than anticipated for phase 3 - the car park to the north of the station. This leaves the following options for the remaining £3.8m of LGF funding:
- to be used for a revised scope phase 3 (or other phases);
 - to be used for enhancing phase 2 (additional basement level of car park, extra tree planting to further screen the car park, link from car park to Olympiad); and
 - take the project to the stage where phases 1,2 and 5 are complete, along with planning approval for the whole scheme, and release £3.8m for re-allocation to other SWLEP projects (subsequent phases to be 'private sector' funded).
- 4.9. Further information will be known on each option in time for the November Board meeting. In the meantime, the Board should be aware of the potential for up to £3.8m to be released from the project for re-allocation to other SWLEP projects.

Royal Artillery Museum (RAM)

- 4.10. An Outline Business Case (OBC) has been submitted by the Royal Artillery Museum detailing a revised scheme at a new location at Avon Camp West (near Larkhill). The OBC requests the full £1.35m of SWLEP funding originally allocated to the project and shows a benefit/cost ratio of above 8.52. The OBC is available in full at the following link:

<https://swlep.co.uk/docs/default-source/programmes/local-growth-fund-igf/outline-business-cases/royal-artillery-museum/ram-outline-business-case-v3-31-aug-18.pdf>

- 4.11. This will be a family-oriented attraction for visitors of all ages and backgrounds, with activities, demonstrations, displays and an extensive annual programme of military, civilian and community events. An immersive visitor experience will feature recreated WWI trenches, assault courses and zip wires, artillery firing, armoured vehicle rides and a children's play area, alongside an exceptional museum collection with inspiring interactive interpretation. The attraction will appeal equally to non-military family groups, tourists, schools, serving Army personnel and veterans.
- 4.12. Outputs from the project are:
- 200 to 256 FTE jobs created;
 - £50 million to £65 million additional spend in the local economy;
 - £17 million to £23 million GVA contribution;
 - 176,000 to 256,000 additional staying visitor nights in Wiltshire;
 - 304,000 to 412,000 additional day visits to Wiltshire.
- 4.13. RAM has developed a new approach to creating the visitor attraction, which can be delivered more quickly and at lower financial risk. Delivery will be by means of a programme of phased development. The starting point is a Capital Build Project that establishes an Initial Operating Capability (IOC) at the site using only capital funding that is already available or committed (subject to a successful bid to SWLEP), allowing progress to be made within a short timescale, without the need for a fundraising campaign;
- 4.14. Delivery of the Capital Build Project will enable RAM to take forward a ten-year programme of investment which is at the core of the its forward strategic planning. Establishing the IOC will place RAM in the strongest possible position to seek grants, commercial sponsorship and donations to fund the subsequent smaller projects in the programme. These will add further interpretation, exhibitions, activities and other features, providing the continued development needed to attract new and repeat visitors.
- 4.15. The grant of £1.35 million sought from the SWLEP (24.5% of the cost of the initial capital build project phase) will be spent on the new building at the heart of the Capital Build Project, and is critical to the success of the project.
- 4.16. Subject to the Board approving the continued allocation of £1.35m to this project, the OBC will require review by a SWLEP Independent Technical Advisor.

The Maltings and Central Car Park

- 4.17. As part of the LGF3 round of funding, the Maltings and Central Car Park project received £6.1m of LGF funding for remediation work on the Central Car Park site to enable financial viability of the development of the area.
- 4.18. Following the nerve agent incident in the city earlier this year, alongside the worsening climate for the retail sector nationwide, Wiltshire Council has been working with TH Real Estate, the development partner for the project, to develop a project that responds to these new factors but is in line with the initial aims of the project.
- 4.19. It is now proposed, therefore, to maintain the LGF request at £6.1m, but to re-utilise it alongside developer funding for the following plots that constitute the re-purposed project:
- **Plot 1** - Combination of a new hotel, relocation of the library to modern purpose build premises, relocation of the gym from Market Walk and a new Food and Beverage commercial unit.
 - **Plot 2** - The re-facing of the shop front elevations of the part of the Maltings directly in front of the bench affected by nerve agent incident.
 - **Plot 3** - Following the relocation of the library this site can be redeveloped to create a new, much improved, pedestrian link between Market Place and the cultural quarter. The development will animate the route on both sides with new retail premises. Above will either be new residential apartments or a boutique hotel.
 - **Plot 4** - Improvement of the public realm between plots 1, 2 and 3 and between Market Place and the cultural quarter.
- 4.20. The revised proposal brings the initial development and the use of SWLEP money close to the Market Square and the site of the initial nerve agent incident, involving the SWLEP in a greater sense of recovery and revival.
- 4.21. Further plots (5, 6, 7 and 8) would follow to develop the Sainsbury's building, the car and bus park areas, a site for family homes and the Playhouse and City Hall area. These would be funded using private sector developer funding (though overall private sector funding is expected be less than the original LGF bid).
- 4.22. Overall, this will result in the following outputs:

Use Type	Area (sqft)	Area (sqm)
Non-food retail	31,716	2,946
Restaurants	29,706	2,759
Cinema (7 screen)	30,158	2,801
Gym	6,112	567
Library	6,634	616
Cultural Quarter Facilities	49,322	4,582
Total Commercial (excl. hotels and library/cultural facilities)	97,692	9,073
Total Residential	135 units (min)	135 units (Min)
Total Hotel beds	93 beds	93 beds

South Wiltshire Recovery Plan

- 4.23. The South Wiltshire Recovery Plan is still in development, but will potentially contain projects that could attract LGF funding re-allocated from existing projects. As this picture develops, the Board will be kept informed.
- 4.24. A project for improved bus, cycle and parking facilities at Salisbury station was submitted as part of LGF3 for funding of £0.98m, so is a potential project for consideration.
- 4.25. Related to this, a proposal has been submitted to the SWLEP by businesses in the Fisherton Street area of Salisbury for some minor public realm work to be implemented immediately. This is not ordinarily the type of project that would be submitted to the SWLEP, and is only for £20,000, but the Board may want to consider allocating some of the freed LGF funding if this refurbishment is linked to the wider regeneration of the area. The depth of information about South Wiltshire's strategic needs will be greater by the time of the November Board meeting, enabling a more considered decision by the Board.



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Meeting & Date:	SWLEP Board Meeting – Wednesday, 19 September 2018		
Subject:	Swindon Museum and Art Gallery (SMAG) Project		
Attachments:	None		
Author:	Philippa Venables	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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1. Purpose

- 1.1. The purpose of this report is to propose a reallocation of the provisional funding of £1.35m for the Swindon Museum and Art Gallery project.

2. Summary

2.1. As the Commissioning Group and Board have been presented with requests for support in the Salisbury area due to recent events, Swindon Borough Council proposes not to make claim to the £1.35m previously allocated for the Swindon Museum and Art Gallery Project, but suggests an alternative course of action which supports Swindon's growth objectives, yet allows for support to be given where needed to the people and businesses of Salisbury and Amesbury.

2.2. £250,000 would be retained by the Swindon Museum and Art Gallery project for the development of a new scheme, thus releasing £1.1m of LGF funding.

3. Recommendations

The Swindon and Wiltshire Local Enterprise Partnership Board is recommended to:

- 3.1. remove the assignment of £1.35m previously allocated to support the Swindon Museum and Art Gallery project; and
- 3.2. make provision for funding not exceeding £250,000 to be used for the development of a revised scheme which meets the objectives of housing Swindon's art collection and developing a strong and compelling cultural offer in Swindon's town centre; a proposal for which will be submitted by Swindon Borough Council in November 2018.

4. Detail

- 4.1. On 25 January 2017, the Board of the Swindon and Wiltshire Local Enterprise Partnership (SWLEP) discussed the use of Local Growth Fund to support culture and the arts in the area.
 - 4.1.1. In 2016, the Board agreed to allocate £1.35m to each of the projects – Swindon Museum and Art Gallery and Salisbury Plain Heritage Centre – seeking at that time to submit bids in November 2016 to the Heritage Lottery Fund (HLF). This funding, along with £1m reallocated to the Wiltshire Council Ultrafast Broadband project, was found as a result of Swindon Borough Council’s securing Growth and Housing Fund for the M4 Junction 15, rather than Local Growth Fund, thereby releasing £3.7m LGF.
 - 4.1.2. The Board noted that the Swindon Museum and Art Gallery decided to defer its bid until November 2017.
 - 4.1.3. In March 2017, the Board confirmed that the £1.35m remained as a contribution from SWLEP provided it received a successful outcome in 2018 following the bid submission to the HLF in 2017.
 - 4.1.4. The Board also agreed that if either cultural project was unsuccessful in its bid to the HLF, the scheme promoters would be allowed the opportunity to bring alternative proposals to the Board for further consideration.
- 4.2. On 24 April 2018, HLF Board of Trustees decided not to offer a first round pass to the Swindon Museum and Art Gallery project
 - 4.2.1. The Trustees considered the collections to be of considerable importance, however they did not consider them to be currently at risk.
 - 4.2.2. Swindon Borough Council and the Swindon Museum and Art Gallery Trust have met with the HLF following the April 2018 decision. The feedback received was that whilst there was a willingness to support Swindon’s ambitions, the reduction in HLF funds and changing strategic framework meant that the Trustees were not able to support the project in its current form, or at the level requested.
 - 4.2.3. Swindon Borough Council has re-stated its commitment to identifying, and working to facilitate, a scheme which will address the issue of housing its world class art collection, within the context of developing a wider cultural offer in Swindon town centre. An Options Appraisal has recently concluded assessing a number of alternative locations for the collection, with affordability and contribution to improving the Town Centre’s cultural offer being key criteria. This work will inform a Cabinet paper which is anticipated to be considered later this year.
- 4.3. Options appraisal -
 - 4.3.1. The Options Appraisal considered a long-list of proposed sites and solutions, including sites previously considered, and newly identified options. All sites have been investigated, scored, and a shortlist of preferred options is being produced to inform the Council’s consideration.



4.3.2. Alongside the Options Appraisal, a public consultation has been carried out, in order to build and maintain public support for the project, as well as provide input to the process. Members of the public, as well as targeted heritage, private sector and community groups were asked to suggest options as well as any additional selection criteria. This consultation closed on 27 August and input is being collated and considered.

4.3.3. It is proposed that a business case for a new scheme will be developed following the Cabinet decision.

4.4. As a result of Swindon Borough Council's securing Growth and Housing Fund for the M4 Junction 15, rather than Local Growth Fund, thereby releasing £3.7m LGF, the reallocation of the £3.7m would break down as follows:

- £1m already allocated to Wiltshire Council's Ultrafast Broadband scheme;
- £1.35m to Royal Artillery Museum;
- £1.1m freed up for reallocation; and
- £0.25m retained for Swindon Museum and Art Gallery.



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Meeting & Date:	SWLEP Board Meeting – Wednesday, 19 September 2018		
Subject:	Ultrafast Broadband – Outline Business Case		
Attachments:	None		
Author:	Ian Durston	Total no of sheets:	5

Papers are provided for:	Approval <input checked="" type="checkbox"/>	Discussion <input type="checkbox"/>	Information <input type="checkbox"/>
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1. Purpose

- 1.1. LGF funding for Ultrafast Broadband project was agreed by the Board as part of the LGF 3 round of funding negotiations. A business case for the project has been submitted to the LEP for approval. While installation work has begun on the project utilising other funding streams, approval of this business case will allow installation work to commence for the LGF element.

2. Summary

- 2.1. The Ultrafast Broadband Outline Business Case (OBC) has been produced as required by the SWLEP Assurance Framework. The business case was submitted along with a Department for Digital, Culture, Media and Sport report on the 'Evaluation of the Economic Impact and Public Value of the Superfast Broadband Programme' which includes an economic and value for money justification of Ultrafast broadband installation. The business case shows that broadband projects have a Benefit Cost Ratio of up to 20:1. This represents excellent value for money.
- 2.2. The OBC document is structured around the Treasury's recommended green book five case model for a Business Case (strategic case; economic case; financial case; commercial case; and management case) and is available to view on the SWLEP website under the Resources heading of the following link:
<https://swlep.co.uk/projects/project-detail/ultra-fast-broadband>
- 2.3. Approving this business case will enable the installation work for the LGF funded element of the project to commence and meet its completion date of December 2019. If the business case is not approved, then delays to this timescale will be encountered (though it should be noted that Wiltshire Council is currently proceeding with installation work funded by BDUK).

3. Recommendation

The Swindon and Wiltshire Local Enterprise Board is recommended to:

- 3.1. approve the Outline Business Case for Ultrafast Broadband, enabling the release of funding to support installation work.

4. Detail

Background

- 4.1. Overall, around 8% of SMEs (190,000) in the UK are unable to access broadband services with download speeds of 10Mbit/s or higher, compared to around 5% of all premises. Most of these SMEs are in rural areas, where over 130,000 SMEs receive less than 10Mbit/s.
- 4.2. In order to address this situation, £1m of LGF funding has been granted to Wiltshire Council (Wiltshire Online) alongside £2m previously committed to the scheme by Broadband Delivery UK (BDUK - The Department for Digital, Culture, Media & Sport). This total £3m scheme will deploy an Ultrafast/NGA (Next Generation Access) (>100Mbps/>30Mbps) Fibre Broadband Network, to include premises within specifically identified growth areas of the county, directly aligned to BDUK's, Wiltshire Council's and the SWLEP's Economy & Regeneration policy and aspirations and its "Revised Strategic Economic Plan".

Strategic Case

- 4.3. The problems relating to the lack of SME targeted Ultrafast / NGA Broadband in Wiltshire present a barrier to delivering key policy objectives, including those relating to housing and employment growth in the Wiltshire Core Strategy and also the economic objectives of the SWLEP. Particular challenges include:
 - poor SME connectivity across the county due to its high % of rurality. (It is widely acknowledged that the South West has some of the most difficult rural topography in the UK, for fixed broadband deployment.)
 - current lack of commercial "private sector" investment to support ultra-high speed broadband network connectivity for both SMEs and Residents across the county;
 - the inability of SMEs across Wiltshire to access government funded broadband connectivity incentives, such as the broadband connection voucher scheme, which ran through 2015 and was targeted at cities and urban areas; and
 - planned employment growth / inward investment across the county constrained by poor digital connectivity.

4.4. Four objectives for the scheme have been identified, which align with the SWLEP's business development aspirations:

- facilitate countywide business expansion and employment growth, through inward investment;
- reduce the number of SME's / businesses migrating out of the county due to poor connectivity;
- attract new SME businesses to Wiltshire with improved NGA broadband infrastructure; and
- encourage further commercial provider investment in Wiltshire's broadband infrastructure.

Economic Case

- 4.5. Independent research carried out on behalf of the Government in 2013, identified that broadband investment would bring significant economic benefits, as well as supporting innovation and greater small business competitiveness.
- 4.6. Key findings concluded that the Government's current programmes provided excellent value for money – with a net economic impact of up to £20 for every £1 of public invested by 2024.
- 4.7. The study's authors noted that this was an unusually high level of return for public funding, but they stated that they considered it to be realistic, given that broadband is a General-Purpose Technology which has an increasingly critical role in the day-to-day operations of the majority of UK businesses.
- 4.8. In addition, households will be able to make savings of £45 million per year by 2024 through people being able to work from home more than at present, and around 0.4 million tonnes a year of CO2 savings will be achieved through reduced commuting, business travel and firms shifting to more energy-efficient cloud computing.
- 4.9. McKinsey estimated in 2011 that small businesses could increase productivity by 10 per cent through doing more work online. Similarly, Booz and Co estimated that if all small businesses maximised their use of digital services, growth would increase nationally by £18.8 billion per annum.

Commercial Case

- 4.7. Wiltshire Council is the lead delivery partner. As such the work has been procured by the Council in accordance with its Procurement and Contract Rules. Wiltshire Council is an experienced deliverer of similar schemes.
- 4.8. To avoid State Aid issues, Wiltshire Council (Wiltshire Online) undertook a competitive OJEU tendering process for this Scheme. These requirements were formalised as part of a legal agreements between Wiltshire Council and the successful suppliers.

4.9. As a result of the procurement exercise carried out, contracts were awarded to Gigaclear in the north of the county and to BT in the south of the county.

Financial Case

4.10. A high-level breakdown of the £1m LGF funding expenditure, across the associated works for both contracts (Lot 1 North & Lot 2 South), is estimated as follows:

	Average % Across Both Contracts	Average £ Across Both Contracts
Milestone 0 – Planning and surveying (planning the network infrastructure build)	10%	£100,000
Milestone 1 – Network build (Civils, installing equipment, building fibre spine network, installing the cabinets, connecting power).	27.4%	£274,000
Milestone 2 & 3 - Ready for service – Commissioning and testing.	62.6%	£626,000
High-Level Totals	100%	£1,000,000

Management Case

- 4.11. Wiltshire Online’s Board, comprising senior Wiltshire Council representatives, Scrutiny Member and BDUK Project Director, will oversee delivery of the Ultrafast Broadband Programme. An SRO and Project Manager are in place, with the Project Manager reporting directly to the Wiltshire Online Project Board.
- 4.12. The SWLEP and Wiltshire Council have existing suitable and robust governance for the detailed planning and delivery of this scheme, with Wiltshire Council as the lead delivery partner.
- 4.13. Recognised best practice in project management, risk management, contract management and change management will be deployed.

Independent Technical Assessment

- 4.14. A high level assessment of the scheme was carried out by one of the SWLEP’s ITA organisations (Cushman & Wakefield) as part of the LGF 3 process in 2016 which resulted in the project being approved for funding.
- 4.15. Given the level of scrutiny of broadband investments by Central Government, and the associated high BCR figures, it was not judged to be a good use of public funds to engage the ITA in a further assessment of the business case.
- 4.16. Instead, the following Central Government report on broadband generally has been supplied by the project as evidence of the significant value for money of the scheme:



<https://www.gov.uk/government/publications/evaluation-of-the-economic-impact-and-public-value-of-the-superfast-broadband-programme>

4.17. In addition to the report detailing various positive impacts, it also specifically states that

“Effects of ultrafast and hyperfast broadband: Exploratory research examining the effects of faster fixed broadband speeds delivered with and without public subsidy suggested that the economic impacts of broadband increase substantially with faster speeds.”



