

3.0 AGENDA

Board Meeting

Date: Wednesday, 21 March 2018

Venue: WRc offices, Frankland Road, Blagrove, Swindon, SN5 8YF

Membership:	Amanda Burnside (AB) / Col Andrew Dawes (AD) / Doug Gale (DG) / George Gill (GG) / Shahina Johnson (SJ) / John Mortimer (JM) / Vic O'Brien (VO) / Alex Reed (AR) / David Renard (DR) / Adam Schallamach (AS) / Baroness Scott of Bybrook OBE (JS) / Mark Smith (MS) / Jonathan Webber (JW) / Peter Wragg (PW)
Advisors:	Alistair Cunningham (AC) / John Gilbert (JG)
Observers:	Cllr John Thomson / Cllr Oliver Donachie
In Attendance:	Paddy Bradley (PB) / Parvis Khansari (PK) / Tim Martienssen (TM) / Leanne Sykes (LS) / Philippa Venables (PV)
Apologies:	Alex Crook (ACr), BEIS / Adam Schallamach
Guests:	Stephen Aldridge, Cabinet Office (tentative) / Tom Bown (TC) / Phil Clement (PC) / Debby Skellern (DS)
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	
		Introduction to WRc		MS	
2.0	9.45am	<ul style="list-style-type: none"> Temporary cover for the role of Deputy Chairman Draft Board Minutes of 24 January 2018 Matters Arising covered in the agenda Chairman's update 	3.1 3.2 Verbal Verbal	JM JM JM JM	For approval
3.0	9.55am	Submitted Questions	3.3	JM	
4.0	10.10am	SWLEP Core Activity			
4.1	10.10am	Director's Report	3.4	PB	For information
4.2	10.30am	The Establishment of a Remuneration Committee	3.5	JM	For approval
4.3	10.35am	Establishing an Industrial Strategy Working Group	3.6	PB	For approval
4.4	10.40am	Finance Report – SWLEP General Account and other Programmes	3.7	PB / LS	For approval
	10.50am	Comfort Break			

Item	Timing	Topic	Paper No.	Lead	Type of Report
4.5	11.05am	Marketing and Communications update: <ul style="list-style-type: none"> website demonstration other Marketing and Communications activity 	3.8	TB	For information
4.6	11.25am	Investment update <ul style="list-style-type: none"> Inward Investment Growing Places Infrastructure Fund (GPIF) and Investment Strategy 	3.9 3.10	PC DS	For information For approval
5.0	11.45am	Strategic Developments			
5.1	11.45am	Local Growth Deal <ul style="list-style-type: none"> Commissioning Group Project Highlight reports 	3.11	ID	For approval
	11.50am	<ul style="list-style-type: none"> Corsham Mansion House 	3.12	ID	For approval
5.2	12noon	<ul style="list-style-type: none"> Finance Report – LGD Budget and profiling 	3.13	ID	For approval
6.0	12.10pm	AOB Date of next Board meeting: Thursday, 24 May 2018 Aspire Business Centre, Ordnance Road, Tidworth, SP9 7QD Future meeting dates: Wednesday, 25 July 2018 City Hall, Malthouse Lane, Salisbury, SP2 7TU Wednesday, 19 September 2018 Location to be confirmed Wednesday, 28 November 2018 Location to be confirmed		JM	
		Confidential Item The public are excluded from this part of the meeting under the terms of the Swindon and Wiltshire Local Enterprise Partnership Assurance Framework Appendix C, which describes reasons for exclusion of access by the public to meetings and /or reports. In this case the matters discussed will include a disclosure of confidential information.			
		Close of Part One Meeting			



		Part 2 Meeting			
7.0	12.10pm	Swindon Bus Exchange	Presentation	ID	For approval
	12.30pm	Close of Part 2 Meeting and lunch			



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Meeting & Date:	SWLEP Board Meeting – Wednesday, 21 March 2018		
Subject:	Temporary cover for the role of Deputy Chairman		
Attachments:			
Author:	Paddy Bradley	Total no of sheets:	2

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. This report seeks the approval of the Board for arrangements to cover the temporary absence from his duties of the Deputy Chairman, Adam Schallamach.

2. Summary

- 2.1. Adam Schallamach, the Deputy Chairman of the SWLEP Board, is working outside the UK for the next six months, starting in March 2018. He is due back in the UK in mid-September 2018.
- 2.2. During his absence, he will not be able to attend meetings or fulfil his current range of responsibilities. His responsibilities include deputising for the Chairman, chairing the Transport Infrastructure Subgroup and the Growing Places Infrastructure Fund Working Group. He is a member of the Skills and Talent Subgroup. As Deputy Chairman, he is also a member of the European Structural Investment Fund Advisory Committee; the SWLEP's Commissioning Group and attends the Joint Strategic Economic Committee as a non-voting observer, as do all SWLEP attendees.
- 2.3. The Deputy Chairman would like to maintain his links with the SWLEP and is keen to assume his responsibilities upon his return to the UK. Contact will be maintained by the Director through the distribution of Board papers and significant reports and through personal contact such as regular email exchanges.
- 2.4. The proposal is for a member of the Board to take on the most important responsibilities of the Deputy Chairman during his absence in order to maintain leadership continuity. It is expected this will include a period covering the Board meetings in March, May, July and September of 2018.

- 2.5. We do not have precedence for such arrangements. The Chairman will make the proposal at the meeting and seek the support of the Board to ensure appropriate cover for the senior leadership of the Board.

3. Recommendations

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

- 3.1. Support the proposal to provide temporary cover during the Deputy Chairman's absence; and
- 3.2. Elect a member of the Board to assume the role of temporary Deputy Chair covering the Board meetings from March until September 2018 inclusive and subject to review according to circumstances.



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 Swindon & Wiltshire LOCAL ENTERPRISE PARTNERSHIP	Minutes of the Board Meeting Wednesday, 24 January 2018
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Attendees	Board: Amanda Burnside (AB) / Doug Gale (DG) / George Gill (GG) / Shahina Johnson (SJ) / John Mortimer (JM) / Vic O'Brien (VO) / Alex Reed (AR) / David Renard (DR) / Adam Schallamach (AS) / Mark Smith (MS) / Jonathan Webber (JW) Advisors: Alistair Cunningham (AC) / John Gilbert (JG) Observers: Oliver Donachie (OD) / John Thomson (JT) Supporting the Board: Tom Bown (TB) / Paddy Bradley (PB) / Sally Burnett (SB) / Ian Durston (ID) / Parvis Khansari (PK) / Tim Martienssen (TM) / Debby Skellern (DS) / Leanne Sykes (LS) / Philippa Venables (PV) Guests : Lt Col Guy Benson (GB), representing Col Andrew Dawes / Alex Crook (ACr), BEIS / Martin Revill, (ITA)
Apologies	Col Andrew Dawes / Baroness Scott of Bybrook OBE / Peter Wragg
Chair	John Mortimer (JM)
Minutes	Deborah House (DKH)
Venue	Committee Rooms, Wiltshire Council, Monkton Park, Chippenham, SN15 1ER
Start time	9.55am
Finish time	12.30pm

Item	Summary of Issues Discussed and Decisions – Part I	Deadline
1.0	Welcome and Introductions, Conflicts of Interest	
	<p>The Chairman welcomed all those present to the meeting, in particular to John Thomson in his new role as Wiltshire Council Observer to the SWLEP Board and to Lt Col Guy Benson representing Col Andrew Dawes. As ever, welcome was extended to Alex Crook in his role as BEIS representative. Congratulations were offered to Shahina Johnson for her MBE in the New Year's Honours and to Tim Martienssen as newly appointed Director of Economy & Planning for Wiltshire Council. Apologies from those unable to attend were noted.</p> <p>The Chairman advised the meeting that Paper No. 1.7 under Item 5.2 was withdrawn.</p> <p>Conflicts of Interest – All members had sight of the SWLEP Conflicts of Interest policy with print outs on the table. The Chairman declared his interest with Item 4.4 on the agenda owing to a personal relationship with the owners of the land under discussion and advised that at that point of the meeting the Chairmanship would be handed over to AS. AB declared her ongoing interest in LGF3 funding for Wiltshire College.</p>	
2.0	Board Minutes and Chairman's update	
	<p>The minutes of the meeting held on 29 November 2017 were presented for consideration. It was,</p> <p>Resolved: To APPROVE and sign the minutes as a true and correct record.</p>	



Matters Arising

- **Investment & Export Manager** – PB advised that 11 applications had been received for the role, with a short-list of five candidates interviewed on 19 January 2018 with a Panel comprising the SWLEP Chairman, Director and representatives from both UAs. The final interview with two candidates would take place on 9 February 2018.
- **Better Business for All (BBfA)** – PB advised that Peter Wragg had attended the last meeting of the Steering Group. Nicky Bailey of FSB was also the Business Representative Organisation Group member. Regulatory Services from both UAs were very supportive. A second stage workshop was due shortly.
- **Digital Platform for TEN** – TM advised the meeting that options were still being investigated and no decisions yet taken.

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

- 30 Nov – attended and spoke at Swindon & Wiltshire Programmes Event at Wiltshire College, Lackham
- 5 Dec – met with MP Michelle Donelan's staff team in Parliament, with the Deputy Head of Local Growth Unit at BEIS to discuss Rural Productivity and with David Renard to discuss SWLEP progress
- 6 Dec – met with Justin Tomlinson MP in Parliament and attended the DIT Christmas Reception at Lancaster House
- 12 Dec – met with Baroness Scott to discuss SWLEP progress
- 13 Dec – Chaired the SWLEP's Rural Economy Sector Group
- 14 Dec – attended the SWLEP's Annual Conversation with Government at BEIS
- 10 January – chaired the SWLEP Commissioning Group
- 11 January – joined Ian Durston in visiting the New Eastern Villages project, with thanks to David Renard and John Gilbert for arranging
- 16 January – Chaired the Growth Hub Governance Group
- 19 January – attended the interviews for the SWLEP Investment & Export Manager
- 23 January – Together with George Gill, met with Rachel Newman, CEO of Corsham Institute (Ci) and Catherine Knivell, Ci's Head of Partnerships

3.0 Submitted questions

Several questions were received from members of the public and were dealt with as follows:

The Question from St Modwen regarding Chippenham Gateway would be handled under Item 4.4 and the representatives would be able to address the Board Members.