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Meeting & Date:	SWLEP Board Meeting – Wednesday, 19 September 2018		
Subject:	Highlight Reports		
Attachments:	None		
Author:	Ian Durston	Total no of sheets: (inc cover sheet)	14

Papers are provided for:	Approval <input type="checkbox"/>	Discussion <input type="checkbox"/>	Information <input checked="" type="checkbox"/>
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1. Purpose

Highlight reports on the status of each LGF project (and other LEP projects) are presented to the SWLEP Board in order to communicate the status of all projects and to demonstrate that projects are being managed in line with the LEP Assurance Framework. The highlight reports produced for each project that have been reviewed and approved by the SWLEP Commissioning Group. Copies of the individual highlight reports can be found on the SWLEP website by clicking on the 'SWLEP Project Summary Report' icon at the top of the page on the following link:

<https://swlep.co.uk/projects>

2. Summary

Six projects have been identified by the Steer Davies Gleave review as 'focus' projects that warrant specific attention in this summary. They are:

Chippenham Station Hub

Initial development work is commencing on the Phase 5 (Station Forecourt) and Phase 1b (Northern Access Lift) post the agreement of a change control to re-schedule these phases.

A formal announcement has been made regarding Good Energy's involvement in phase 2 (Sadler's Mead commercial premises and multi-storey car park). The planning application for this phase is under development with the application now due to be submitted in October 2018. Feedback from the associated planning

consultation has been positive, but some concerns raised, particularly around the height of the car park and local traffic.

With the costs of phase 2 being higher than initially forecasted, and now having a better understanding Network Rail (NR) and GWR timescales, the project team calculate that there is insufficient budget and time to complete phase 3 (car park to north of line) within the LGF constraints. A potential approach is therefore to take the project to completion of planning for the wider scheme but not to proceed further with phase 3. This would potentially release some funding for other projects.

A350 Yarnbrook / West Ashton

Funding to cover the associated cost increase has been successfully granted by the Housing Infrastructure Fund. Completion of the clarification process with Homes England/Deloitte is imminent. Work on the Section 106 agreement is in progress. The procurement process for a construction contractor is underway – due for completing in December 2018.

Salisbury Central Car Park and Maltings

Following the incident in Salisbury, and the current situation with the retail sector in general, a review of the approach to the overall development project is being carried out by TH Real Estate and Wiltshire Council. The use of the LGF funding, and requirements for further public funding, are included as part of this review. Discussions with the project team and Central Government are ongoing.

A proposal is being put to the September Board to use the £6.1m of LGF funding to work for plots closer to the Maltings Shopping Centre.

Swindon Bus Boulevard

At the May Board Meeting it was agreed to continue the LGF funding for the project. A change control for the project has been approved by the September Commissioning Group detailing the elements of the project that the LGF funding will be spent on (for example. surveys, design, temporary bus station delivery), the associated milestones and the associated financial profiling.

New Eastern Villages

Southern Connector Rd – The results of the Housing Infrastructure Fund application are awaited. Land assembly is a critical element of the project - landowner negotiations are underway, though any objection received could lead to a CPO/s. Because of the time this activity is taking, the latest Highlight Report shows a number of milestone slipping by several months.

A420/Gablecross - Land acquisition is causing delays – latest Highlight Report showing slippage to several milestones of five months.

Wichelstowe Southern Access

The procurement process for the project is underway. This has encountered some minor delays, but not so that the overall timescales will be affected. Construction is on track for completion by March 2021.

Highlight Reports are available for all other projects. The following statistics summarise the status across all of the projects:

- There are 29 live projects covered by the highlight reports and two potential projects (the Salisbury Plain Heritage Centre and the Swindon Museum and Art Gallery).
- Seven projects (24%) are completed
- Five projects (17%) are rated GREEN
- Eight projects (28%) are rated AMBER GREEN
- Two projects (7%) are rated AMBER RED
- Seven projects (24%) are rated RED
- One project has improved their RAG rating since the last report, and four have deteriorated.

3. Recommendations

The SWLEP Board is asked to approve that the highlight reports are an accurate representation of the current status of all LGF projects.

Local Growth Fund – Focus Projects

Project Ref	Project Name	Lead Delivery Partner	Previous	Current	Notes
LGF/1617/004/CSH	Chippenham Station Hub	WC	R	R	Initial development work is commencing on the Phase 5 (Station Forecourt) and Phase 1b (Northern Access Lift). Feedback from the phase 2 planning consultation has been positive, particularly around the height of the car park and local traffic. Completion of phase 3 now difficult within budget and time constraints.
LGF/1617/009/YWA	A350 Yarnbrook/ West Ashton	WC	G	G	Work is progressing to procure building contractor. Clarification process for HIF fund is nearly complete.
LGF/1718/003/CCPM	Salisbury Central Car Park and Maltings	WC	R	R	No highlight report has been submitted this round due to a complete review of the project taking place post the Salisbury incident and the state of the retail sector. Discussions ongoing with TH Real Estate and Central Government. Proposal for use of LGF money to be put to September Board.
LGF/1617/008/SBX	Swindon Bus Boulevard	SBC	R	R	At the May Board meeting it was agreed to continue LGF funding to the project. A change control is submitted to the September Commissioning Group detailing the new approach, including new LGF scope, milestones and financial profiling.
LGF/1516/003/EV (iv)	New Eastern Villages Southern Connector Road	SBC	R	R	Land assembly work stream is on critical path. Because of the time this activity is taking, the latest Highlight Report shows a number of milestone slipping by several months.
LGF/1516/003/EV (iii)	New Eastern Villages A420 Gablecross	SBC	R	R	Land acquisition slipping milestones by 5 months.
LGF/1617/002/WI	Wichelstowe Southern Access	SBC	AR	AR	The procurement process for the project is taking longer than expected resulting in a short delay (but expected to be recoverable).

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	Complete	Complete	
LGF/1617/001/A350	A350 Dualling Bypass (Badger – Brook + Chequers)	WC	AG	AG	Forecast completion in September 2018.
LGF/1617/007/MH	Mansion House (Corsham)	WC	G	G	Construction in progress - completion forecast for November 2018. George Gill and Shahina Johnson to join working group for operation of facility.
LGF/16/17/010/JNC17	M4 J17 Capacity Improvement	WC	Complete	Complete	
LGF/1617/009/UFB	Ultra Fast Broadband	WC	AG	AG	Mobilisation phase now complete for both suppliers. Build underway, though technical issues in Malmesbury still being resolved.
LGF/1516/005/LSTF	LGF Sustainable Transport Package	SBC	AG	AG	Construction work on Queens Drive element of town centre scheme is being progressed. Spring Gardens to complete October 2018.
LGF/1617/003/SRT	Swindon Rapid Transit	SBC	AR	AR	Construction work on all elements of Wichelstowe phase in progress but behind original schedule. Development work in

					progress on Tadpole Farm and NEV schemes.
LGF/1617/006/JNC16	M4 Junction 16	SBC	Complete	Complete	
LGF/1617/010/SPHC	Salisbury Plain Heritage Centre	WC			Project under review. Highlight Report to be produced if project goes ahead.
LGF/1617/011/SMAG	Swindon Museum and Art Gallery	SBC			Project under review. Highlight Report to be produced if project goes ahead.

Local Growth Fund (Growth Deal 3)					
Project Ref	Project Name	Lead Delivery Partner	Previous	Current	Notes
LGf/1718/001/WCS	Wiltshire College - Salisbury	Wiltshire College	AG	AG	Refurbishment work (contract 1) contracts awarded. Technical design in progress followed by construction start. New build (contract 2) procurement in progress.
LGf/1718/002/WCL	Wiltshire College - Lackham	Wiltshire College	G	G	Stage 2 design work awarded to AWW and underway. Planning application in development.

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	G	AG	Slippages to project milestones.
LGF/1516/003/EV (iia)	New Eastern Villages - Greenbridge Roundabout (Package 1)	SBC	Complete	Complete	
LGF/1516/003/EV (iib)	New Eastern Villages -West of A419 (Package 2)	SBC	AG	AG	Work begun on business case.

Department for Transport - Retained					
Project Ref	Project Name	Lead Delivery Partner	Previous	Current	Notes
LGF/1516/003/EV (v)	New Eastern Villages White Hart Junction	SBC	G	R	Slippages to project milestones.
LGF/1516/003/EV (vi)	New Eastern Villages Business Case	SBC	G	R	OBC completion slipped to January 2019.

City Deal					
Project Ref	Project Name	Lead Delivery Partner	Previous	Current	Notes
LGF/1516/006/CD	Higher Futures	WC & SBC	AR	AG	Target numbers of learners remain a challenge – various strategies to address (e.g. marketing materials, delivery of engagement strategy, encouragement of apprenticeships). Increase in learner starts forecast for September.

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	58 schools/colleges & 46 Enterprise Advisers engaged. Focused on getting schools/colleges to assess their careers provision against the Gatsby benchmarks. Have recently won bid to run Careers Hub with fully funded Hub Lead (recruitment underway).

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	G	G	Usage of new website high with over 6,000 unique visitors since launch and over 300 businesses registering in community area. Currently focussing on development of telephone triage service and marketing activity.

Growing Places Infrastructure Fund (GPIF)					
Project Ref	Project Name	Lead Delivery Partner	Previous	Current	Notes
LEP/GPIF/001/CAS	GPIF – Castledown Business Park	WC	Complete	Complete	£2.54m loan now repaid.
LEP/GPIF/002/WD	GPIF – Woods Group	Woods Group	G	AG	£1,279,235 loan agreement re-signed post issues with security. Repayment to SWLEP by end March 2021.




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	4 (Likely)				
	3				
	2				
	1 (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.

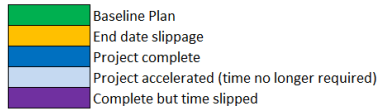
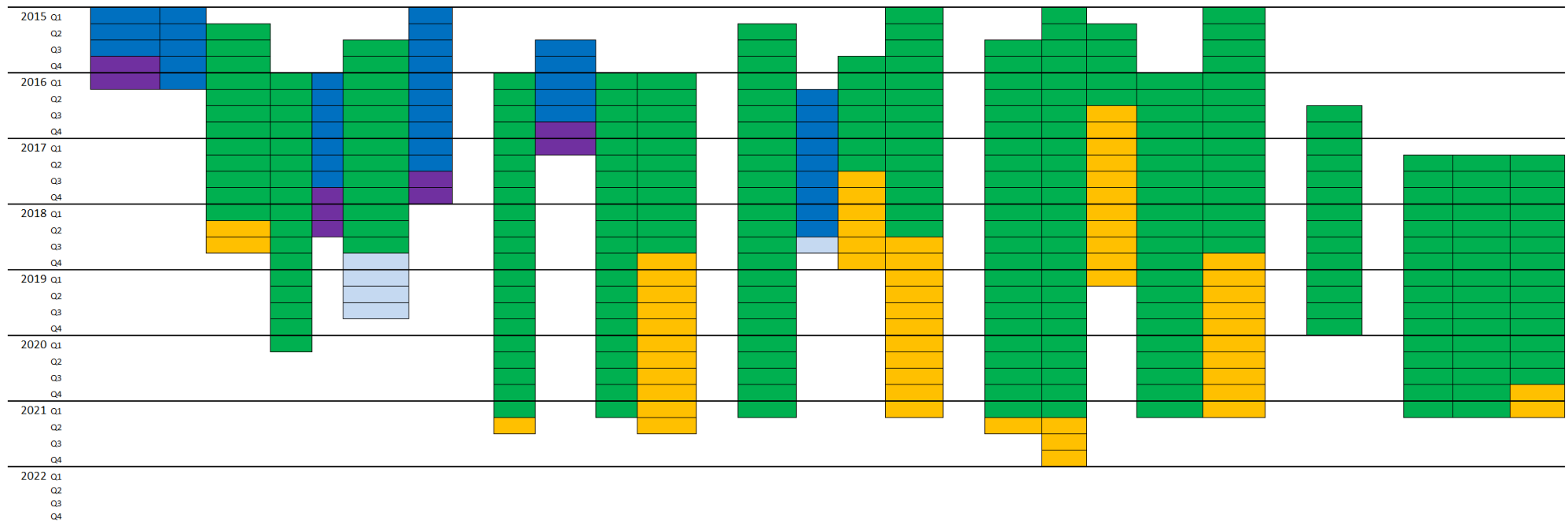
RAG Scoring

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.

Dyson A429 Improvements	A350 Bumpers to Brook	LGF Sustainable Transport Package	Rapid Transit	J16	A350 Chippenham Bypass	Porton Science Park	NEV Great Stall Bridge	NEV Greenbridge Roundabout	NEV West of A419	NEV A420 Gablecross	Yarnbrook West Ashton Relief Road	J17	Mansion House - Corsham	Swindon Bus Boulevard	NEV Southern Connector Road	NEV White Hart Junction	NEV Business Case	Wichelstowe	Chippenham Station	Ultra Fast Broadband	Wiltshire College - Salsbury	Wiltshire College - Lackham	Salisbury Central Car Park & Maltings
1	1	1	1	1	1	1	1	1	1	1	2	2	2	2	Retained	Retained	Retained	Retained	Retained	1	3	3	3



Slippage



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Meeting & Date:	SWLEP Board Meeting – Wednesday, 19 September 2018		
Subject:	LGF Finance Summary		
Attachments:	None		
Author:	Ian Durston	Total no of sheets: (inc cover sheet)	11

Papers are provided for:	Approval <input type="checkbox"/>	Discussion <input type="checkbox"/>	Information <input checked="" type="checkbox"/>
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1. Purpose

This paper summarises the current financial status across the various streams of LGF funding.

2. Summary

For LGF projects, the underspend situation continues – that is, while the total project spend requirement is the same, the project is not spending the grant money as quickly as originally forecast. The current forecast underspend figure for the end of 2018/19 financial year is now £14.89m. This has risen from the previous report due to the changing picture on profiling for the Maltings and Central Car Park project in Salisbury. Opportunities to accelerate spend have been identified by Wiltshire College, Lackham project, and are yet to be included.

All projects still forecast that all LGF money will be spent by March 2021. However, discussions with Alex Reed have concluded that there is a very high risk that this view is overly optimistic and additional actions should be taken to avoid an underspend of approximately £15m at March 2021. These will be discussed in a separate item at the September Board meeting.

LGF DfT projects and DfT Retained projects are broadly in line with expected spend.

3. Recommendations

To approve this paper as an accurate summary of the current LGF financial position.

4. LGF Finance Summary

4.1 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)
- LGF Sustainable Transport (LSTF)
- M4 Junction 16 Improvements
- Porton Science Park
- Swindon Rapid Transit
- Chippenham Station Hub (now un-retained)

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

Growth Deal Round 3

- Wiltshire College - Salisbury
- Wiltshire College - Lackham
- Maltings and Central Car Park - Salisbury

4.2 Table I shows the actual spend for each project to date against what is forecast to be spent during the course of the year (blue lines). The actual spend figures shown for 2017/18 are the final year end figures. At the bottom of the table is the total of all the project lines, plus the profile of the grant that we receive from BEIS (shown in the orange line). These total lines are shown graphically in Figure 1a.

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

4.4 The total underspend against the grant profile (that is, while the total project spend requirement is the same, the project is not spending the grant money as quickly as originally forecast) at the end of 2017/18 was £12.96m.

- 4.5 The current forecast underspend figure for the end of 2018/19 financial year is now £14.89m. This has risen from the previous report due to the changing picture on profiling for the Maltings and Central Car Park project in Salisbury. The project is still undergoing a comprehensive review, post the Salisbury incident, and forecast profiling for the project is still very much in flux.
- 4.6 Some acceleration of the Yarnbrook and West Ashton Relief Rd project has been included since the previous report. Opportunities to accelerate spend have also been identified by Wiltshire College, Lackham project, but are yet to be included.
- 4.7 The projects with a significant contribution to the underspend situation are Swindon Bus Boulevard, Swindon Rapid Transit and Chippenham Station Hub. The two museum projects and the Wiltshire College projects are also contributors (though these are not due to delays to the projects).
- 4.8 All projects still forecast that all LGF money will be spent by March 2021.
- 4.9 Since the July Board Meeting, discussions have taken place with Alex Reed on the underspend situation. Conclusions made were:
- the underspend picture is stable at 20-25%;
 - the situation, relatively, is not getting worse;
 - the projects are however, being overly optimistic and if the rate of underspend continues as it is, the figure will still be £15m to £20m at March 2021; and
 - levers need to be identified within the SWLEP control that can be applied to the projects to address this situation now.
- 4.10 A proposal for such a lever will be made in a separate item at the September Board meeting. This looks at the SWLEP retaining underspend amounts of LGF funding if underspend continues in more than two quarters and potentially allocating it to other projects.
- 4.11 It should be noted that BEIS has awarded £89,630 of grant over and above the forecast profiling of all projects. How this money is to be used is to be determined.

Table 1

	15/16	16/17	17/18	Q1 18/19	Q2 18/19	Q3 18/19	Q4 18/19	Total 18/19	19/20	20/21	TOTAL
A350 Bumpers Farm - COMPLETE	Original Grant Request	835,000	835,000								1,670,000
	Forecast Profile Spend	1,670,000									1,670,000
	Actual Spend to Date	1,670,000									1,670,000
A429 Malmesbury - COMPLETE	Original Grant Request	1,400,000									1,400,000
	Forecast Profile Spend	1,400,000									1,400,000
	Actual Spend to Date	1,400,000									1,400,000
Porton Science Park - COMPLETE	Original Grant Request	4,000,000									4,000,000
	Forecast Profile Spend	0	1,862,200	2,137,800				0			4,000,000
	Actual Spend to Date	0	1,862,200	2,137,800				0			4,000,000
A350 West Ashton/Yarnbrook	Original Grant Request								2,900,000	2,600,000	5,500,000
	Forecast Profile Spend	0	117,300	0			387,000	387,000	2,000,000	2,995,700	5,500,000
	Actual Spend to Date	0	117,300	0				0			117,300
M4 Junction 17 - COMPLETE	Original Grant Request	0	140,400	359,600				0		500,000	500,000
	Forecast Profile Spend	0	140,400	359,600				0			500,000
	Actual Spend to Date	0	140,400	359,600				0			500,000
Corsham Mansion House	Original Grant Request		1,900,000	600,000							2,500,000
	Forecast Profile Spend	26,200	155,500	373,300	457,153	1,162,258	249,609	28,126	1,897,146	47,854	2,500,000
	Actual Spend to Date	26,200	155,500	373,300	331,914	195,686			527,600		1,082,600
A350 Dualling Chippenham Bypass	Original Grant Request	0		2,370,000				2,370,000	2,360,000		7,100,000
	Forecast Profile Spend	0	667,000	2,863,400	1,800,000	1,572,082		3,372,082	197,518		7,100,000
	Actual Spend to Date	0	667,000	2,863,400	1,313,400	695,158		2,008,558			5,538,958
Ultra Fast Broadband	Original Grant Request			1,000,000							1,000,000
	Forecast Profile Spend	0	0	0			500,000	500,000	500,000		1,000,000
	Actual Spend to Date	0	0	0				0			0
Salisbury Plain Heritage Centre	Original Grant Request			425,000				925,000			1,350,000
	Forecast Profile Spend	0	0	0				0	1,350,000		1,350,000
	Actual Spend to Date	0	0	0				0			0
Swindon Museum and Art Gallery	Original Grant Request			425,000				925,000			1,350,000
	Forecast Profile Spend	0	0	0				0	1,350,000		1,350,000
	Actual Spend to Date	0	0	0				0			0
LGF Sustainable Transport (LSTF)	Original Grant Request	1,250,000	1,250,000	1,250,000							3,750,000
	Forecast Profile Spend	1,226,800	1,086,000	941,200	2,800	97,000	150,000	246,200	496,000		3,750,000
	Actual Spend to Date	1,226,800	1,086,000	941,200	3,000	34,000			37,000		3,291,000
M4 Junction 16 - COMPLETE	Original Grant Request		6,080,000	2,960,000					-3,120,000		5,920,000
	Forecast Profile Spend	875,800	4,185,500	3,978,700				0	-3,120,000		5,920,000
	Actual Spend to Date	875,800	4,185,500	3,978,700				0			9,040,000
Rapid Transit	Original Grant Request		164,000	3,283,000				3,283,000	3,120,000		9,850,000
	Forecast Profile Spend	0	55,500	799,200	139,800	500,000	1,600,000	1,625,500	3,865,300	5,130,000	9,850,000
	Actual Spend to Date	0	55,500	799,200	253,300	109,000			362,300		1,217,000
Swindon Bus Boulevard	Original Grant Request			1,100,000				1,700,000	200,000		3,000,000
	Forecast Profile Spend	0	0	67,100			300,000	300,000	1,000,000	1,632,900	3,000,000
	Actual Spend to Date	0	0	67,100	40,000	4,000		44,000			111,100
Wiltshire College - Salisbury	Original Grant Request			2,300,000				2,300,000	2,300,000	6,930,000	13,830,000
	Forecast Profile Spend	0	0	670,000	144,000	120,000	1,074,159	1,511,841	2,850,000	4,830,000	13,830,000
	Actual Spend to Date	0	0	670,000	144,000			144,000			814,000
Wiltshire College - Lackham	Original Grant Request			1,360,000				1,360,000	1,360,000	4,120,000	8,200,000
	Forecast Profile Spend	0	0	237,070	43,130	72,000	643,835	1,103,965	1,862,930	1,569,000	8,200,000
	Actual Spend to Date	0	0	237,070	43,130			43,130			280,200
Maltings & Central Car Park - Salisbury	Original Grant Request			1,250,000				1,250,000	1,250,000	2,310,000	6,060,000
	Forecast Profile Spend	0	0	283,100			1,730,000	1,730,000	4,046,900		6,060,000
	Actual Spend to Date	0	0	283,100				0			283,100
Chippenham Station Hub	Original Grant Request	350,000		2,160,000				5,000,000	5,000,000	3,490,000	16,000,000
	Forecast Profile Spend	27,900	114,000	178,100	60,000	1,100,000	260,000	1,680,000	5,000,000	9,000,000	16,000,000
	Actual Spend to Date	27,900	114,000	178,100	53,600	1,750		55,350			375,350
Grant Annual	7,800,000	10,214,948	21,439,293					20,870,160	16,117,812	16,627,417	93,069,630
TOTAL Forecast Profile	5,226,700	8,383,400	12,888,570	2,646,883	4,623,340	3,977,603	7,692,632	18,940,458	23,901,272	23,639,600	92,980,000
TOTAL Actual	5,226,700	8,383,400	12,888,570	2,182,344	1,039,594	0	0	3,221,938	0	0	29,720,608

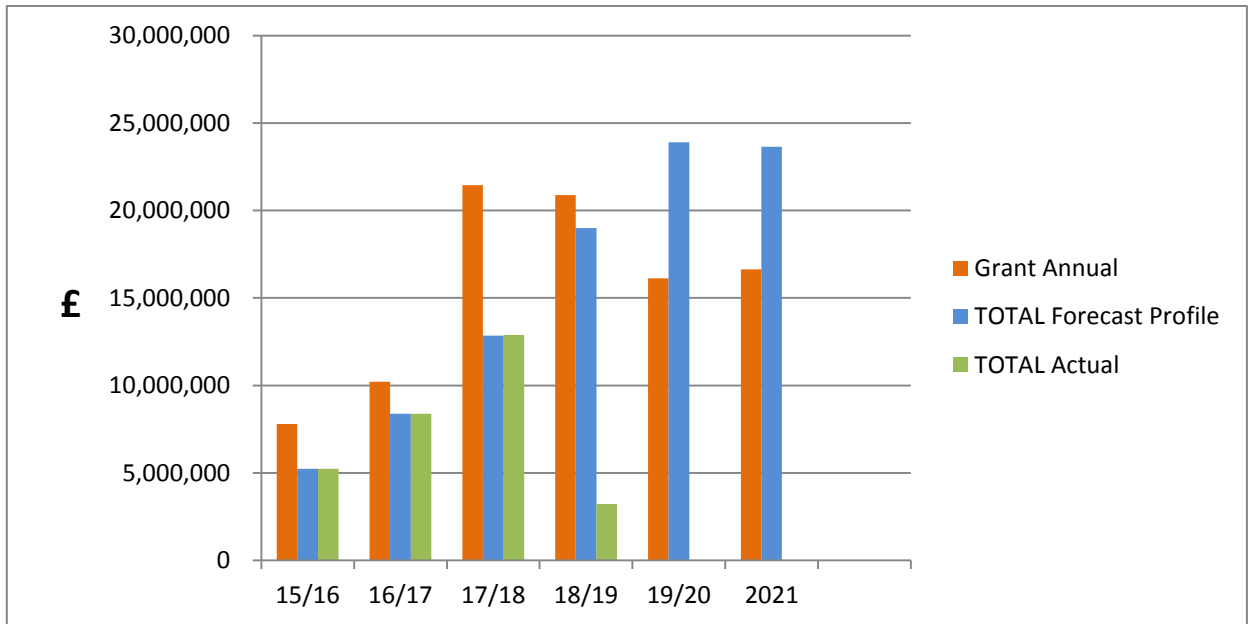


Figure 1a

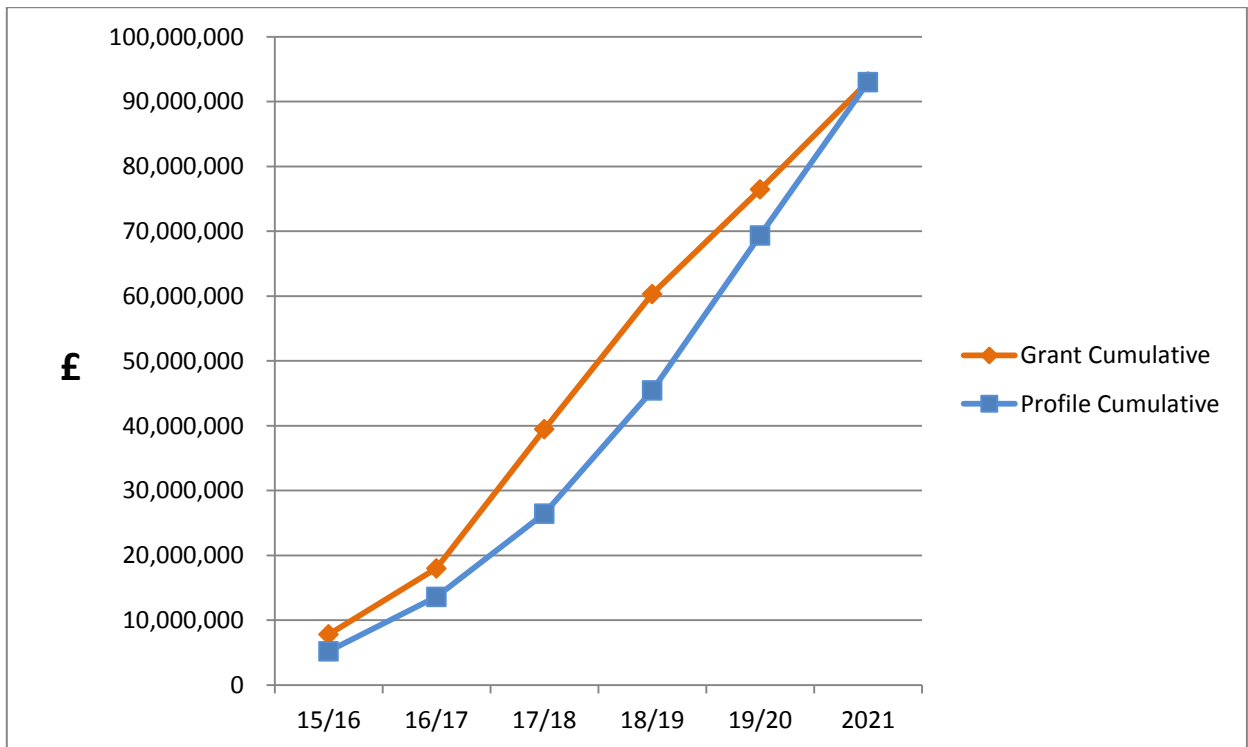


Figure 1b

5. LGF – DfT Projects Summary

5.1 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 – Great Stall Bridge; and
- NEV – A420 Gablecross.

5.2 Table 2 shows the actual spend for each project to date (green lines) against what had been forecast to be spent during the course of the year (blue lines). The actual spend figures shown for 2017/18 are the final year end figures. At the bottom of the table is the total of all the project lines, plus the profile of the grant that we receive from DfT (shown in the orange line). These total lines are shown graphically in Figure 2a.

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

5.4 Whilst behind in previous years, spend is now forecast to broadly following the profile agreed with DfT.

Table 2

		15/16	16/17	17/18	Q1 18/19	Q2 18/19	Q3 18/19	Q4 18/19	Total 18/19	19/20	20/21	TOTAL
Green Bridge Roundabout - COMPLETE	Original Grant Request		2,000,000									2,000,000
	Forecast Profile Spend	591,500	1,408,500						0			2,000,000
	Actual Spend to Date	591,500	1,408,500						0			2,000,000
West of A419 - Package 2	Original Grant Request									500,000	1,500,000	2,000,000
	Forecast Profile Spend	0	0						0	500,000	1,500,000	2,000,000
	Actual Spend to Date	0	0						0			0
A420 Corridor	Revised Grant Request		2,500,000									2,500,000
	Forecast Profile Spend	40,500	21,300	432,300	0	218,000	183,000	121,000	522,000	1,483,900		2,500,000
	Actual Spend to Date	40,500	21,300	432,300		60,900			60,900			555,000
Great Stall Bridge	Revised Grant Request			500,000						7,100,000		7,600,000
	Forecast Profile Spend	0	0	102,500	0	360,000	323,000	330,000	1,013,000	6,484,500		7,600,000
	Actual Spend to Date	0	0	102,500					0			102,500
Grant Annual (Revised)		0	4,500,000	500,000					0	7,600,000	1,500,000	14,100,000
TOTAL Forecast Profile		632,000	1,429,800	534,800	0	578,000	506,000	451,000	1,535,000	8,468,400	1,500,000	14,100,000
TOTAL Actual		632,000	1,429,800	534,800	0	60,900	0	0	60,900	0	0	2,657,500

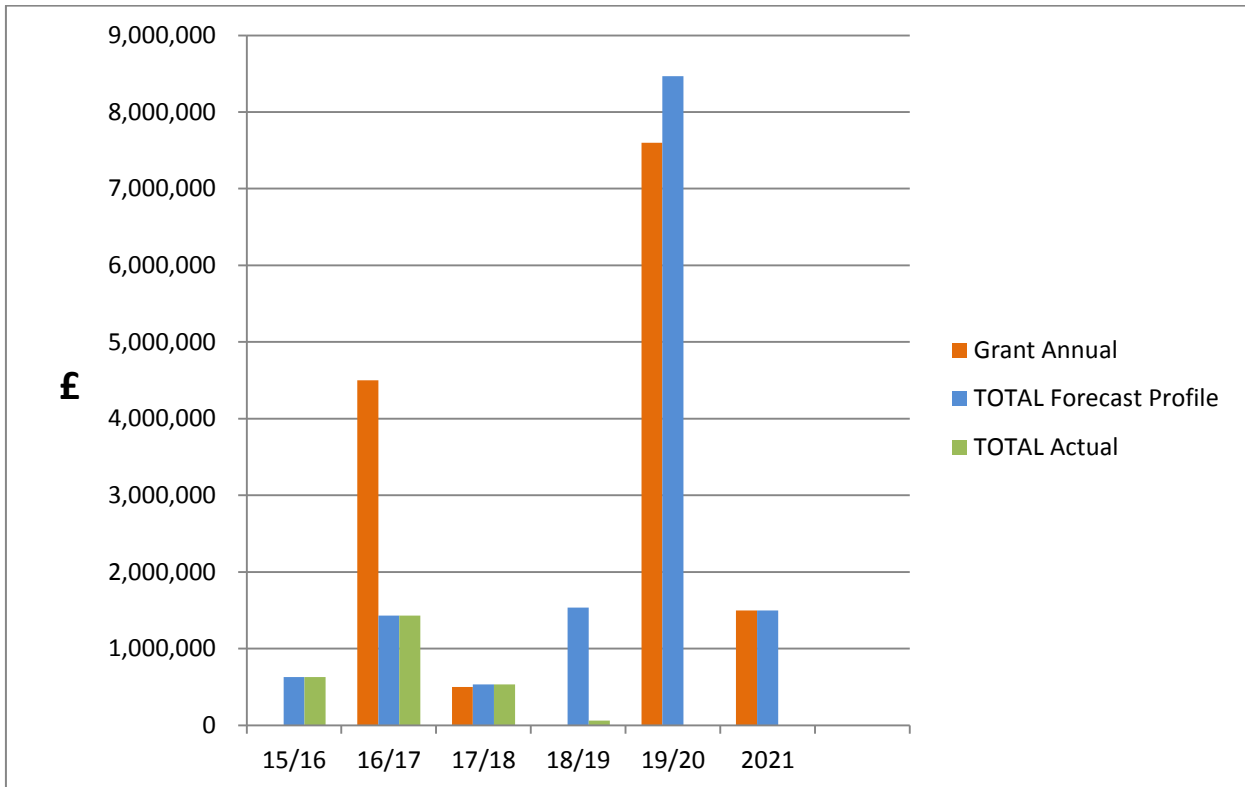


Figure 2a

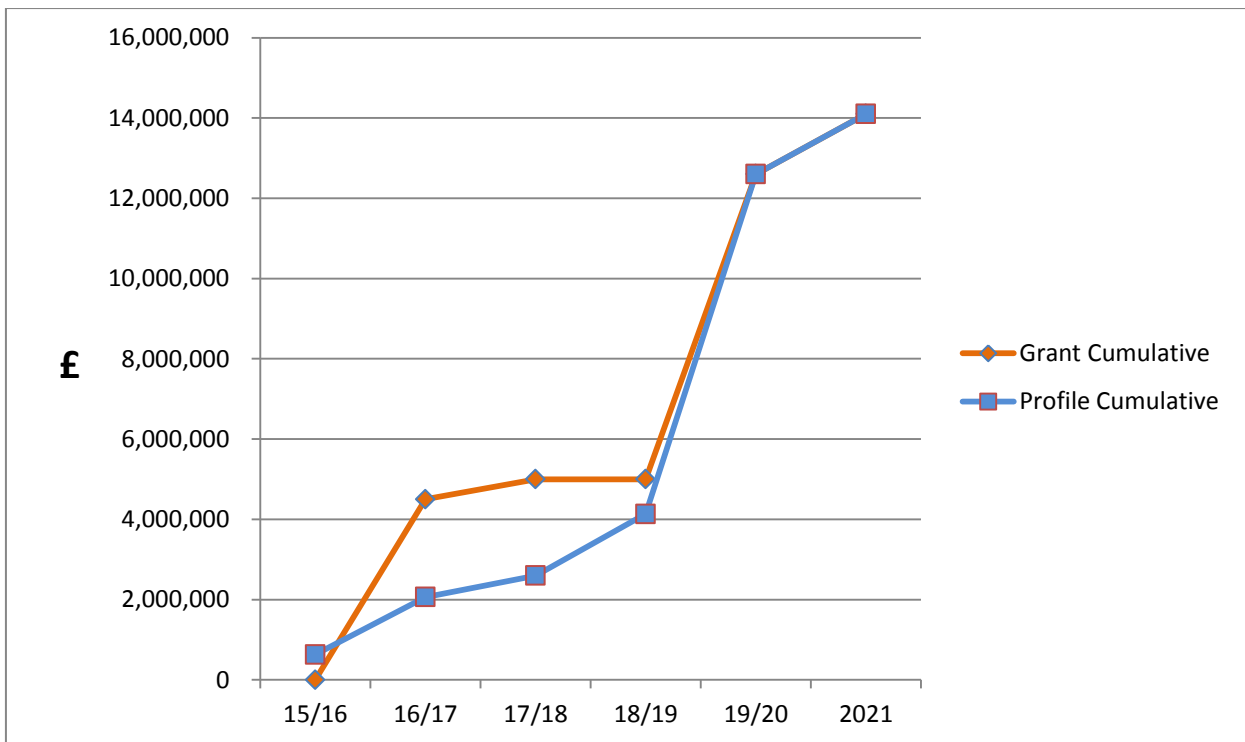


Figure 2b

6. DfT Retained Projects Summary

6.1 The following projects have been retained by the DfT which requires project status reporting as well as them controlling the grant payments. Chippenham Station Hub has now been removed and is shown in the LGF section of this report:

- NEV – Business Case;
- NEV – Southern Connector Rd;
- NEV – White Hart Junction; and
- Whichelstowe Western Access.

6.2 Table 3 shows the actual spend for each project to date (green lines) against what had been forecast to be spent during the course of the year (blue lines). The actual spend figures shown for 2017/18 are the final year end figures. At the bottom of the table is the total of all the project lines, plus the profile of the grant that we receive from DfT (shown in the orange line). These total lines are shown graphically in Figure 3a.

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

6.4 Spend is broadly following the profile agreed with DfT, although this is after agreeing with DfT to defer some grant payment to 2019/20 and 2020/21 - years in which the majority of the grant spend is already forecast to occur. This results in a significant amount of money to defray in two years.