Two questions were received from Mrs Charmian Spickernell (CS), Campaign for the Protection of Rural England North Wilts and Swindon



	<p>Group Committee Member. A copy of Question One and response was provided to Mrs Spickernell ahead of the meeting. A response to Question Two was provided verbally at the meeting and would be followed up in writing. In Supplementary, Mrs Spickernell asked the Board to consider the transport links to Swindon Town Centre.</p> <p>Questions from Dr Nick Murry, Wiltshire Councillor (Chippenham Monkton) and Chippenham Town Councillor (Monkton Ward), regarding the Chippenham Station Hub had been received too late for a written response, but Dr Murry would be invited to address the Board during the discussion of Item 5.1.</p> <p>All responses to the Questions available at time of writing are attached to these minutes.</p>	
4.0	Strategic Developments	
4.1	<p>The Mary Ney Review into accountability and transparency</p> <p>PB advised the meeting of the two reviews carried out into LEPs.</p> <ul style="list-style-type: none"> • The Mary Ney Review's recommendations had been accepted by Government and LEPs needed to be compliant by the end of February 2018. Final checks were underway of the Government new guidance against the SWLEP's existing Assurance Framework. The Section 151 Officer of the Accountable Body is required by Government to confirm LEP compliance with regulations. • The Ministerial Review of LEP structures may be delayed owing to the recent Cabinet reshuffle. The suggestion was that a Working Group be established to investigate the various options for a LEP structure in order that work commence ahead of the report's final publication. <p>The SWLEP Board RESOLVED:</p> <ul style="list-style-type: none"> • to delegate to the SWLEP Chairman final Board approval of the revised Governance Framework; • to require the Director of the SWLEP to ensure the updated Governance Framework is made available to all Board members by the March meeting of the Board; and • to require the Director of the SWLEP to ensure Board members are notified when the section 151 Officer's letter to the Principal Accounting Officer and the statement by the Chairman and Director are published on the SWLEP website. • to approve the establishment of a Working Group on the Ministerial Review of LEP Structures and require it to report back to the Board on the implications for the SWLEP. 	<p>Feb 2018</p> <p>Mar 2018</p> <p>Feb 2018</p> <p>May 2018</p>
4.2	Industrial Strategy	
	<p>PB spoke to the paper and advised that the Government White Paper had designated LEPs to lead on the preparation of Local Industrial Strategies in</p>	



	<p>areas outside Mayoral Combined Authorities. SWLEP was in the process of building up its evidence base. The focus of the next four to five months was to build a rich evidence base of economic performance data, local business intelligence and information arising from current SWLEP strategy development in Energy, Digital Capability, Higher Education and Rail. The local industrial strategy would be developed with Government and would include cross-LEP partnerships to support development of specific business sectors, such as cyber, life sciences, energy and creative and automated vehicles.</p> <p>The Chairman said that, in his view, the critical feature of a “local” industrial strategy was that it should reflect <u>our</u> plan for how we intend to grow the whole of the LEP’s economy and quoted from page 13 of the White Paper that to achieve the ambition of being the world’s most innovative economy, providing good jobs, being the best place to start and grow a business and creating prosperous communities across the UK “we must ensure that every part of the country realises its full potential”.</p> <p>The SWLEP was seeking volunteer Board Members to participate in a Working Group and to bring back the direction of travel to future Board Meetings.</p> <p>The SWLEP Board:</p> <ul style="list-style-type: none"> • APPROVED the proposed approach; • APPROVED the indicative headline milestones timeline; • APPROVED the establishment of the Industrial Strategy Working Group as a task and finish group with two private sector Board Members to sit on it; and • AUTHORISED the Director of the SWLEP, in consultation with the two private sector Board members, to develop the terms of reference for the Industrial Strategy Working Group and circulate to all Board members by the March Board meeting. 	Mar 2018
4.3	<p>Institute of Technology (IoT)</p> <p>AB gave a verbal update on progress with the IoT bid.</p> <ul style="list-style-type: none"> • Government investment would be in the order of £170m allocated between 10 and 15 bids; • There had been around 100 Expressions of Interest; • Bids would need to be put forward by partnerships of FE, HEI and business with the support of stakeholders such as the LEP and local councils; First stage submission was required by 1 March 2018 and the outcome should be known April / May 2018; • The second stage required much greater detail, with submission in Summer 2018; and • SWLEP had ensured that a cohesive group of partners and 	



	<p>stakeholders had been assembled to prepare the Swindon & Wiltshire bid.</p> <p>The SWLEP Board: NOTED the details and would be updated on progress.</p>	Mar 2018
4.4	<p>Spatial Planning – overview of potential development</p> <p>JM advised that the discussion would be for Members to become better informed about employment land in the area, and would also allow for representatives of St Modwen to address the meeting. At this stage, JM handed the chairing of the meeting over to AS for this item of the agenda owing to a conflict of interest.</p> <p>Owing to the importance of spatial planning to local economic development, the SWLEP Director would work with LA Leads to bring forward a workshop session to be arranged for Board Members.</p> <p>St Modwen addressed the meeting and advised of the current plans for Chippenham Gateway at Junction 17:</p> <ul style="list-style-type: none"> • The development of 1m sq ft of distribution space, prioritised owing to the location enabling easy access to the M4 motorway; • St Modwen reported a high level of interest and confidence in the scheme; • St Modwen anticipated 790 new jobs as a result of the site with more employed within its construction; • St Modwen had already engaged with Wiltshire College regarding training for students/future employees. There would be a bus link to Chippenham; and • Construction would start in 2018, providing approvals were in place. <p>Members of Swindon Borough Council questioned the possible displacement of existing companies along the M4. There was also concern from Members that this site should not detract from existing employment land deeper in the County.</p> <p>The Deputy Chairman (AS) thanked St Modwen for their contribution and after considerable discussion,</p> <p>The SWLEP Board:</p> <ul style="list-style-type: none"> • REQUESTED that the lead officers to the SWLEP from Swindon Borough Council and Wiltshire Council work with the Chair of the Place Shaping Subgroup and the Director of the SWLEP to organise a workshop for Board Members on strategic spatial planning for the area; and • AUTHORISED the SWLEP Deputy Chairman to write to the relevant planning committee of Wiltshire Council providing support from the Board to the strategic 	