Table 3

		15/16	16/17	17/18	Q1 18/19	Q2 18/19	Q3 18/19	Q4 18/19	Total 18/19	19/20	20/21	TOTAL
Wichelstowe Southern Access	Revised Grant Request			200,000					510,000	10,000,000	12,190,000	22,900,000
	Forecast Profile Spend	0	0	200,000	21,000	289,000	100,000	100,000	510,000	10,000,000	12,190,000	22,900,000
	Actual Spend to Date	0	0	200,000	21,000	31,000			52,000			252,000
New Eastern Villages - Business Case	Original Grant Request	500,000										500,000
	Forecast Profile Spend	381,900	118,100						0			500,000
	Actual Spend to Date	381,900	118,100						0			500,000
New Eastern Villages - White Hart Junction	Revised Grant Request		600,000	400,000						11,000,000	10,500,000	22,500,000
	Forecast Profile Spend	0	28,000	417,500	76,000	478,000			554,000	11,000,000	10,500,500	22,500,000
	Actual Spend to Date	0	28,000	417,500					0			445,500
New Eastern Villages - Southern Connector Road	Original Grant Request									5,800,000	5,800,000	11,600,000
	Forecast Profile Spend	0	0						0	5,800,000	5,800,000	11,600,000
	Actual Spend to Date	0	0						0			0
Grant Annual		500,000	600,000	600,000	0	0	0	0	510,000	26,800,000	28,490,000	57,500,000
TOTAL Forecast Profile		381,900	146,100	617,500	97,000	767,000	100,000	100,000	1,064,000	26,800,000	28,490,500	57,500,000
TOTAL Actual		381,900	146,100	617,500	21,000	31,000	0	0	52,000	0	0	1,197,500

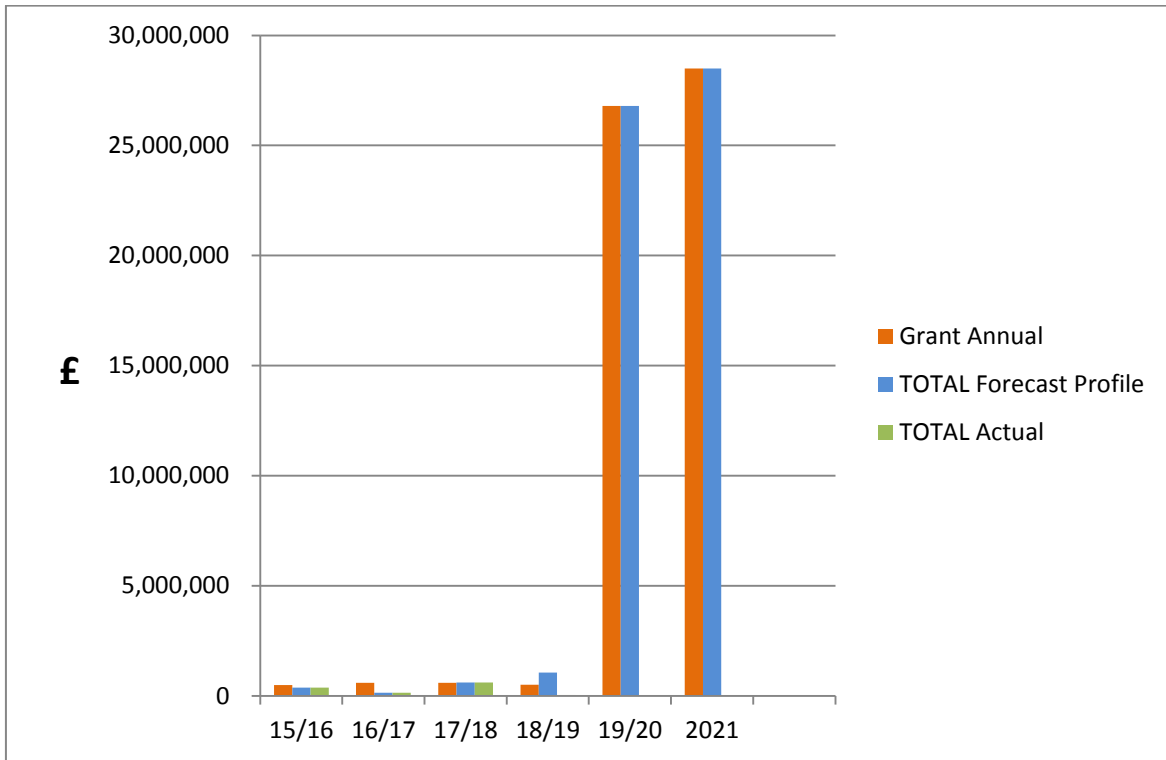


Figure 3a

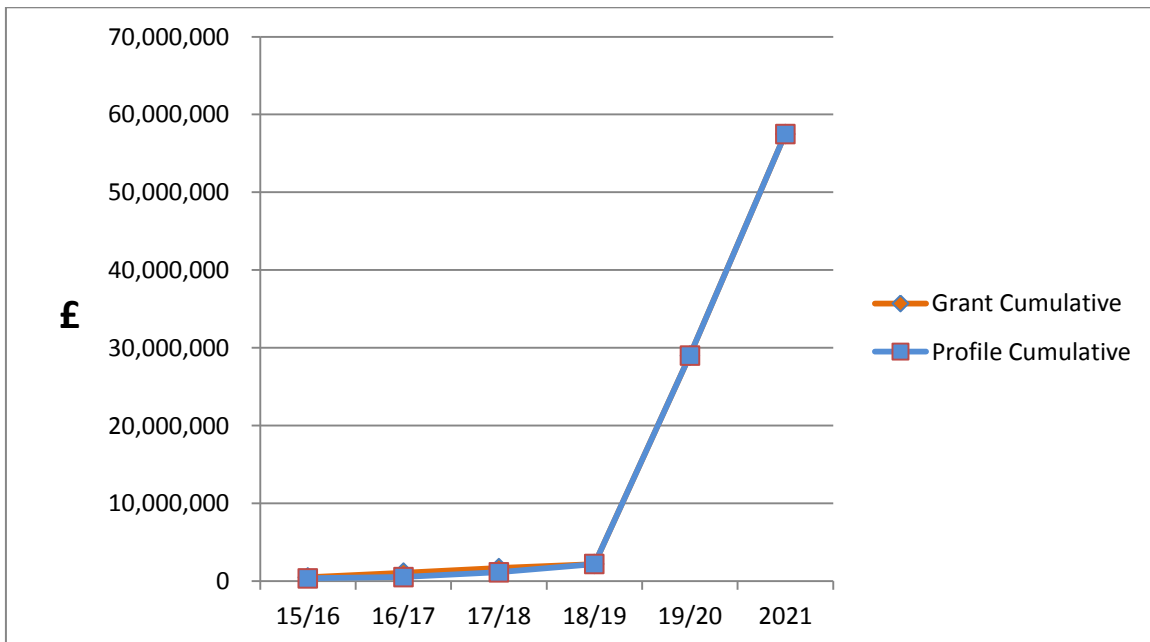


Figure 3b



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Meeting & Date:	SWLEP Board Meeting – Wednesday, 19 September 2018		
Subject:	Acquiring a legal personality; the SWLEP as an incorporated body		
Attachments:			
Author:	Paddy Bradley, Debby Skellern and Ian Durston	Total no of sheets:	22

Papers are provided for:	Approval <input checked="" type="checkbox"/>	Discussion <input type="checkbox"/>	Information <input type="checkbox"/>
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1. Purpose

- 1.1. To seek the approval of the Board to implement a programme and associated timeline to give the SWLEP a legal identity through incorporation as a company limited by guarantee.
- 1.2. The Board is receiving the report following previous discussions, including the 24 January 2018 (minute 4.1 refers), 24 May 2018 (minute 4.5 refers) and the decision at the meeting on 25 July 2018 that a proposal for an incorporated operating model be brought to the Board meeting on 19 September 2018 (draft minute 4.6 refers).
- 1.3. The action approved at the 25 July meeting was influenced by the publication of the Ministerial Review into LEPs (“Strengthened Local Enterprise Partnerships Ministerial Review” 25 July 2018) in which the government made clear its desire for all LEPs to acquire a legal personality.

2. Summary

- 2.1. The Government has reviewed the performance and role of LEPs in two reports. The outcome is a vote of confidence in the role of LEPs to engage with partners to drive economic growth in their areas. LEPs are given a sustainable future in return for further work to simplify governance structures and improve transparency and accountability.
- 2.2. The Board has discussed the issue of incorporation at previous meetings and has authorised the Director to carry out an options appraisal, including the option to stay unincorporated. The Government has now indicated its desire for all LEPs which are voluntary partnerships to become incorporated by April 2019. This action, outlined in the latest review of LEPs (Strengthening Local Enterprise Partnerships, July 2018), turns the option appraisal into which form of incorporated structure the SWLEP should adopt. There are four options and the model recommended to the Board for

the SWLEP to adopt is the structure of a company limited by guarantee. This is the model adopted by most LEPs, with significant advantages, including a governance structure supported by the Companies Act, increasing confidence in the business sector as the dialogue becomes one of business to business and the additional scope to develop its activities as an independent company.

- 2.3. The change in status requires an understanding of the responsibilities of Directors, and the implications for public officials assuming the role of Directors of the company. These roles and responsibilities will be outlined in the Articles of Association of the company. Independent legal advice has been commissioned to write draft Articles for future consideration. The move to incorporation will involve some one-off costs incurred in 2018-19 for which spending authorisation is sought from the Board. The Government is making additional funding available in 2018-19 and 2019-20 arising from the recent review. It would be appropriate to use some of that funding to support the acquisition of a legal personality.
- 2.4. There is further work to carry out to be ready for the change. We need to complete work on governance, full operating costs, including the cost of becoming an employer of staff and a staffing structure based on a new business model. It is intended that these gaps are filled in a report to the November Board meeting, leaving the January meeting as a backstop in case of any unresolved issues. This timeline would enable the SWLEP to meet the Government's timeline to achieve incorporation by April 2019. In doing so we need to reflect on the impact of current political uncertainty and consider phasing the implementation of actions associated with incorporation such as employment and leasing office space.
- 2.5. The Board is asked to support the recommendations in the paper to enable the SWLEP to make that fundamental change; to acquire a legal personality by becoming a company limited by guarantee and to authorise a development budget to enable it to happen. Failure to agree the recommendations puts at significant risk the timeline to achieve the change in status which the Government has endorsed.

3. Recommendations

The Swindon and Wiltshire Local Enterprise Partnership Board is recommended to:

- 3.1. authorise the Director, working with the Chairman to implement the activities identified in paras 4.25 to 4.26 which will enable the SWLEP to attain a legal personality by becoming a company limited by guarantee on or before 1st April 2019; and
- 3.2. allocate a budget of up to £70,000, which will include some one-off costs in the 2018-19 financial year to establish the SWLEP as a company limited by guarantee.

4. Detail

a. Strategic context

- 4.1. The proposal for the Swindon and Wiltshire Local Enterprise Partnership to become incorporated as a company limited by guarantee and therefore acquire a legal personality is set in the context of emerging strategic intent by central government for such a course of action. Two significant reviews have led to the collective government view that a sustainable model for LEPs involves all acquiring legal status, either through the identity of a mayoral or non-mayoral combined authority or as a separate incorporated body.
- 4.2. In September 2017, the Department for Communities and Local Government (DCLG) published its “Review of Local Enterprise Partnership Governance and Transparency”, led by Mary Ney, a non-executive director on the DCLG Board. This review made a number of recommendations to give greater assurance to government about the governance and transparency of LEPs. It also “...found a sector which has a strong understanding of its responsibilities for stewardship of public funding and the need to improve its governance accordingly. There has been some historical concern that the strength of the LEP model, in providing private sector leadership of economic growth in localities, should not be damaged by an overly bureaucratic approach. This review has found that there is on the ground recognition that strong and proportionate governance arrangements can be pursued with overall benefit and safeguarding to all involved without becoming overly bureaucratic.” (p14, Review of Local Enterprise Partnership Governance and Transparency, Led by Mary Ney, Non-Executive Director, DCLG Board, HMG, September 2017).
- 4.3. The second review, “Strengthened Local Enterprise Partnerships” was published by the Ministry of Housing, Communities and Local Government in July 2018. The minister-led review stated “Government will support all Local Enterprise Partnerships to have a legal personality. Where they are not already incorporated as companies, Local Enterprise Partnerships that are not in mayoral combined authorities or combined authorities should take steps to become companies... This new legal structure should be in place by April 2019, ahead of any release of further local growth funding. Ensuring that all Local Enterprise Partnerships have a legal personality reflects their more prominent role in local growth, that they are their own business-led organisations and will allow them to enter into legal commitments to take on further responsibilities in the future.” (p20-21, Strengthened Local Enterprise Partnerships, HMG, July 2018).
- 4.4. The Board may be re-assured by the analysis we have carried out to compare our current operational arrangements and the recommendations of “Strengthened Local Enterprise Partnerships” review. The SWLEP is very well placed with most recommendations in place or already under development. Any further action will be dependent on future government advice. The comparison is attached as Appendix I.

b. The rationale for the preferred option

- 4.5. At its meeting in May 2018, the Board approved the establishment of a working group (minute 4.5 refers) whose members formed a subset of the Commissioning Group. The group reviewed a number of options:

- 4.5.1.1. Voluntary partnership (50% of LEPs including SWLEP);
 - 4.5.1.2. Company Limited by Guarantee (42% of LEPs);
 - 4.5.1.3. Community Interest Company (CIC) [can be combined with a company limited by guarantee or shares] (8% of LEPs);
 - 4.5.1.4. Community Benefit Society [previously known as an Industrial and Provident Society](0% of LEPs); and
 - 4.5.1.5. Limited Liability Partnership (LLP) (0% of LEPs).
- 4.6. The group considered a detailed analysis of each model. As there was no working example of a LEP taking on the status of either a Community Benefit Society or a Limited Liability Partnership and there was no perceived advantage to such structures, the working group removed them from their consideration.
- 4.7. The options then became to maintain the steady state as a voluntary partnership; become a company limited by guarantee or a community interest company.
- 4.7.1. Maintain the steady state, that is, no change and remain as a voluntary partnership. A Voluntary Partnership has no legal personality and therefore has no regulatory body. The publication of “Strengthened Local Enterprise Partnerships” removed this option as the government has set a direction for LEPs to acquire a legal personality.
 - 4.7.2. Establish the SWLEP as a company limited by guarantee. Most guarantee companies are not-for-profit and as such, most companies need their articles to be drafted to reflect this. This model currently makes up the great majority of LEP incorporation status. There are no LEPs operating as companies limited by shares. The company would be registered at and regulated by Companies House and governed by the Companies Act.
 - 4.7.3. Establish the SWLEP as a Community Interest Company (CIC). This model can be combined with a company limited by guarantee or shares. A CIC is a limited company with extra features to mark it out as a social enterprise. Three LEPs have taken on this model. The regulatory body is the Office of the Regulator of Community Interest Companies, which is part of Companies House. It is established by the Companies (Audit, Investigations and Community Enterprise) Act 2004 and regulated by The Community Interest Company Regulations 2005 as well as the Companies Act. The company structure will depend on whether the company is limited by guarantee or by shares. What does a CIC need to
- 4.8. The proposal to the Board is to establish the Swindon and Wiltshire Local Enterprise Partnership as a company limited by guarantee as this structure provides a strong combination of appropriate regulation through Companies House; governance through the Companies Act and enhanced through our existing Assurance Framework; does not require the asset lock and commitments of a community interest company; additional scope to develop its activities as an independent company and as the model is used by most other incorporated LEPs, the SWLEP has the opportunity to learn from best practice in the major part of the sector.

c. Companies limited by guarantee

- 4.9. Limited by guarantee companies are most often formed by non-profit organisations such as sports clubs, workers' co-operatives and membership organisations, whose owners wish to have the benefit of limited financial liability.
- 4.10. A company limited by guarantee does not have any shares or shareholders (like the more common limited by shares structure) but is owned by guarantors who agree to pay a set amount of money towards company debts (typically £1).
- 4.11. Furthermore, there will generally be no profits distributed to the guarantors as they will instead be re-invested to help promote the non-profit objectives of the company. If any profits are distributed to the owners, then the company will forfeit its right to apply for a charitable status. The pursuit of charitable status is not sought by the SWLEP at this time. The draft Articles of Association of the proposed company address the issue of profits and do not permit distribution to the guarantors, but require re-investment to promote the objectives of the company.

4.12. Benefits

- 4.12.1. A company limited by guarantee is a distinct legal entity from its owners, and is responsible for its own debts.
- 4.12.2. The personal finances of the company's guarantors are protected. They will only be responsible for paying company debts up to the amount of their guarantees.
- 4.12.3. 'Limited' status builds trust and confidence amongst clients and investors - this type of professional credibility is valuable and can help a company achieve its objectives more effectively.

d. Role and responsibilities of Directors, including public officials

4.13. The legal duties of directors are:

- 4.13.1. act in good faith and in the interests of the company;
- 4.13.2. act honestly and responsibly in relation to the conduct of the affairs of the company;
- 4.13.3. act in accordance with the constitution and exercise powers only for purposes allowed by law;
- 4.13.4. not to misuse the company's property, information or opportunities;
- 4.13.5. not to fetter independent judgment; and
- 4.13.6. avoid conflicts of interest.

- 4.14. In broad terms, a Director has a duty of good faith and loyalty to the company. There are several aspects to this duty. A Director must:

- 4.14.1. act in good faith in the best interests of the company even if this is not in the Director's own best interests;
 - 4.14.2. act for a proper purpose, and never take advantage of their position as an office bearer or information a Director has gained in the role for personal advantage; and
 - 4.14.3. avoid conflicts of interest between the Director's own personal interests and the interests of the company.
- 4.15. The duties of good faith and loyalty to the company derive from the common law and are sometimes called 'fiduciary duties'. A 'fiduciary' is someone who stands in a position of trust and power over another. The law imposes fiduciary duties on directors because they are considered to stand in such a position of trust and power in relation to their organisation.

e. Articles of Association

- 4.16. Currently, about half of the 31 LEPs outside of combined or mayoral combined authorities are in some form of company limited by guarantee. Therefore, there are many examples for us to review in order to define the most suitable arrangement for the SWLEP. In the other incorporated LEPs, Council representatives, including Leaders, are directors on the boards and are able to adhere to the legal duties of Directors. The articles of association which the SWLEP needs to adopt are the key to how the company operates and the behaviours expected of Directors.
- 4.17. Four of the LEPs which are already incorporated as companies limited by guarantee and two of the LEPs incorporated as a community interest companies have used the model articles; the remainder have developed bespoke articles of association. Legal advice has been sought on this matter and it is recommended that bespoke articles are developed for the Swindon and Wiltshire LEP. Legal advice is being sought on the development of a set of draft articles.

f. Governance arrangements

4.18. Work been undertaken to develop a draft governance structure for the SWLEP setting out how the Board could operate with a number of committees, groups and task groups (Appendix 2). It also presents the overview and scrutiny function as well as a number of indirect reporting relationships.

g. The operational costs of the proposed company limited by guarantee

4.19. The current income and costs relating to the operation of the SWLEP as a voluntary partnership are shown in Appendix 3. The SWLEP has several income streams of grant funding from various central government sources. The cost of staff and activities are spread across these different sources of funding, as shown in the table, resulting in a complex financial picture.

4.20. Some initial work has been carried out on the forecast costs of operating as an incorporated company and the funding sources available to cover these, though figures gathered to date are very rough and require significant further refinement. The areas being investigated are shown in Appendix 4.

4.21. It is, however, known that the cost of operating as an incorporated body will be higher than as a voluntary partnership. For example, if as proposed, the LEP is to become the employer of its staff, then the pension costs will be higher under normal TUPE arrangements. Also, if office space is taken outside of the current Wiltshire Council offices, then the associated cost is expected to be higher than the amount paid out of the current Accountable Body charge, especially with the addition of business rates etc.

4.22. Support for covering these costs will be provided by an application for up to £200,000 of 'LEP Review funding' that BEIS has recently specifically allocated to LEPs in financial year 2018/19 for the transition to incorporated bodies, though this money is also allocated to Local Industrial Strategy development. Further funding will also be available in 2019/20, potentially of an amount higher than £200,000.

4.23. The ability of the LEP to generate and retain its own income streams (for example, through charging for Growth Hub services, interest payments from GPIF loans etc.) will also support ongoing operational costs. In addition, it is anticipated that the interest generated from non-defrayed LGF monies will be retained by the LEP and an agreed and supported figure for services paid to the Accountable Body.

4.24. Further work is underway to refine the understanding of costs for operating as an incorporated body, alongside the various income streams; the output of which will be a financial model for the incorporated body that demonstrates its viability and sustainability.

h. Work to do and issues to be resolved

4.25. There are a number of issues still to be resolved and independent legal and other professional advice has or will be sought and reported on as follows:

- i. Review and recommend draft Articles of Association (two bespoke drafts will be supplied);

- ii. Protection to minimise personal liability for SWLEP Board members acting as Directors of an incorporated company limited by guarantee;
- iii. Specific issues, if any, regarding elected public officials and a serving military officer acting as directors of the SWLEP as an incorporated company;
- iv. Advice on pension liability if the SWLEP became the employer of staff;
- v. Advice on the roles and responsibilities of company staff and the reporting requirements within the Companies Act 2006;
- vi. The new business model including VAT advice; and
- vii. Revised Governance Framework.

4.26. In addition, we need to:

- i. finalise all operating costs;
- ii. develop and submit proposals on LEP geography to government by 28 September 2018; and
- iii. develop and submit a plan implementing the review recommendations to government by 31 October 2018.

i. Timeline

4.27. Legal advice has also been sought on the production of a timeline which clearly sets out the tasks required to enable the move to incorporation which reflects the SWLEP's Board meeting schedule to enable an effective and efficient transition to incorporated status including the TUPE of staff to the new company. The SWLEP Board meets on the following dates:

28 November 2018;
23 January 2019; and
20 March 2019.

4.28. The preferred timeline is to have all issues resolved in time for the November board meeting with the January 2019 date regarded as a final backstop. Recognising that the national political climate is currently uncertain we will consider staging the move to incorporation. This could involve a single move to incorporation or phasing elements over a longer timeframe for example the transfer of the employment of staff and the move into new office space; we would still be an incorporated body by April 2019 in line with government's requirements.

5. Appendices

5.1. Appendix 1: Comparison of SWLEP v Ministerial Review

5.2. Appendix 2: Draft Governance Structure

5.3. Appendix 3: Current Income and Costs of Operating as a Voluntary Partnership

5.4. Appendix 4: Developing Future Operating Costs

6. Other relevant documents

6.1. The Ministerial Review of LEPs report 'strengthening local enterprise partnerships' was published on 24 July 2018:

<https://www.gov.uk/government/publications/strengthened-local-enterprise-partnerships>

Appendix I: Strengthening Local Enterprise Partnerships Report, 24 July 2018

Introduction

Following the Ministerial Review of LEP Structures, the government published its report Strengthening Local Enterprise Partnerships Report on 24 July 2018. This paper reviews the recommendations against the current Governance Framework arrangements.

Ref	Government's recommendation	SWLEP's current arrangements	Action required	Status
A. Role and responsibilities				
1.	Strategy: Developing an evidence-based Local Industrial Strategy that identifies local strengths and challenges, future opportunities and the action needed to boost productivity, earning power and competitiveness across their area.	Range of evidence has been commissioned and has either been completed or is expected to be complete by Sept 2018. LIS Working Group operation and development of the LIS has started including plans to refresh the SEP.	No new action required	In operation
2.	Allocation of funds: Identifying and developing investment opportunities; prioritising the award of local growth funding; and monitoring and evaluating the impacts of its activities to improve productivity across the local economy.	This is work which is underway.	No new action required	In operation
3.	Co-ordination: Using their convening power, for example to co-ordinate responses to economic shocks; and bringing together partners from the private, public and third sectors.	This is work which is underway.	No new action required	In operation
4.	Agree LIS by early 2020.	Work commenced on the collation of the evidence base from October 2017.	SWLEP timeline in place. Phasing required from Gov.	In operation

Ref	Government's recommendation	SWLEP's current arrangements	Action required	Status
5.	Produce an annual delivery plan and end of year report. ¹	Annual report produced by 31 July each year. Annual cycle introduced in 2017.	2018 report published 31 July 2018	Done
B. Leadership and organisational capacity				
6.	Regular dialogue with LEPs – PM chaired Council as well as senior sponsor	SWLEP Chair attended first Council meeting	Maintain contact	In operation
7.	Government to advertise LEP Chair opportunities	Greater promotional activity on the Government's commitment to LEPs requested by SWLEP in December annual conversation	Await info from Gov	Pending
8.	Government support for the induction and training of Board members and officers	SWLEP Board induction pack developed.	Await info from Gov	Pending
9.	Up to £20m capacity funding for review and LIS development over 2018/19 and 2019/20	Budget allocation to support any future move to incorporation requested at July Board meeting	Await info from Gov	Pending
10.	Assurance Frameworks to set out how chairs and vice chairs are appointed including defined terms of office. Business community to be consulted widely and transparently.	July 2017 Governance Framework: 3 year appointment for Chairman, vice Chairman and Board Members which can be extended. The exceptions are the two local authority leaders and the military representative which are permanent positions on the SWLE board. Chair and Vice Chari recruitment section added March 2018.	None	Done

¹ Delivery Plan guidance in LEP Assurance Framework Guidance due Autumn 2018

Ref	Government's recommendation	SWLEP's current arrangements	Action required	Status
11.	Establish Boards with a max 20 with a minimum of two thirds from the private sector. Option to co-opt up to 5 additional members	14 and up to max of 20. Agreed July 2017 2018 Min 70% private sector agreed July 2017.	None in term of governance. Board recruitment round 2018	Done In operation
12.	Improve gender balance (min 33% women by 2020, 50% 2023) and those with protected status. Ensure LEP Boards are representative of the businesses and communities they serve.	21.4% (3/14 Members). Aspiration to increase representation stated by SWLEP to Government in its Annual Conversation document in Dec 2017	Board recruitment round 2018	In operation
13.	Provide a secretariat independent of local government	Secretariat is SWLEP, Swindon Borough Council and Wiltshire Council	Amend governance structure through incorporation	Action required
14.	Develop a strong evidence base of strengths, weaknesses and comparative advantages vs national and international picture	3 economic assessments produced to date. Latest May 2018. HE Strategy Digital Strategy Energy Strategy Rail Strategy Cyber SIA SW Productivity Study SEP 2014 SEP 2016 SEP refresh 2018/19 planned	No new action required	In operation

Ref	Government's recommendation	SWLEP's current arrangements	Action required	Status
C. Accountability and performance				
15.	Government accountability for LEPs and LGF. Implement in full the Mary Ney recommendations	SWLEP Governance Framework reviewed and amended in light of Mary Ney's recommendations. Revised Governance Framework adopted March 2018.	No new action required	Done
16.	Assess and review annual performance – quantitative and qualitative	Annual report produced 2017 and 2018 with published financial and project output statements,	No new action required	Done
17.	Government to have clear approach to escalating approach to intervention	Issue resolution included in July 2017 Governance Framework including escalation to Secretary of State for BEIS in required.	Await info from Gov	Pending
18.	Government, LEP Network and LEPs to develop sector-led approach to assessing and improving performance through regular peer review	Await feedback from Government Advice given to Dorset LEP in 2018 regarding their GPIF programme following relaunch of SWLEP programme in 2017. Await guidance from Government re peer review.	Await info from Gov	Pending
19.	Government to oversee agreed outputs, evaluation frameworks and annual performance review and mid-year review,	Annual conversations to date have gone well. Mid-year review is new and information is required.	Await info from Gov	Pending
20.	Government to issue a statement re (proportionate) intervention where there is non-compliance/under-performance with the National Assurance Framework	Await feedback from Government	Await info from Gov	Pending

Ref	Government's recommendation	SWLEP's current arrangements	Action required	Status
21.	Government to commission an annual economic outlook to measure performance against	SWLEP has produced three economic assessments (every two years). Latest produced May 2018.	Await info from Gov	Pending
22.	LEPs to have a legal personality ² by April 2019	Background work has already commenced on background information on the assumption that the SWLEP will become a company limited by guarantee.	SWLEP timeline in place. Prof advice required	Action required
23.	LEPs will be individually accountable for the allocation of funding and delivery and evaluation of projects. S151 officers to maintain accountability for proper conduct of financial affairs with the LEP. Single AB for each LEP.	Specific section added to the March 2018 Governance Framework on the role of S151 Officer.	None	Done
24.	LEPs are required to hold an annual general meeting which is open to the public and businesses to attend and be properly promoted.	SWLEP board meetings have been held in public since July 2015. Board meets a minimum of 5 times per annum. Annual Conference introduced October 2017. 2018 event in planning stage targeted at a business audience.	No new action required	Done

² A **legal entity**, typically a business, that is defined as detached from another business or individual with respect to accountability. A **separate legal entity** may be set up in the case of a corporation or a limited liability company, to **separate** the actions of the **entity** from those of the individual or other company

Ref	Government's recommendation	SWLEP's current arrangements	Action required	Status
25.	LEPs to set out clearly who is accountable for spending decisions, appointments and overall governance locally. Schemes of delegation to be clear between Board, Chair, LEP CEO, AB and Sub-boards	Governance Framework in 2017 and in 2018 set out these arrangements.	No new action required	Done
26.	Government to support LEPs to set out how they will ensure external scrutiny and expert oversight including local authority scrutiny panels to ensure effective and appropriate democratic scrutiny.	<p>Joint Strategic Economic Committee has been operational since the start of the SWLEP and it ensures appropriate governance of the SEP, LGF and other related funding streams. Established between the two local authorities as the formal link with, and voice of, local government. It acts to facilitate collaboration with respective economic development teams.</p> <p>The Joint Scrutiny Task Group is a critical friend comprising cross-party members from the two local authorities. Overview and scrutiny framework and operational protocols for the use of public funds and outcomes from investment.</p>	<p>No new action required re existing Governance</p> <p>Move to incorporation will require articles of association</p>	<p>Done</p> <p>Action required</p>
D. Geography				
27.	By 28 Sept 2018, LEPs are invited to propose geographies which best reflect functional economic areas and remove overlaps and where appropriate propose mergers. Detailed plan for implementing change by 31 October	There are no geographic overlaps.	None	None

Ref	Government's recommendation	SWLEP's current arrangements	Action required	Status
28.	Government expects collaboration between LEPs where interested align	<p>Range of collaborative work has/is being undertaken. 2017/16 this has included:</p> <p>Cyber SIA</p> <p>Potential collaboration with Oxfordshire around hydrogen,</p> <p>Links with Gloucestershire around the Institute of Technology bid.</p> <p>Links with the Heart of England Transport Body.</p> <p>South West Productivity Survey</p>	Action require re LIS	Action required
E. Mayoral combined authorities and LEPs – not applicable to SWLEP. Single LIS led by Mayor and supported by LEP. Developed jointly. Published agreements between the two in relation to: advisory and challenge function; alignment of decision making; accountability, efficiency and corporate identity; and overview and scrutiny.				
F. Managing the transition to strengthened LEPs				
29.	£20m support for implementing change and to embed evidence in Local Industrial Strategies for 2018/19 and 2019/20.	Announcement of local allocation awaited from Government.	Await info from Gov	Pending
30.	National Assurance Framework Guidance to be updated	<p>No action at present.</p> <p>Review the Governance Framework in the light of this guidance and the potential move to incorporation as a company limited by guarantee.</p>	Await info from Gov	Pending

Appendix 2: Draft Governance Structure

A review of the governance structures in operation by other incorporated LEPs operating as companies limited by guarantee has been undertaken to help inform how the SWLEP's governance structure in the future might operate. This paper proposes a draft governance structure for the SWLEP operating as a company with a 'legal personality' for review and comment. Figure 1 presents this draft structure.

I. Draft structure

The draft structure sets out how the Board could operate in terms of:

- a) Board membership and unitary authority members;
- b) An independent overview and scrutiny function;
- c) Links through to national structures and ESIF;
- d) Four committees which would report to the SWLEP Board;
- e) A revised 'subgroup' structure; and
- f) Task groups

a) Board membership and unitary authority members

Legal advice is currently being sought regarding the roles and responsibilities of board Members as well as appropriate representation by both unitary partners to manage any potential conflict between serving the needs of the local population as an elected member and those of acting in the interests of the SWLEP as a director. More information is set out on this under section

b) Independent overview and scrutiny

An overview and scrutiny function would be required given that SWLEP will be in direct receipt of public funding. A review of the scrutiny function of some of the LEPs which are already incorporated is varied from those which:

- are entirely local authority driven (Gloucestershire and Cheshire and Warrington);
- are mixed with Board and independent members (Coast to Capital's audit committee in the absence of a separate scrutiny group); and
- comprise a number of Board Members including councillors with and without the inclusion of the Section 151 Officer (OxLEP and Coventry and Warwickshire).

It is proposed that we need to continue with an independent scrutiny structure to ensure the SWLEP, as is the case now, operates in a transparent and accountable way and within the terms of its governance structure. It will need to be a new scrutiny function comprising six elected members who are not Cabinet Members plus eight business members of the company who are not Board Members.

c) Links through to national structures and ESIF

Two sub-national transport authorities will operate across the Swindon and Wiltshire LEP area. There will be an indirect report between the SWLEP Board and both of these authorities.

In addition the indirect report will continue for the ESIF committee until European funding ceases. ESIF currently reports directly into the National Growth Programme Board. Proposals for how the Shared Prosperity Fund will be reported have yet to be announced.

d) Committees

It is proposed that four committees would report to the SWLEP Board:

- Finance and audit committee: this would include the S151 officer and report regularly to the Board on the financial performance of the SWLEP; manage year-end financial reporting and audit. Oversight for the financial viability of the SWLEP would be monitored by this committee.
- Strategy Committee: This would comprise the chairs and staff leads from each of the subgroups and would have oversight of the development and delivery of the SEP and local industrial strategy and any other strategies produced by the SWLEP.
- Remuneration committee: this committee is already operational and will meet on an annual basis or at other times as required.
- Delivery and performance committee: this would have oversight of the delivery and performance of funded programmes and investments such as, but not restricted to, LGF.

e) Groups

It is proposed that the existing subgroup structure is revised and will see:

- the Skills and Talent Group would remain but its membership reviewed and rationalised to make it more agile operationally;
- three existing subgroups merging into a single Infrastructure Group covering off the transport, digital and place agendas;
- the Business Development Group would have oversight of all existing business support and business development activity as well as the performance of the Growth Hub and its portal;
- the Investment Group being established to oversee new investments in the area including any assets the SWLEP may acquire and/or manage, cross LEP inward investment activity and the award of the GPIF programme; and

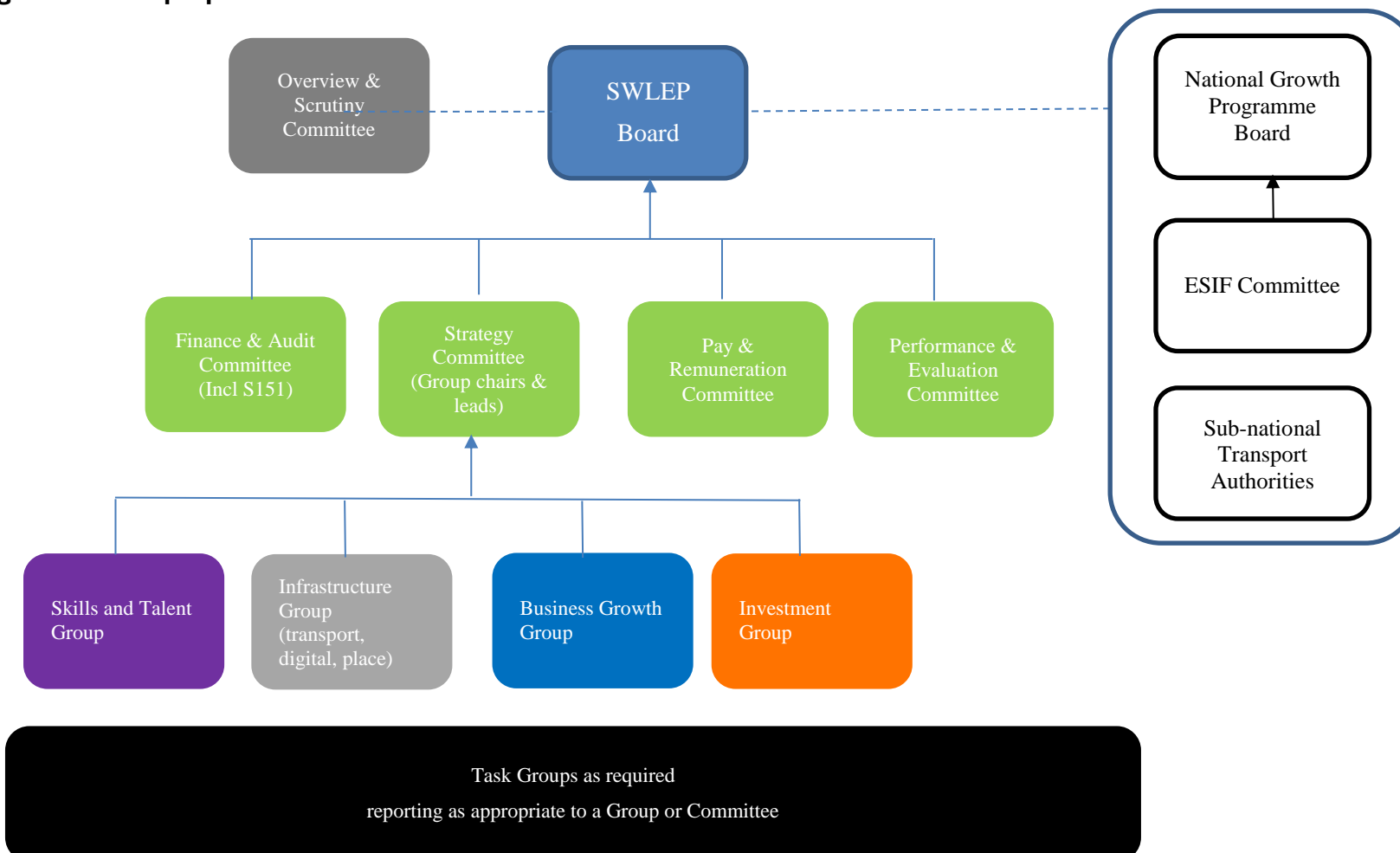
f) Working groups

These would be established as required either by the committees or groups as task groups, for example the LIS working group to develop the local industrial strategy; the higher education strategy working group and the annual report and event working group.