	development of land at Junction 17, with the proviso that development focuses on new business take-up and is able to demonstrate that it will not lead to displacement or detriment to existing business and strategic land allocation.	Jan 2018
5.0	Local Growth Deal	
5.1	<p>Chippenham Station Hub Scheme – Outline Business Case</p> <p>ID spoke to the paper. The scheme was now taking a phased approach to the project and updated Outline Business Cases would be brought to the Board when appropriate. The seven phases were:</p> <ul style="list-style-type: none"> • Phase i) Station Capacity Improvements – new booking hall, improved retail unit, gatelines, new north side lift onto public footbridge (providing step-free access across the railway line), additional cycle parking, improvement works to bus interchange; • (Phase ii) Wiltshire Council Land – high quality commercial building and decked car parking; • (Phase iii) Station Car Parking Capacity Improvements – decked car parking; • (Phase iv) Rationalisation of Station Car Parking – high quality commercial building and decked car parking; • (Phase v) Infrastructure Improvements – station square public realm and footbridge; • (Phase vi) Commercial Development – high quality commercial and residential units; and • (Phase vii) Residential Development – high quality residential units. <p>The scheme was also now de-retained from the Department for Transport (DfT).</p> <p>Cllr Nick Murray was then invited to address the meeting about his concerns for the project.</p> <ul style="list-style-type: none"> • That the south side of the station was becoming increasingly cramped and that more thought should be given to improvements on the north side; • Station Hill and Cocklebury Road were already congested and increased traffic would cause increased stress to local residents; and • Selling off the existing car parks meant decked carparks had to be constructed. These multi-storey carparks would be in a conservation area and would overlook the green space of Monkton Park. <p>The Chairman thanked Cllr Murry for his contribution and confirmed that the points raised would need to be addressed as Full Business Cases for each of the phases and brought to the Board for approval. Cllr Murry would receive a written response to his questions.</p> <p>The Chairman noted that Wiltshire Core Strategy Policy 9 indicated that</p>	



	<p>the area around the station was designated for civic and academic uses and accordingly questioned the inclusion of housing development within the scheme adding that it was important to consider the vision of what the completed development would offer the area in strategic terms. Such detail should be for further consideration and the Board could investigate further with questions back to the promotor when these schemes come through. TM commented that the scheme needed to be commercial, and was part of an ongoing development consultation.</p> <p>The SWLEP Board:</p> <ul style="list-style-type: none"> • APPROVED the OBC to enable the development work for phases ii to vii to progress and the project to meet the agreed timescales. • REQUIRED a report from the scheme promotor on the vision for the use of the land around Chippenham Station to help inform consideration of the next and subsequent phases of the project. 	Ongoing
5.2	<p>Corsham Mansion House The Paper was withdrawn. To be re-submitted at a future meeting.</p>	
5.3	<p>Quality Bus Corridor (Rapid Transit) – Full Business Case The Chairman welcomed Martin Revill, Independent Technical Advisor, to the meeting. ID spoke to the paper. The Rapid Transit project was broken down into small schemes connecting the three main urban extensions:</p> <ol style="list-style-type: none"> 1. Wichelstowe, 2. Tadpole Farm and 3. New Eastern Villages. <p>The three schemes at Wichelstowe were for consideration at this meeting:</p> <ul style="list-style-type: none"> • Pipers Way, • Regent Circus and • Mannington Roundabout. <p>Costings for Pipers Way and Regent Circus schemes were available so the Board was asked to approve the Full Business Case in order that work could commence immediately. Costings for the Mannington Roundabout scheme were not available. The scheme was delayed in order that it did not conflict with the works at Junction 16, thus avoiding major road disruption. The Mannington Roundabout part of the scheme potentially has the highest cost-benefit ratio and is needed to make the whole scheme of suitable value for money</p> <p>Costs would be circulated to Board Members once known seeking their approval. The Section 151 Officer of Swindon Borough Council confirmed in a letter to the SWLEP that any overrun in costs would be met through developer funds and council resources as necessary.</p>	



	<p>PV thanked ID and the ITA for their help in bringing this to the Board.</p> <p>The SWLEP Board:</p> <ul style="list-style-type: none"> • APPROVED the Full Business Case for Rapid Transit – Wichelstowe Quality Bus Corridor, enabling the release of funding to support the construction work on the Pipers Way and Regent Circus schemes; and • AGREED to the approval by email of the Mannington Roundabout scheme, subject to the final costs falling within the agreed limits. 	When available
5.4	<p>SWLEP Programmes Highlight Reports</p> <p>ID spoke to the meeting and advised the Members that this had taken a different format with a link to the full report on the website. This paper detailed specifically the projects which were deemed “at risk” by the Steer Davies Gleave Review.</p> <ul style="list-style-type: none"> • Chippenham Station Hub Phase 1a progressing. SWLEP was awaiting the Full Business Case for Phase 1b, which involved the lift on the platform and the overall scheme had been de-retained from DfT. • Yarnbrook / West Ashton Currently in consultation. Applied for Housing Infrastructure Fund (HIF) funding to cover the increased cost owing to ecology. Results due end Feb/beginning March. • The Maltings There had been delays on timescales. The LA was still talking to the developer and the agreement was still with the lawyers for signature. • Swindon Bus Exchange SBC had applied to HIF for the increased costs. If HIF was not forthcoming, alternative funding must be sought or the design amended. • New Eastern Villages (NEV) Southern Connector Road Costs had increased. HIF applied for, but secondary to developer funding. • A420 Gablecross Design now selected. • Wichelstowe Southern Access The Outline Business Case was due to come to the Board Meeting in March 2018. Draft was about to go to ITA. <p>The SWLEP Board: APPROVED the Commissioning Group’s assessment that the highlight reports were an accurate representation of the current status of all LGF projects.</p>	
5.5	Finance Report - LGD Budget and profiling	