2. Next steps

The draft structure is being informally circulated to the SWLEP Chair, Vice Chair and former Vice Chair (on sabbatical) for review and comment in advance of being formally presented to the SWLEP Board.

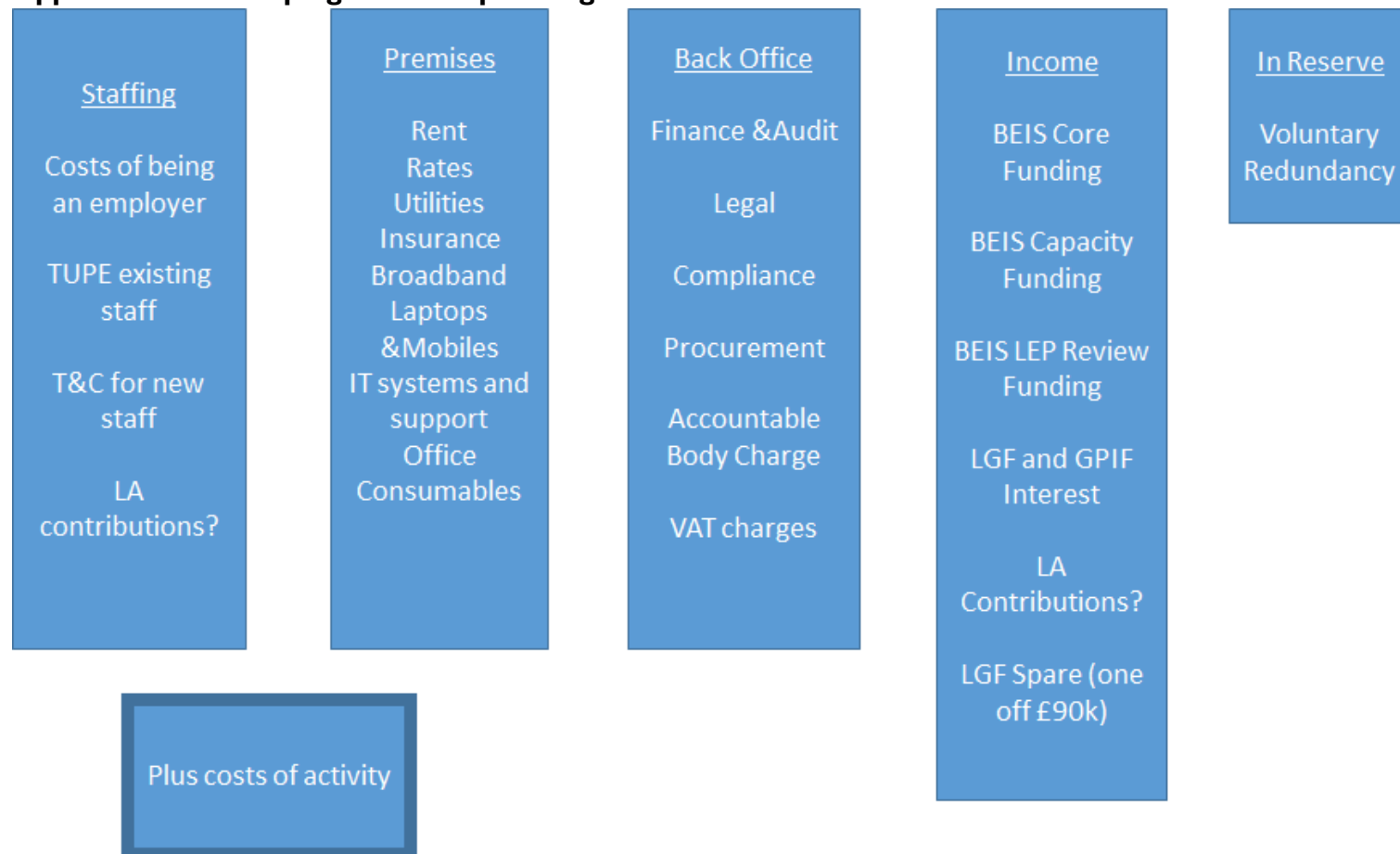
Figure 1: Draft proposed structure for SWLEP Ltd



Appendix 3: Current Income and Costs of Operating as a Voluntary Partnership

<i>SWLEP General Account</i>	<i>Core & Capacity Funding</i>	<i>GPIF Revenue</i>	<i>Growth Hub</i>	<i>Higher Futures</i>	<i>Career & Enterprise</i>	<i>BEIS Energy Support</i>	<i>Total</i>
Central Government							0
Grant	500,000		205,000		75,000	40,000	820,000
Authority/Private Sector Match	250,000				75,000		325,000
Interest 17/18	50,000	25,457					75,457
Forecast Balance b/f 2017/2018	163,584	470,257	0	504,426			1,138,268
Total Income	963,584	495,714	205,000	504,426	150,000	40,000	2,358,724
Governance							0
Board Development	-10,000						-10,000
Board Expenses	-15,000						-15,000
Accountable Body Charge	-50,000						-50,000
Administration							0
Staffing	-403,000	-98,200	-100,000	-206,400	-75,000		-882,600
Staffing Match	-210,000				-75,000		-285,000
Private Sector Board Member Time	-40,000						-40,000
Communications/Marketing							0
Media Support	-34,000		-10,750	-15,300			-60,050
Projects							0
Inward Investment	-32,000	-40,000					-72,000
Transport Improvement	-75,000						-75,000
Digital Capability	-37,000						-37,000
Skills and Talent	-28,330						-28,330
Industrial Strategy		-40,000					-40,000
Developing Local Energy Strategy						-40,000	-40,000
Staff Development Higher Futures				-5,500			-5,500
LEP Network	-6,000						-6,000
GPIF - Legal and Consultancy		-40,000					-40,000
Growth Hub			-94,250				-94,250
Total Expenditure	-940,330	-218,200	-205,000	-227,200	-150,000	-40,000	-1,780,730
Balance	23,254	277,514	0	277,226	0	0	577,994

Appendix 4: Developing Future Operating Costs





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Meeting & Date:	SWLEP Board Meeting – Wednesday, 19 September 2018		
Subject:	Draft Swindon and Wiltshire Digital Capabilities Strategy		
Attachments:	Draft Digital Capabilities Inward Investment Proposition		
Author:	Paddy Bradley Debby Skellern	Total no of sheets:	13

Papers are provided for:	Approval <input checked="" type="checkbox"/>	Discussion <input type="checkbox"/>	Information <input type="checkbox"/>
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1. Purpose

1.1. In July 2018, the draft Swindon and Wiltshire Digital Strategy was submitted to the SWLEP Board for approval. In order to approve the strategy, the Board asked to review the draft digital strategy evidence base and the inward investment proposition. The draft Digital Strategy is therefore presented to the Board for approval.

2. Summary

- 2.1. In January 2018, SQW was commissioned to develop a Digital Capabilities Strategy for Swindon and Wiltshire; the work has been 50% funded by the ERDF Technical Assistance Programme. The production of the strategy was one of the key actions set out in the Strategic Economic Plan (SEP), 2016.
- 2.2. The strategy forms part of the evidence base which will be used to: develop our local industrial strategy; refresh the SEP; inform the Skills and Talent Subgroup’s skills and talent plan; inform inward investment activity; and underpin future bids for digital infrastructure investment.
- 2.3. The commission was led by the Digital Capabilities Subgroup and the steering group included digital leads from Swindon Borough Council and Wiltshire Council as well as the European Strategic Economic Programmes Manager at Wiltshire Council. Subgroup Chairs and the Local Industrial Strategy Working Group Chair and Vice Chair and their respective lead officers have been consulted on the draft strategy.
- 2.4. The inward investment proposition has been reviewed by the inward investment leads at Swindon Borough Council, Wiltshire Council and the SWLEP and the

document has amended by SQW to reflect these comments. This is new to the Board and is included in Appendix I.

2.5. The draft Swindon and Wiltshire Digital Strategy and supporting documents can be accessed on the SWLEP website <https://swlep.co.uk/documents?year=2018>

3. Recommendations

The Swindon and Wiltshire Local Enterprise Partnership Board is recommended to:

3.1. adopt the Swindon and Wiltshire Digital Capabilities Strategy 2018.

4. Detail

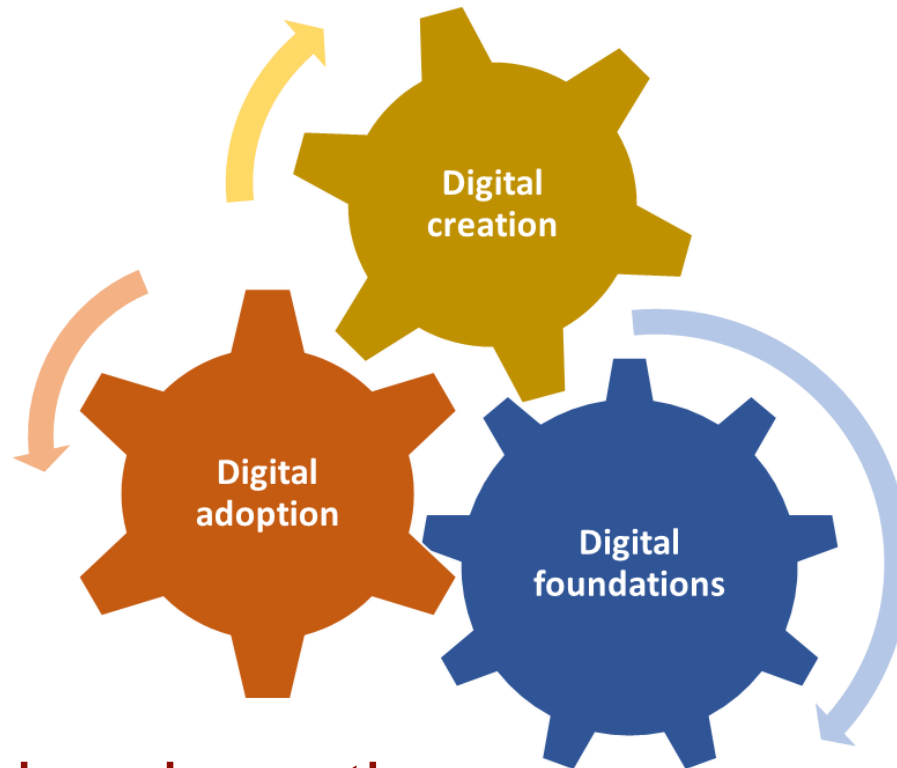
At the July Board meeting a number of questions were raised. The table below highlights where the strategy addresses these queries.

Questions raised at the July Board	Reference in the draft Swindon and Wiltshire Digital Strategy
<p>Although overall broadband coverage was good in comparison with that nationally, this would not be viewed sympathetically with rural communities which were badly served. How should the SWLEP assist with more radical solutions?</p>	<p>The public sector will be a significant player in rolling out digital services which in turn will require new digital solutions to support delivery whether in an urban or rural setting.</p> <p>Action 2.4: Drive demand for digital solutions through public sector procurement processes</p> <p>Action 3.6: Focus marketing on areas with poor service so that homes and businesses are aware of the DCMS voucher scheme to assist with the cost of network roll out and awareness of the Openreach Community Fibre Partnership scheme is raised (page 19).</p> <p>Action 3.7: Engage with mobile operators so that they are aware of acute problems caused by poor coverage or capacity (page 20).</p>
<p>The emphasis is on skills development for children and young people, should the focus be towards the older population</p>	<p>The draft strategy highlights the need for skills development for young people but also workforce development for those in employment. The strategy includes the following:</p> <p>Action 2.1: Encourage all employers to invest in the digital skills of their existing workforce, and support access to relevant Government programmes (page 15).</p> <p>Digital Foundations strategic aim: To create a workforce with the skills to create, embrace and derive value from advanced digital technology (page 16).</p>

	Action 3.4: Ensure digital skills are accessible to all so that the area becomes known for being digitally diverse (workforce development focus page 18).
Young to access digital employment through placements and apprenticeships	<p>Action 3.1: Encourage children and young people to aspire to build strong technical digital skills and knowledge (page 18).</p> <p>Action 3.2: Build the capacity of education providers to harness digital technologies within the education sector (page 18).</p> <p>Action 3.3: Build an infrastructure for employer engagement in Apprenticeships and new routes to work (page 18).</p> <p>N.B. the draft Digital Strategy will inform the skills plan of the Skills and Talent Subgroup and was circulated for consultation with the Chair and Lead Officer in June/July 2018 as well as future calls under the ESIF programme.</p>
A monitoring framework to measure the success of the strategy	SQW have proposed a number of high level indicators; the final monitoring framework (Appendix 4) will be agreed once the strategy has been adopted to ensure it is consistent with other SWLEP monitoring frameworks as the SWLEP revises its Strategic Economic Plan.

5. Appendices

5.1. Appendix 1: Draft Swindon and Wiltshire Digital Inward Investment Proposition

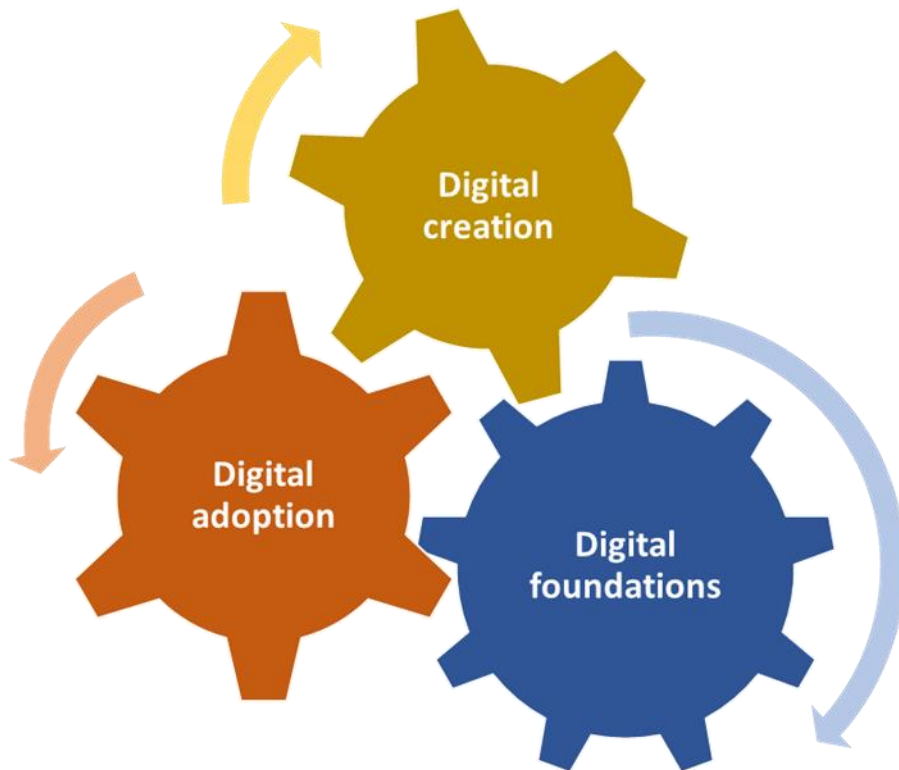


Connected and creative

Welcoming digital businesses in Swindon and Wiltshire

An ambitious strategy for a digital future

In Swindon and Wiltshire, we are committed to investing in a digital future...