	<p>ID spoke to the paper and advised that after the Steer Davies Gleave Review the Delivery and Performance Team (DPT) was working on drawing a list of back-up projects that could be brought forward should any on LGF not be deliverable.</p> <p>Another suggestion would be to use any released LGF monies to roll into Growing Places Infrastructure Fund (GPIF) projects. These would be more immediate with less lead time. The GPIF Working Group was investigating the possibilities.</p> <p>The SWLEP Board: APPROVED the paper as an accurate summary of the current LGF financial position.</p>	
6.0	SWLEP Core Activity	
6.1	<p>Growing Places Infrastructure Fund (GPIF) Open call update</p> <p>The paper was provided for information and AS, as Chair of the Working Group, advised the Meeting that the loan agreement was close to signature and expected within the next 7-10 days</p> <p>Previously allocated GPIF funds had come back into the process and the Working Group was reviewing the options for future calls. A draft strategy was being drawn up and would be brought back to the Board for its review. Lessons learnt from the process would be used to streamline future calls, being more rigorous on disclosure from the outset to avoid blockages and that deploying the ITAs in a different way could potentially save money.</p> <p>The SWLEP Board:</p> <ul style="list-style-type: none"> • NOTED the progress toward the issue of a the loan agreement from the June 2017 call; • NOTED that the existing loan allocations had been or were in the process of being returned, re-establishing the original fund for allocation against an investment strategy; • NOTED that the GPIF investment strategy and a linked future GPIF call programme were in development; and • NOTED the recruitment process and timeline for the Head of Investment and Export position. 	
6.2	<p>Swindon and Wiltshire Digital Platform Development</p> <p>ID gave a verbal update to the meeting on the current status of the development.</p> <p>Since its launch in October 2017, the Growth Hub had seen 1,600 individual users with 150 businesses registering in the Community section. Growth Hub had received positive feedback from businesses and the website had been put forward for an award by Progress Site Finity, whose software was used to build the site. It was one of five websites identified each quarter by the business and goes into consideration for the annual best website award. SWLEP was now in the process of adding the main website to the platform,</p>	

	<p>which was being revamped in line with the recommendations from the Mary Ney Review, and transferring Higher Futures into Growth Hub. This would allow use of the same CRM system across all platforms. SWLEP continued to work with the TEN team to improve responses and was also investigating a different approach.</p>	
6.3	<p>Marketing and Communications report The paper was provided for information and the Chairman thanked TB.</p> <p>The SWLEP Board: NOTED the contents of the paper.</p>	
7.0	Other SWLEP Programmes	
7.1	<p>Update on European Structural and Investment Fund 2016-2020 The paper was provided for information.</p> <p>The SWLEP Board: NOTED the contents of the paper.</p>	
7.2	<p>Finance Report – other SWLEP Programme Budgets and General Account, including Subgroup spending The paper was provided for information. A letter recently received from Jake Berry MP, Minister for Local Growth (MHCLG) and Andrew Griffiths MP, Under-Secretary of State at BEIS advised that the Government had agreed to two years' core funding of the LEP and to two years of Growth Hub funding, both at currently existing levels.</p> <p>The SWLEP Board: NOTED the contents of the paper.</p>	
8.0	Any Other Business and date of next Board Meeting	
	<p>DG asked how the Board might be better equipped to monitor project outcomes and benefits as well as the overall effectiveness of SWLEP activities.</p> <p>Action: PB to draft a means of measuring outputs for the Board Meeting in March.</p> <p>The next Board Meeting was scheduled for Wednesday, 21 March 2018 commencing at 9.30am in the offices of WRc plc, Frankland Road, Blagrove, Swindon, SN5 8YF</p> <p>Future Meetings :</p> <p>Thursday, 24 May 2018 Aspire Business Centre, Ordnance Road, Tidworth, Wiltshire, SP9 7QD Wednesday, 25 July 2018 Alamein Suite, City Hall, Malthouse Lane, Salisbury SP2 7TU Wednesday, 19 September 2018 Location to be confirmed Wednesday, 28 November 2018</p>	Mar 2018



	Location to be confirmed	
	Close of Meeting at 12:30pm	

Draft

From Charmian Spickernell, CPRE

Question One

What reason did the Steer Davies Gleave Review give for including the Wichelstowe Southern Access in the high risk projects that warranted specific attention?

Response

The Wichelstowe Southern Access project was deemed by the Steer Davies Gleave review to be on track from a schedule perspective and from a cost perspective. It was highlighted as a higher risk project due to the engineering complexities of the project and the fact that technical issues could potentially arise during the construction phase of the project. The project team is confident that it has a risk management plan in place to address any risks that do materialise.

Question Two

If land south of the Wroughton Road came into the Local Plan when it is rolled forward, would it be more appropriate for distribution warehousing development than land in West Wichelstowe?

Response (given verbally at the meeting)

The adopted Swindon Borough Local Plan at Policy NCI (Wichelstowe) states that Wichelstowe should provide, inter alia, 12.5 hectares of employment land within Class B1 and B2. Therefore at present no land is allocated within Wichelstowe for warehousing (B8). Land south of Wichelstowe will be assessed for potential uses to meet the identified needs through the Local Plan review (as will other land on the edge of Swindon), taking into account the existing known constraints including the mitigation area for the Wichelstowe development

From Mark Thorne, Senior Planning Manager, St Modwen

Question

St. Modwen should be grateful if the SWLEP Board would confirm that the location of the site falls within both the 'Swindon-M4 Growth Zone' and the 'A350 Growth Zone' identified within the Swindon and Wiltshire Strategic Economic Plan and that the development potential at Junction 17 is specifically identified as being an important focus to facilitate inward investment (as at Page 19, Swindon and Wiltshire Strategic Economic Plan, January 2016).