... building on an outstanding assets, including:

- the UK's leading role as developing and commercialising digital technology
- our superb digital and physical connectivity
- creative and innovative businesses and entrepreneurs
- our talented workforce
- a positive environment for growth

... we will drive forward opportunities to **create** new products using digital technology, increase the **adoption** of digital technology across the economy and invest in our digital **foundations** of skills and infrastructure

This document explains our assets – and sets out Swindon and Wiltshire LEPs ambitious plans for growth, working together with our partners in business, education and the public sector

The UK: A world leader in digital technology

- In the five years to 2016, Britain's digital tech sector attracted **£28 billion** in venture capital and private equity investment – more than double the amount attracted to the sector in any other European country
- It is **driving exports**: 33% of London's digital customers are outside the UK
- It is **growing rapidly**: 50% growth in digital business stock, 2010-17
- Digital workers are **highly productive**: on average by £10,000 per worker...
- ... and they command higher salaries: average £43k salary for jobs requiring digital tech skills (compared with £32k for those which do not)
- London is a world-leading centre for digital technology. But the sector is **rapidly expanding** beyond the capital
 - *“In fact, there is a productivity power path from London to the mouth of the River Severn, travelling along the M4 corridor”*
- The UK **policy environment** is highly supportive – new sector deal for artificial intelligence and digital technology at the heart of industrial strategy

Looking to the future, five major trends will be important over the coming years:

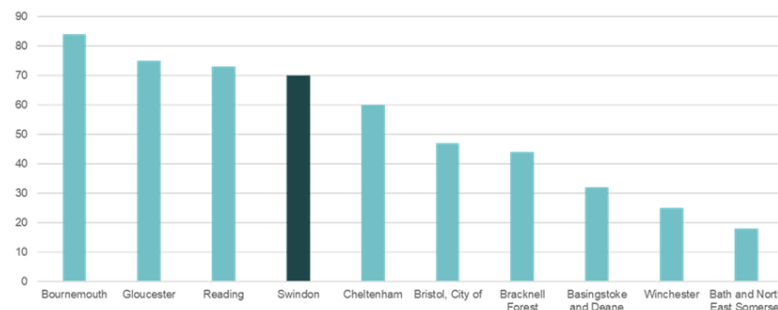
- **Expansion of artificial intelligence** and its impact on a wider and more sophisticated range of interactions
- **Continued development of digital platforms** to offer goods and services – with new types of rental and sharing models made more viable by new technology
- **Use of data to affect behaviour change**, better understanding how people use or respond to particular products and services
- **Changes in the nature of the workplace**, with greater use of freelance talent and new forms of online work management
- **New standards and business models**, with regulation ‘catching up’ – but then influencing innovation

These trends will influence economies everywhere. In Swindon and Wiltshire, we're growing our digital capabilities to drive them

Superb connectivity – digital and physical

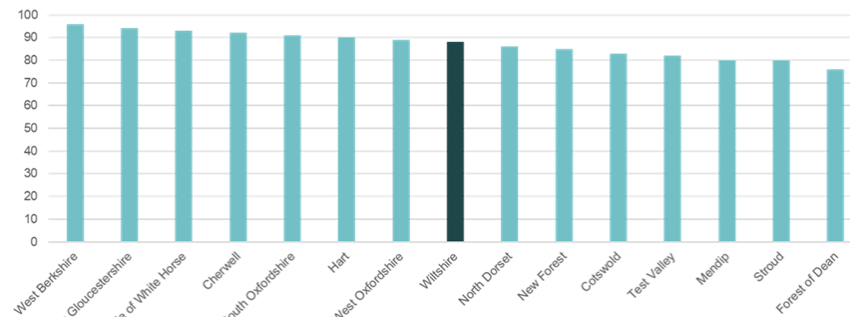
- Swindon and Wiltshire is **ideally located in central southern England**: where the M4 Corridor and the Oxford-Cambridge Corridor meet, in close proximity to the major tech hubs of Bristol, Bath, Reading and Oxford and a significant location for business in England
- Major road and rail links are excellent – and with **rail improvements coming soon**, the journey from Swindon to London will be reduced to 50 minutes by December 2018
- **Cost advantages** relative to neighbouring centres in Bristol/ Bath and Thames Valley
- Swindon and Wiltshire's **digital connectivity** is good. 70% of premises in Swindon now have access to ultrafast broadband (greater than 300 Mbps) and better than Bristol. Across Swindon and Wiltshire, almost 90% have access to superfast (greater than 30 Mbps): a good level of coverage in an a substantially rural area
- There is **strong commercial demand for increased bandwidth**: average data usage in Swindon is already high relative to comparator locations – helping to drive demand for further investment
- **Mobile coverage is good and getting better**. Everywhere in Swindon and Wiltshire is covered by at least one operator. 90% of Swindon's land area and 67% of Wiltshire's is covered by all four mobile operators

70% ultrafast in Swindon: % of premises with access to ultrafast (over 300 Mbps: Swindon and comparators)



Source: Ofcom (2017)

90% superfast in Wiltshire: % of premises with access to superfast (over 30 Mbps: Wiltshire and comparators)



Source: Ofcom (2017)

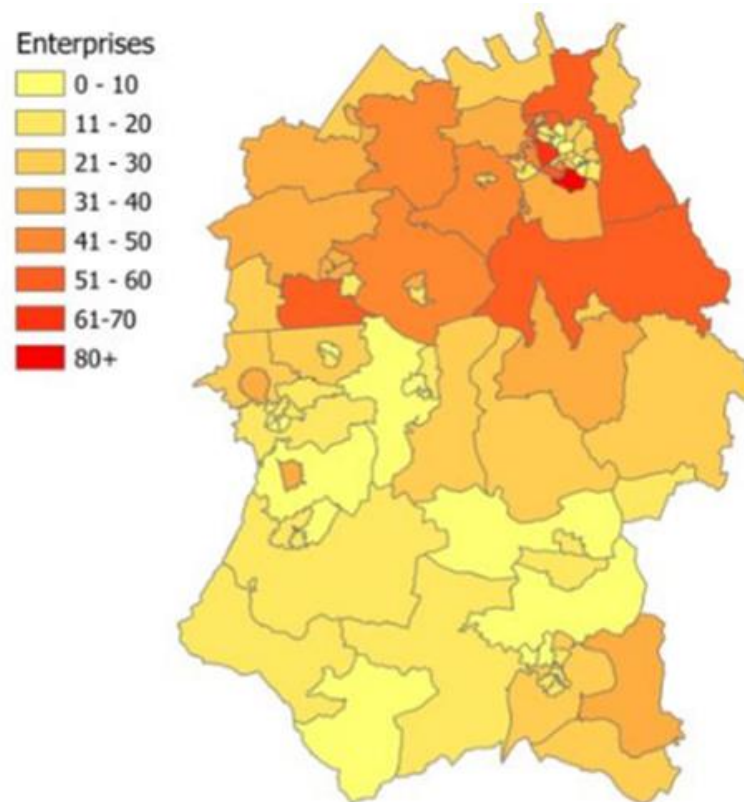
Creative and innovative businesses

- **2,500 digital businesses call Swindon and Wiltshire home**, employing over 12,000 people
- The digital sector is growing rapidly – **35% growth in Swindon and Wiltshire’s digital business stock** between 2010 and 2017
- Overwhelmingly, the sector is made up of micro businesses – but increasingly, digital businesses are scaling up...
- ... and Swindon and Wiltshire has several **world-famous names** – including Intel in Swindon and Dyson in Malmesbury
- Digital businesses are located **throughout Swindon and Wiltshire**, with concentrations around Swindon and Corsham

Business views: Why we are located in Swindon and Wiltshire

“Convenient, central and accessible location”
“Strategically placed at the centre of the South”
“Critical mass” – lots of businesses and talent and easy to recruit
“Good talent retention”
“Access to universities along the M4”
“Great quality of life”
“Competitive costs compared with Bristol and London”
“A growing informal cluster of businesses”

Digital enterprises across Swindon and Wiltshire



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Creative and innovative businesses: Key sectors

Sector	Opportunities and assets	Key businesses include
Fintech	Major area of UK advantage Close to major industry centres in London and Bristol	Nationwide (Swindon), Appsbroker (Swindon), Foregenix (Marlborough)
Telecoms and digital infrastructure	Expansion of connected devices Integration between telecoms providers and content providers Major data centre provision at Corsham	Excalibur (Swindon), Horizon Telecom (Swindon), Berry Telecom (Salisbury), Vysiion (Chippenham), ARK (Corsham)
Digital marketing and e-commerce	Increasing sophistication as AR and social media integrated and personalisation increases Increasing sector diversity	Corvita Digital (Chippenham), Infinity Nation (Royal Wootton Bassett), Dentons Digital (Westbury), Render Media (Swindon), Create Studios CIC (Swindon)
Cybersecurity	Key military capabilities at MoD Corsham, Porton Down and the UK Defence Academy at Shrivenham	Ploughshare Innovations (Salisbury), Torchlight (Swindon), Networkology (Corsham)
Digital health	Rising demand in the light of ageing population and potential for technology to drive down costs Swindon & Wiltshire Health and Life Sciences Innovation Hub	UK Cloud Ltd (Corsham), Quicksilva (Chippenham), Silicon Practice (Swindon)
Digital entertainment	UK the world's fifth largest games market Proximity to clusters of games companies in neighbouring areas	Glowing Eye Games (Chippenham), GeekBeach (Swindon)
Manufacturing and Industry 4.0	Rising importance of industrial digital technologies (IDTs) Long established engineering sector	Dyson (Malmesbury), BMW (Swindon), Honda (Swindon), Intel (Swindon) Zircon (Trowbridge)

Key sectoral opportunities for inward investment

Particular sub-sectoral inward investment opportunities include:

- **Defence-related and cybersecurity** – linked with the concentration of defence-related activity at Corsham and Porton Down (including recent major announcements of investment in new digital capabilities). Swindon and Wiltshire – together with Gloucestershire, Worcestershire and The Marches forms the second largest concentration of cybersecurity activity outside London
- Opportunities should exist to build on the infrastructure currently in place (for example through Ploughshare Innovations) to support the commercialisation of defence-related technologies; and to promote Swindon and Wiltshire as a location for international defence-related businesses, building on the local talent pool
- **Industry 4.0** – an area in which Swindon and Wiltshire has established advantages, and a number of international businesses.
- Opportunities should exist to build on recent investment (for example by Dyson at Malmesbury) to expand existing businesses and attract new investment in the supply chain
- **The wider service sector**, particularly in telecoms and financial services, in which Swindon and Wiltshire has existing strengths and offers cost advantages over neighbouring locations.
- **Attracting start-ups and smaller-scale business expansions**, driven by proximity to markets, improved connectivity (physical and digital) and Swindon and Wiltshire's quality of life offer. Ensuring a suitable supply of business space – and staying ahead of demand for improved digital connectivity – will be crucial

However, this should be seen in the context of increased demand for advanced digital skills and infrastructure from all potential investors – reinforcing the importance of the 'digital foundations' focus within the Strategy.

An environment for growth

- Increased access to **digital business space**: development of specialist facilities aimed at the digital sector underway at Corsham Mansion House and enterprise centres and support available through the TEN network
- Major opportunity to develop a new town centre digital offer at **The Carriage Works** in Swindon
- Welcoming and inclusive digital business community that is becoming increasingly well networked
- Supportive **public sector**, committed to growing Swindon and Wiltshire's digital economy and investing in infrastructure
- Dynamic and diverse **cluster of digital businesses**, increasingly working together in a supportive and welcoming network
- Rural **quality of life** with the advantages of a superb natural environment alongside connectivity to urban scale and networks

The Carriage Works: A new centre for digital business activity

- Owned by Swindon Borough Council, The Carriage Works, west of Swindon railway station, will provide a major mixed-use development linked with Brunel's historic Railway Village.
- Phase 1 of the development will provide an incubation centre, opening in 2018, with further phases offering (in total) 118,500 sq ft of flexible workspace.
- Whilst the commercial strategy for The Carriage Works is to be finalised, the innovative use of digital technology is likely to be central to many of the firms that will be attracted to the Carriage Works, and the development has the potential to provide a new focus for digital businesses at the heart of Swindon.

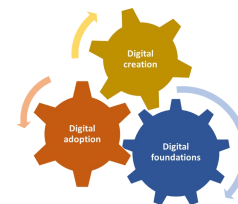
A talented workforce

- Swindon and Wiltshire enjoys **excellent access to talented people**. It is located in close proximity to universities in Oxford, Gloucestershire, the Thames Valley, West of England and the South Coast and draws on talent from across a wide hinterland, including the M4 Corridor
- New investment in innovative forms of higher education provision is coming forward – for example the new **Dyson Institute of Engineering Technology**, offering degrees specifically geared to business demand
- Businesses report success in attracting **committed and loyal staff** – with significant cost advantages over neighbouring locations
- Three **further education** colleges have a computing and digital technology offer, which is increasingly embedded across the curriculum
- There are **strong links** between employers and the skills system – including through Swindon and Wiltshire’s innovative **Higher Futures** service, which links businesses with providers to help them access the workforce they need

The Swindon Institute of Technology: A new opportunity for advanced technical education

- Institutes of Technology are a Government initiative to increase the supply of people with advanced technical skills, linked with business demand
- Swindon College, with New College Swindon, , University of Gloucestershire, Oxford Brookes University, key business partners, Swindon and Wiltshire LEP and GFirst LEP, is developing a proposed Institute of Technology to offer new higher and technical education in STEM skills including expansion of higher and degree apprenticeships.
- The Swindon proposal is now one of only 16 in England to be progressed to the next stage of consideration – with further announcements later this year

Ambitious plans for the future



Looking to the future, we will build on our strengths and grow our digital capabilities, focused on...

<p>Supporting digital creation, creating a dynamic ecosystem in which businesses at the forefront of digital innovation can grow and flourish</p>	<p>We will:</p> <ul style="list-style-type: none"> • develop a strengthened, private-sector led support model, geared to the growth of the digital sector • develop a 'networked hub' for digital businesses, with links across Swindon and Wiltshire • ensure that effective physical provision is made for small and growing digital businesses • drive demand for innovation through public sector transformation
<p>Driving digital adoption across the economy, ensuring that all businesses in Swindon & Wiltshire derive competitive advantage from digital technology</p>	<p>We will:</p> <ul style="list-style-type: none"> • encourage all employers to invest in the digital skills of their existing workforce • promote engagement by businesses in Swindon and Wiltshire in programmes to test and roll out new technology • encourage collaboration between our innovative digital businesses and the wider business community • drive demand for digital solutions through public procurement
<p>Reinforcing our digital foundations, creating a workforce with the skills to create, embrace and secure value from digital technology and ensure that our infrastructure keeps pace with ever changing demand</p>	<p>We will:</p> <ul style="list-style-type: none"> • build the capacity of education providers to harness digital technologies • encourage children and young people to aspire to build strong technical skills • ensure digital skills are accessible to everyone • Continue the rollout of superfast broadband and focus efforts on locations with poor broadband provision and mobile coverage • engage with the 5G test bed programme - core to the UK and local economy

Get involved

To find out more about our ambitious plans for Swindon and Wiltshire's digital future, contact us....



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Meeting & Date:	SWLEP Board Meeting – Wednesday, 19 September 2018		
Subject:	Higher Education (HE) Strategy : Multi Campus University Proposal Update		
Attachments:	Higher Education Options Paper		
Author:	Katie Cross on behalf of Sally Burnett	Total no of sheets:	5

Papers are provided for:	Approval <input type="checkbox"/>	Discussion <input type="checkbox"/>	Information <input checked="" type="checkbox"/>
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1. Purpose

- 1.1. To update the board on progress towards developing a proposal for a ‘multi campus university’. This includes scoping the various options available to achieve this.
- 1.2. To update the board on the work of the Higher Education Task Group to develop a ‘Prospectus’ which outlines the vision, business case and approach to move this forward.

2. Context

2.1. The draft Higher Education Strategy was presented to the SWLEP Board at its meeting in May 2018 and the Board agreed to the vision and overall aims of the emerging strategy. Further work was requested to be undertaken by officers on the concept of a ‘multi campus university’ as part of the action to grow and promote HE provision. The Board was clear that the following points should be considered when doing this:

- options for introducing increased university level provision to the SWLEP area for example, the multi campus university concept;
- the need for private sector and university interest in supporting the concept;
- the level of investment and how this could be sought;
- current and emerging government policy around the higher education system and new universities;
- links to employment possibilities and urban centres;

- innovative design and delivery and reflects the flexibility required by present day employers and learners;
- the plans for an Institute of Technology (IoT) underway; and
- research as an important factor in any new provision.

2.2. The Institute of Technology is a key element of this strategy, the application for which has progressed to phase 2. The deadline for phase 2 submissions is November 2018, with notification of outcomes expected in March 2019.

3. Recommendations

The Swindon and Wiltshire Local Enterprise Partnership Board is recommended to:

3.1. note the progress to date.

4. Summary of Progress

4.1. In July 2018, Nick Isles, an independent consultant was commissioned to support the development of this proposal through providing an options analysis and drafting the outline 'prospectus'.

4.2. A HE task group was established, chaired by John Mortimer, and two meetings have been held. In addition to the chair of the SWLEP, task group membership includes the SWLEP Director, the SWLEP Skills Lead, local authority officers, Chair of the Skills & Talent Subgroup, local authority Employment and Skills Board Chairs and employers. At its most recent meeting, Hartham Park provided a presentation and overview of the opportunities and potential for developments within the digital sector, particularly in relation to higher education and both national and international research.

4.3. Initial engagement with several businesses has taken place and business representation at the most recent task group meeting was very valuable. Further work to ensure a range of businesses are engaged in the development of the prospectus is planned.

4.4. The task group has reviewed the options analysis, identifying an appropriate model best suited to the area, and defined the purpose and scope of the prospectus which will be required to invite universities and the private sector to join the initiative.

5. Options appraisal

5.1. The options appraisal written for the HE task group highlighted the significant economic, social, community and cultural benefits that a multi-campus university would bring to the SWLEP beyond satisfying skills shortages. It emphasised that government policy, whilst not cash rich, is receptive to new innovative, employer-led, disruptive university models. It identified that success is dependent on gaining sufficient stakeholder engagement in the chosen proposed model and securing the financial investment to take the model forward. Interviews with key personnel

across the HE sector informed this work.

5.2. Three approaches were presented to the HE task group alongside case studies illustrating how these may operate and any caveats that accompany them. The options presented are summarised below:

A) START UP: this presumes a focus on building new campus or campuses across the area from scratch, possibly incorporating some existing or proposed facilities (for example, IoT). The Milton Keynes example demonstrates the economic overspill from this model, but the caveats are predominantly around financing as in the region of £300m would be required.

B) INCUBATOR: where an existing university works with the local authority or other agency to establish a new presence or expand. There are many examples of where this has happened both nationally and internationally. The incubator develops to the point where provision expands across specified sites and over time HE delivery is subsumed into a single new delivery entity. Caveats include the difficulty in selling this concept to an existing university unless there are sufficient incentives.

C) FEDERATION: the third approach would involve establishing a SWLEP-wide Joint Venture among all the current HE delivery partners. This would become the university project which would need to build the number of students before applying for degree awarding powers. It would need university partners to agree and engage with this. It is an inclusive approach working towards a university being established. This model requires collaborative agreement of all key partners and would require ambitious outcomes over an agreed period to address the skills needs and other predetermined outcomes. However, it would build on current provision and be less expensive than other models.

5.3. The options paper outlined the different combinations of funding that a range of different universities have used to raise funds. It should also be noted that government grant funding often requires matched funding from either the institution applying, employers or other stakeholders or both.

5.4. At the initial HE task group meeting in August, it was agreed that to address the issues outlined in the strategy, any plans for a new multi-campus university in Swindon and Wiltshire would need to be ambitious, that the focus including STEM provision should be clearly defined and a compelling vision outlined. The importance of the IoT application as a stepping stone to achieving a coherent HE offer was emphasised and the group agreed that the bid would be strengthened by being planned in the context of the ambition to create a multi-campus university. It is clear a new university model would need to be employer-led with investment from the business community.

5.5. Of the three approaches presented, it was agreed that Federation, through some form of Joint Venture vehicle, was the first option to consider and could involve the three FE colleges and universities currently delivering in the area, with additional university partners and private sector employers invited to join. The Joint Venture

would deliver all HE with the individual institutions acting as the campuses for delivery. The Joint Venture would expand HE and could use elements of the Incubation and Start-up scenarios to add relevant employer demanded curricula as well as the research-intensive elements that would create the ambitious university imagined by the current stakeholders. The university partner or partners would be invited to work on this project and would have strong brands capable of attracting businesses to engage and students to apply. A prospectus outlining the clear business case for the multi-campus university would be required as a next step.