Response

The Swindon and Wiltshire Local Enterprise Partnership Board is in receipt of a report to its meeting on the 24 January 2018, which confirms that the proposed development at Junction 17 of the M4 is located "at a key intersection of two of the SWLEP's growth zones – Swindon and the M4 corridor and the A350." The Strategic Economic Plan, revised in 2016 specifically mentions the importance of the development of Junction 17 to draw out investment from Bath and Bristol to the west.

In addition, the question was also dealt with further at the meeting under Item 4.4 of the agenda. Section 4.4 Spatial Planning – overview of potential development of the minutes refers.

**From Dr Nick Murry, Wiltshire Councillor (Chippenham Monkton) and
Chippenham Town Councillor (Monkton Ward)**

Question One

For the proposed scheme to achieve the overall net benefit aspired to, it is dependent upon a key assumption about traffic, namely that Station Hill and Cocklebury Road (and adjoining roads such as Monkton Hill and New Road) are capable of taking significant additional volumes of vehicles. Given the existing congestion on these roads, which at peak times can mean vehicles queuing beyond the former College building and into Sadlers Mead, plus the projected increased traffic as a result of other development, it is concerning that this assumption seems not to have been tested, and could be seriously flawed. Will the LEP Board please take this into account in revising its cost benefit analysis and risk assessment, and give its assurance to existing residents, businesses and rail users (who will disproportionately bear the social and economic costs of the scheme) that traffic congestion and air pollution in this part of Chippenham will not be made worse than it already is?

Question Two

The Risk Assessment highlights the possibility of planning permission being refused due to shortcomings in the application and/or local opposition. Has the possibility of planning permission being refused for the Phase 2 multi-storey car park been sufficiently considered, particularly given that it would be in a Conservation area, adjacent to and overlooking a riverside park, which is Chippenham's most valuable centrally located, public open green space? Have Wiltshire Council's Conservation and Archaeological teams been consulted and the probability of actually obtaining planning permission for this phase been assessed? Would it not be more sensible to restrict the amount of physical development on the existing car parks and retain some of these spaces, thereby negating the need for a potentially highly controversial multi-storey replacement?

Response

The questions were received too late for a written response, but Cllr Murry was invited to address the Board at the meeting during discussion of Item 5.1 of the agenda. Section 5.1 Chippenham Station Hub Scheme – Outline Business Case of the minutes refers.



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

 Swindon & Wiltshire LOCAL ENTERPRISE PARTNERSHIP	Board Meeting 21 March 2018 Paper Number 3.4
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Security Level:	Confidential <input type="checkbox"/>	Restricted <input type="checkbox"/>	Unclassified <input checked="" type="checkbox"/>	Commercially Sensitive <input type="checkbox"/>
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Meeting & Date:	SWLEP Board Meeting – Wednesday, 21 March 2018		
Subject:	Director's Report		
Attachments:			
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:
 - 2.1.1. Institute of Technology
 - 2.1.2. New Board Member Guidance
 - 2.1.3. Industrial Strategy
 - 2.1.4. Regional Collaboration
 - 2.1.5. SWLEP future operating model
 - 2.1.6. Key Performance Indicators
 - 2.1.7. Cabinet Office – work placement
 - 2.1.8. Business and Stakeholder Engagement

3. Recommendations

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

- 3.1. Note the update on current activity.

4. Detail

4.1. Institute of Technology (IoT)

- 4.1.1. The first stage bid was submitted on 28 February 2018. The outcome will be known in May 2018. If we are successful, we will be invited to enter stage 2 which involves detailed planning. The outcome of stage 2 will be known in September 2018, with new IoTs opening in 2020.
- 4.1.2. Each IoT bid has to identify anchor organisations (FE, HE, Employers) and partners.

FE – Swindon College (lead organisation) and New College Swindon (joint anchors)

HE - University of Gloucestershire

Employers – Nationwide, Catalent, Bath ASU and Excalibur Communications

Partners (letters of support provided) – Cirencester College, Oxford Brookes University, Wiltshire College, Appsbroker, Create Studios, Recycling Technologies, Patheon, Business West, Swindon Borough Council, Wiltshire Council, SWLEP, GFirst LEP.

Other Partners without formal arrangements – Honda, BMW, Intel, Zurich

- 4.1.3. The curriculum areas of focus are Advanced Manufacturing and Engineering, Digital Technology and Life Sciences.
- 4.1.4. The IoT will take in 1,900 learners by the end of the fifth year of operation with 94% focussed on qualifications at levels 4, 5 and 6 and 6% at level 3. The qualifications include apprenticeships and degrees, with booster English and mathematics courses to improve access to the level 4-6 courses.
- 4.1.5. The bid is seeking £13.4m to develop facilities mainly at Swindon College, but to include some capital investment at delivery partner sites including Cirencester College. The Government is keen to see its money invested in refurbishing existing facilities. Partners are providing land and building to close the funding gap to make this £17.2 million development possible. By re-cycling existing space we will provide excellent value for money and can invest £5.0 million in the specialist equipment and resources needed to meet growing employer demand.



Financial	
Total Project Value (£)	£17,216,000
Grant Amount Requested (£)	£13,429,000
Capital Build Starts (Date)	April 2019
Capital Build Complete (Date)	June 2020

4.1.6. The picture in Appendix I shows the planned development at Swindon College

4.2. New Board Member Guidance

4.2.1. The work on this follows the suggestions by George Gill to assemble a simple guide to the SWLEP. Tom Bown, the interim Marketing and Communications Manager, is leading this work, using the content suggested by George. A draft has been circulated to Board members ahead of this meeting.

4.3. Industrial Strategy

4.3.1. We are well into our evidence collection including:

Local Economic Assessment – May Board meeting

Digital Capabilities – draft strategy for May

Energy – aiming for the July Board

Higher Education – draft strategy for May

4.3.2. We have a series of workshops for businesses and other stakeholders to support the evidence base for Digital Capabilities and Higher Education and to explore opportunities for businesses under the four grand challenges identified in the Government's Industrial Strategy. Board members have been notified about dates for the events and the process for registering an interest to attend.

4.3.3. A number of Board members have indicated their interest in being part of a Board working group on the Industrial Strategy. The establishment of this task and finish group is included on the agenda at today's meeting.

4.4. Regional Collaboration

4.4.1. The table in Appendix 2 summarises key collaborative projects across the south west LEPs and also including Solent LEP.

4.4.2. The SWLEP collaboration with GFirst LEP on Cyber Resilience also involves The Marches LEP and Worcestershire LEP.

- 4.4.3. There is increasing involvement with local authorities and LEPs in the Cambridge- Milton Keynes – Oxford (CAMKOX) arc.
- 4.4.4. Of the current projects, the following have the greatest degree of traction and momentum:
 - Energy Hub
 - Nuclear South West
 - Cyber Resilience Alliance
 - Sub-national transport authority
 - Rural Productivity Commission
- 4.4.5. Regional collaboration will be an essential feature of our approach to a local industrial strategy and is included in our project timeline for discussions at the Board in May and July 2018.

4.5. SWLEP future operating model

- 4.5.1. Following the confirmation of the Board's support to develop an appraisal of options for the future governance arrangements for the SWLEP in the light of the Ministerial Review into the future role of LEPs, preliminary work is underway to assess operating costs of our current voluntary partnership structure in comparison with incorporated structures.
- 4.5.2. We have begun collating articles of association from LEPs with incorporated both local authorities who have experience of creating such structures.

4.6. Key performance indicators (KPIs)

- 4.6.1. The SWLEP has focussed attention in the past on attempting to agree a set of KPIs. At the last Board there was a request from a new Board member to understand our key metrics.
- 4.6.2. The aim is to develop a KPI structure for the Board by May, developing drafts through the Secretariat and with interested Board members.
- 4.6.3. We should apply some basic principles to the metrics used:
 - 4.6.3.1. Simplicity – the data should be available at a range of scales encompassing a number of geographies within the SWLEP area. Metrics should not be unique to a selected area or geography within the SWLEP.
 - 4.6.3.2. Availability – metrics and data should be easily accessible to enable ongoing, annual monitoring and reporting.
 - 4.6.3.3. Relevance – metrics and data should be relevant to the monitoring of progress of SWLEP objectives, programmes and projects.
 - 4.6.3.4. Bench marking - metrics and data should be available at a scale that provides a comparable bench mark for the SWLEP to analyse against.
- 4.6.4. The current thinking is to establish a set of KPIs working across three tiers of varying focus:

- 4.6.4.1. Tier 1 – overall headline economic indicators which indicate the state of health of the Swindon and Wiltshire economy;
- 4.6.4.2. Tier 2 – process and output data for the projects and programmes we run; and
- 4.6.4.3. Tier 3 – the efficiency and effectiveness of the SWLEP as an organisation

4.7. Cabinet Office – work placement

- 4.7.1. The Cabinet Office oversees a training programme for civil servants. Following discussions, the SWLEP is to be put forward for a location for a civil servant to work with the SWLEP on potential projects involving marketing and communications. This is a good opportunity and if it works out well the first time, then the placement can be woven into our annual operating plan.