6. Prospectus

- 6.1. The purpose and scope of the prospectus has been agreed by the HE task group in that it will be a high quality 'brochure' outlining the SWLEP shared vision and ambition for a Multi Campus University (MCU), the key reasons why it is needed (business case) and the detail of what it will deliver.
- 6.2. It will outline the approach to its development, how it will operate, the financial model/options and sustainability, and the high level plan and timeline.
- 6.3. Its purpose is to engage current and new partners and build momentum for an ambitious yet achievable project. It will be used to communicate the shared vision and plan, to gain commitment from partners moving forward and to attract new partners as the work develops.
- 6.4. The vision will clearly outline what the MCU is, why it is needed, what it will address and what it will deliver (referring to the strategy). It will set out in a tangible way what the university seeks to achieve and the benefits it will bring, demonstrating how the area and its employers will move forward. It will highlight the role of employers, FE and HE and how the proposed model links to current and planned provision and the ultimate ambition.
- 6.5. It will outline its USP and why it is different, that is, the employment outcomes, the global research functions, the wider societal benefits, the clustering and innovation catalyst brought about by co-location of business, research and education at significant sites. Potential sites may include; Salisbury (Boscombe/Porton), Corsham/Chippenham, and Swindon.
- 6.6. It will define the key feature of the concept as well as firmly setting out the business cases; both strategic and economic.
- 6.7. The operating model and governance will be clearly set out showing how the process will move from federation to new university and the financial model and sustainability will be articulated.

7. Next Steps

- 7.1. The prospectus will be further developed and a draft presented at the next Board meeting in November.
- 7.2. Engagement with potential university partners, FE and other providers will take place on an individual basis and at the SWLEP Provision and Pathways meeting in October (a meeting of key FE and HE stakeholders).
- 7.3. The engagement with employers will increase and further business representation will be sought for the next HE task group in October.
- 7.4. Funding will be required to set this initiative up as a fully resourced, work streamed project to enable it to move forward. The SWLEP is applying for additional BEIS funding made available following the Ministerial Review of LEPs. One of the purposes of this additional funding is to support the development of local industrial strategies and the multi-campus university will be a key feature of the SWLEP local industrial strategy. The application is required by the end of October.

8. Timeline

HE Strategy

DATE	ACTIVITY
November 2018	<ul style="list-style-type: none"> • Final strategy and draft prospectus
December 2018	<ul style="list-style-type: none"> • The HE strategy draft delivery plan will be presented to the Skills and Talent Subgroup

Institute of Technology Timetable

DATE	ACTIVITY
September 2018	<ul style="list-style-type: none"> • Publication of final Stage Two guidance (including Financial Model)
November 2018	<ul style="list-style-type: none"> • Deadline for submission of Stage Two proposals
February 2019	<ul style="list-style-type: none"> • Interviews
March 2019	<ul style="list-style-type: none"> • Notification of Stage Two outcome

Post Competition Timetable



DATE	ACTIVITY
March 2019	<ul style="list-style-type: none">• Notification of Stage Two outcome
June 2019	<ul style="list-style-type: none">• Award of Licence and Capital Funding Agreement
From June 2019	<ul style="list-style-type: none">• Set up IoT and start capital project(s)
From 2019/20 academic year	<ul style="list-style-type: none">• Commence delivery
March 2021	Deadline for DfE capital grant spend



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Meeting & Date:	SWLEP Board Meeting – Wednesday, 19 September 2018		
Subject:	Chairman’s update		
Attachments:	None		
Author:	John Mortimer	Total no of sheets:	2

Papers are provided for:	Approval <input type="checkbox"/>	Discussion <input type="checkbox"/>	Information <input checked="" type="checkbox"/>
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Meetings attended by John Mortimer, SWLEP Chairman, between 24 July and 18 September 2018

- 25 July SWLEP Board Meeting, Salisbury
- 6 August Meeting with Chris Thompson, Director Labour Markets, BEIS, Chippenham
- 7 August Higher Education Task Group meeting, Chippenham
Local Industrial Strategy working Group, Chippenham
- 8 August Business Representatives Organisation Group (BROG) Meeting, Chippenham
- 15 August LEP Review Steering Group, London
- 16 August Meeting with Diane Savory, Chair GFirst LEP, Gloucester
- 22 August Meeting with Susie Kemp, Chippenham
- 28 August Royal Artillery Museum (RAM) meeting, Larkhill
- 29 August Chippenham Station Hub Meeting, Chippenham
- 30 August Meeting with Warren Ralls, Director LEP Network, Chippenham
Incorporation Meeting, Chippenham
- 5 September Commissioning Group Meeting, Chippenham
Meeting with David Renard, Chippenham
- 11 September LEP Review Geography Subgroup Meeting, London
LEP Review Steering Group Meeting, London



Swindon & Wiltshire
LOCAL ENTERPRISE PARTNERSHIP

**Board Meeting
19 September 2018
Paper Number 6.1**

12 September Incorporation Meeting, Chippenham

18 September National Assurance Framework LEP Review Working Group meeting,
London

Various meetings with SWLEP team members and Director over the period.



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Meeting & Date:	SWLEP Board Meeting – Wednesday, 19 September 2018		
Subject:	Director’s Report		
Attachments:	None		
Author:	Paddy Bradley	Total no of sheets:	8

Papers are provided for:	Approval <input type="checkbox"/>	Discussion <input type="checkbox"/>	Information <input checked="" type="checkbox"/>
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1. Purpose

- 1.1. The Chairman has requested that a report of this nature be included in each Board meeting agenda to keep members fully informed of the varied activity of the Swindon and Wiltshire Local Enterprise Partnership (SWLEP).
- 1.2. This report updates members of the Board on current activity of the SWLEP.

2. Summary

- 2.1. The report summarises activity concerned with SWLEP areas of focus. The report is shorter than usual due to the summer break between the previous and current Board meetings. It focuses on visits made and meetings attended.

3. Recommendation

The Swindon and Wiltshire Local Enterprise Partnership Board is recommended to:

- 3.1. Note the update on current activity.

4. Detail

- 4.1. The Director has represented the SWLEP at the following events:

Programme and Governance meetings

- Quarterly meeting of Business Representative Organisations Group (BROG)
- Commissioning Group
- Higher Education Task Group
- Skills and Talent Subgroup
- Joint Scrutiny Task Group
- Members of GPIF investment working group and businesses applying for loans
- Meetings with project teams and senior responsible officers:
 - Chippenham Station Hub;



- The Maltings and Central Car Park;
- Royal Artillery Museum; and
- Swindon Museum and Art Gallery.
- Steering Group meetings for the Annual Conference
- Monthly meetings with SWLEP BEIS Local Relationship Manager
- Salisbury Economy Recovery Group
- Allocations meeting for grants to support Salisbury and Amesbury businesses
- The Chairman and the Director hosted a meeting with the LEP Network CEO, who wished to find out more about the SWLEP
- Interviews for the Career Hub Manager's role, which is a SWLEP project to enhance further links between business and secondary schools and colleges
- Meeting of the Rail Strategy steering group

External events

- Meeting with regional lead for Further Education at Ofsted, arranged by Wiltshire College to discuss collaboration on data sharing to improve local intelligence of skills provision
- Three LEP Network meetings concerned with:
 - DEFRA – supporting the Food and Drink sector
 - MHCLG – reviewing the process of allocating European Regional Development Funds and scoping future calls
 - Quarterly meeting of LEP Executives
- Quarterly meeting of the Business and Economy Group hosted by Business West
- Attendance at invitation-only Zero Emission Vehicle Summit, Birmingham
- Presentation at the South West Apprenticeship Ambassador Event, Taunton
- Meeting with Finance Director and Owner of Fish Brothers, vehicle sales and distributors, to discuss opportunities for the business to become more involved in local economy events.

4.2. The following is an update on Marketing and Communications from Tom Bown, Interim Marketing and Communications Manager.

Purpose

4.3. The report updates Board members on the marketing and communications activity of the SWLEP.

Summary

4.4. Online engagement continues to grow – website traffic increased by 12% and Twitter activity reached a record high of 36.6k impressions in July and August, an increase of +23% on the previous two months.

4.5. An e-book has been published 'Talent Development through Higher and Degree Apprenticeships' promoting our higher level skills offer through Higher Futures.



- 4.6. A proactive marketing campaign for the Swindon & Wiltshire Growth Summit is delivering results with over 130 delegate places already booked.
- 4.7. Our engagement with local and regional media remains strong with editorial coverage in the Wiltshire Business Magazine, The Business Exchange and Cotswold Life Business & Professional and two interviews with BBC Points West.

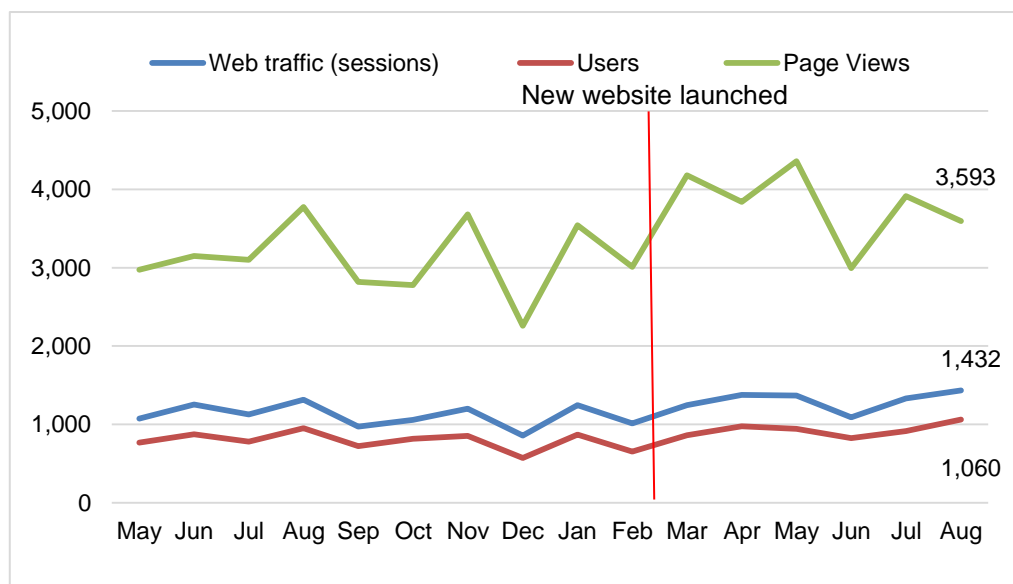
Recommendations

- 4.8. This paper is for information only.

Detail

4.9. Online Engagement

4.9.1. SWLEP Website



	Jul-Aug '17	May-Jun	Jul-Aug		Y-o-Y
Web traffic (sessions)	2,441	2,459	2,765	12%	13%
Users	1,730	1,768	1,976	12%	14%
Page Views	6,874	7,352	7,508	2%	9%
Avg. Session Duration	-	00:03:42	00:03:04	-17%	n/a

- Website traffic increased by 12% in the period July-August'208 with 2,265 sessions (the period of time a user is actively engaged in the site);



- Comparing the performance year-on-year, engagement via the SWLEP website has noticeably increased. Page views have increased 9% y-o-y to 7,508, the top pages were:

	Page Views
/about/who-we-are	566
/contacts	368
/documents	325
/news	293
/projects	289
/about/what-we-do	148
/about/making-decisions	127
/about/who-we-are/team-members	121
/programmes-swlep	110

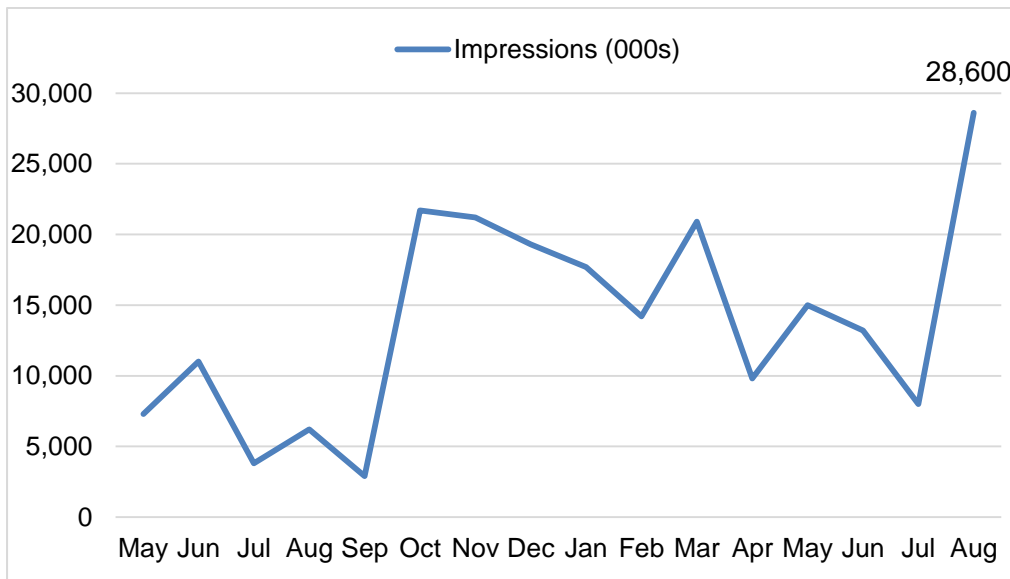
In Progress

- Development of Subgroups’ pages for the publication of agendas and minutes.
- Further development work in conjunction with RIKA to commence in September.

4.9.2. Social media



	May-Jun	Jul-Aug		Followers
Tweets	39	37	-5%	2,365
Retweets	67	91	26%	
Impressions	28,200	36,600	23%	



- Twitter activity increased to 36.6k impressions in July and August, an increase of +23% on the previous two months and a record high for the last 12 months. This is largely due to an increase in digital marketing activity for the Growth Summit. The tweet with the highest impressions (4,122) was on 13 August.
- The top Tweets are shown below:

Top Tweets	Impressions
#Swindon & #Wiltshire Business Growth Summit 4th Oct 2018 @ Longleat. Register your FREE place at bit.ly/2KQE06a #business #networking @SW_GrowthHub @HigherFuturesUK @SOTSwindon @TheTechiesUK @WiltsBusiness @Swindon247 @DailyWILTSHIRE @WiltshireNews pic.twitter.com/Sc8z0eJpjm	4,122
We're showcasing a world's first in #aviation and #automotive technology @ the #Swindon & #Wiltshire Business Growth Summit on 4th Oct - have you booked your FREE place? bit.ly/2KQE06a @wiltscouncil @SwindonCouncil @SW_GrowthHub @HigherFuturesUK @SOTSwindon pic.twitter.com/FaJX8N62eS	2,922
What have we been up to? Take a look at our 2017-18 Annual Report now available on our website swlep.co.uk #Swindon #Wiltshire #business #IndustrialStrategy #innovation pic.twitter.com/817U32Jp5c	2,742



#Swindon & #Wiltshire Business Growth Summit 4th Oct 2018 @Longleat. Register your FREE place at bit.ly/2KQE06a #business #networking @wiltsgazette @TBESW @GCSSouthWest @BusinessBiscuit @wiltshiretimes @SwindonBiz @SpireFM @Totalswindon @Swindon105_5 pic.twitter.com/Aj0dm7fymB	2,223
Swindon & Wiltshire announced as Careers Hub to help transform Careers Education bit.ly/2L30Snd @HigherFuturesUK @SW_GrowthHub @GCSSouthWest pic.twitter.com/aFpYRGzqCd	1,880

- Our LinkedIn audience and e- engagement continues to grow with regular weekly connection requests. Our audience currently stands at 1,530 connections.

4.10. Marketing

4.10.1. The third in a series of e-books has been published ‘Talent Development through Higher and Degree Apprenticeships’ and is available via a lead capture form on the Higher Futures website.

4.10.2. Marketing campaign underway for the Swindon & Wiltshire Business Growth Summit on 4 October, working in collaboration with InAnyEvent:

- ‘phone calls and emails to 2017 delegates;
- emails and social media posts to engage SWLEP audience with call to actions to register; and
- topical business focussed press releases and e-newsletters to generate editorial coverage about the Growth Summit and speakers.

4.11 Work in progress includes:

- Open Access Government quarterly special reports focused on Inward Investment (October and December 2018);
- Growth Hub Marketing Campaign, including online and print working with Business Biscuit and The Business Exchange.
- Preparation for a telemarketing and digital marketing campaign for Higher Futures to launch in October
- An e-book focussing on our Inward Investment offer across Swindon and Wiltshire

4.12 Engagement

4.12.1 The Swindon & Wiltshire Business Growth Summit and 2018 Annual Conference



- Over 130 delegates already booked to attend, including a mix of businesses and partners
- Speakers confirmed include:
 - Gilo Cardozo - aviation enthusiast and global entrepreneur – CEO of Gilo Industries Group, Semley, Wiltshire;
 - Economic Secretary to the Treasury and City Minister and Salisbury MP, John Glen;
 - “More Than Money” Crowdfunding Masterclass with Anthony Lovell de Souza; and
 - Molly Fisher – Managing Director of Landford Stone, Salisbury, Wiltshire
- InAnyEvent is having conversations with potential sponsors, but no agreements have yet been made.

4.12.2 Annual Report

- Report published on SWLEP website on 31 July 2018
- Printed copies will be available at the Swindon & Wiltshire Business Growth Summit

4.12.3 Approaches being considered to look at identifying digital influencers in the core industry sectors of our economy and economic priorities, to develop clusters that will engage with and champion our Local Industrial Strategy

4.13 Communication

4.13.1 The following press releases were issued to local media and published on our website:

- [Chippenham Station Refurbishment Just the Ticket](#) (2 July 2018)
- [Swindon & Wiltshire Business Growth Summit – Save the Date](#) (12 July 2018)
- [Future Relationship Between the UK and the EU](#) (12 July 2018)
- [Swindon & Wiltshire announced as ‘Careers Hub’](#) (13 July 2018)
- [SWLEP Welcomes Government Review to Strengthen Role](#) (24 July 2018)
- [Digisheds Launched to Tackle Digital Skills Gap](#) (6 August 2018)
- [We’re Recruiting a Careers Hub Lead](#) (9 August 2018)
- [Google’s Digital Garage in Devizes](#) (14 August 2018)
- [How to Prepare for a No Deal Brexit](#) (28 August 2018)



4..13.2 Media interviews and coverage:

- LEP Round Table featuring SWLEP Director, Paddy Bradley, (pages 5-7), interview with Gilo Cardozo, CEO of Gilo Industries Group based in Semley, (pages 72-74) and an article featuring some of our LGF projects (pages 76-77) in the September edition of [Cotswold Life Business & Professional](#);
- 23 August 2018 Jo Mills from Higher Futures – live studio interview with BBC Points West about Apprenticeships on GCSE Results Day;
- 30 August 2018 SWLEP Director Paddy Bradley – pre-recorded interview with BBC Points West about Dyson’s plans to build a new electric vehicle testing site at its Hullavington site;
- The Business Exchange August/September and 5th anniversary edition
 - Swindon & Wiltshire announced as ‘Careers Hub’
 - Interview with Paddy Bradley
- [Wiltshire Business Magazine](#) August/September edition included a feature on SWLEP Business Support with case studies from Arkell’s Brewery and AB Dynamics.