4.8. Business and Stakeholder Engagement

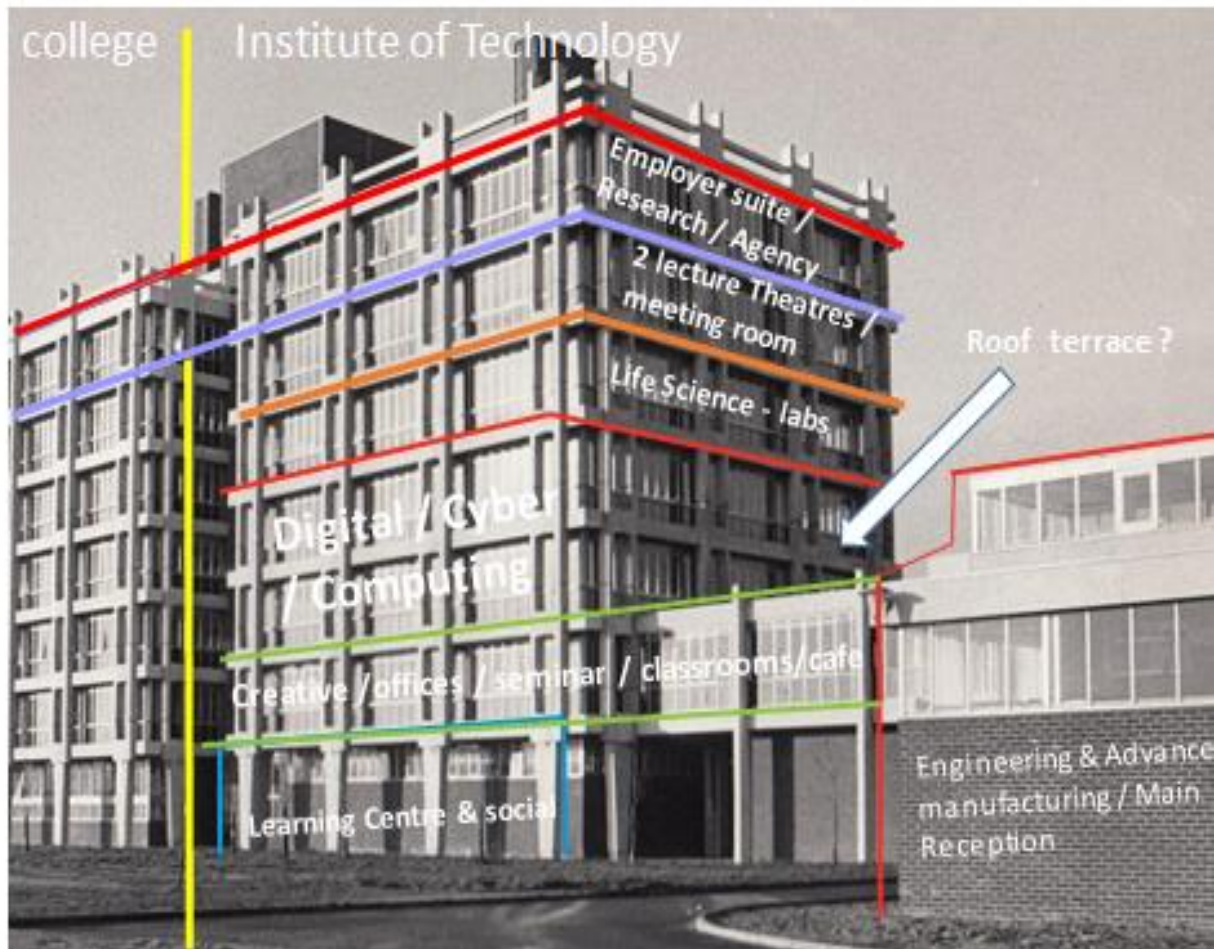
- 4.8.1. Since the last Board meeting in January 2018, the Director has had meetings with the following :
 - 4.8.1.1. Construction Excellence – to plan an event in May 2018 about off-site manufacturing
 - 4.8.1.2. Defence and Security Accelerator – to signpost two local businesses
 - 4.8.1.3. Salisbury Chamber – to discuss business views on regeneration priorities
 - 4.8.1.4. Head of Estates at the National Collections Centre, Wroughton Airfield to discuss plans for development
 - 4.8.1.5. Metro Bank – new challenger bank opened in Swindon
 - 4.8.1.6. Callen Lenz Associates to discuss potential projects linked to the Industrial Strategy (accompanied by BEIS Local Relationship Manager)
 - 4.8.1.7. Architects and developers interested in the regeneration of Swindon Town Centre (accompanied by the Head of Economy, Swindon Borough Council)
 - 4.8.1.8. Teleconference with Marketing and Communications consultant working on the Great West Way proposal
 - 4.8.1.9. Swindon Business and Economy meeting – quarterly meeting of the public and private sector convened by Business West
 - 4.8.1.10. Chairing the Institute of Technology Steering Group (three meetings)
 - 4.8.1.11. Speaking at two conferences – The Society of Motor Manufacturers and Traders Regional Forum and a Westminster Forum on Infrastructure Skills

- 4.8.1.12. Attended JobFest at STEAM Museum – event aimed at young people seeking apprenticeships
- 4.8.1.13. Attended the Swindon and Wiltshire Women in Business Conference at Bowood House
- 4.8.1.14. Teleconference with the Cabinet Office in support of its study into the development, application and effectiveness of strategic economic plans
- 4.8.1.15. Attended the national meeting of LEP CEOs/Directors and a regional meeting of the south west LEPs (accompanied by the Chairman)
- 4.8.1.16. Meeting with a start-up, high skill life sciences business about their interest in financial support through the Growing Places Infrastructure Fund
- 4.8.1.17. Chairing the inaugural meeting of the Inward Investment Group of officers from Swindon Borough Council, Wiltshire Council and the SWLEP Head of Investment and Export to co-ordinate activity including the use of EU funding.



5. Appendices

5.1. Appendix I- Proposed IoT development at Swindon College



5.2. Appendix 2 – Collaborative Projects involving the south west LEPs

	Energy			Science and Innovation Audit			Transport				Aerospace		Rural Economy					Total Involvement
	Nuclear South West	Joint Energy Strategy	South West Energy Hub	Innovation South - phase 2	SW and SE Wales - phase 1	Cyber Resilience Alliance - phase 3	A350 corridor	West of England Line Group	Peninsula Rail Task Group	Sub-national transport authority (ADEPT)	South West Aerospace	iAero	South West Agritech	Rural Productivity Commission	Great South West	South Coast Marine Cluster	Health and Life Sciences	
CloS		✓	✓		✓				✓	✓ ?		✓ ?	✓	✓	✓	✓	✓ ?	8-11?
Dorset	✓	✓	✓	✓			✓		✓	✓ ?	✓	✓ ?	✓	✓	✓	✓	✓ ?	11-14?
GFirst	✓		✓		✓	✓				✓ ?		✓ ?					✓ ?	4-7?
HoSW	✓	✓	✓		✓			✓	✓	✓ ?	✓	✓ ?	✓	✓	✓	✓	✓ ?	11-14?
Solent			✓													✓		2
SWLEP	✓ ?		✓		✓	✓	✓	✓	✓	✓ ?		✓ ?	✓	✓			✓ ?	8-12?
WoE	✓		✓		✓			✓	✓ ?	✓ ?	✓	✓ ?	✓				✓ ?	6-10?
Total involvement	5	3	7	1	5	2	2	3	4/5?	6?	3	6?	5	4	3	4	6/7?	
Status (Live, Stalled, Complete)	L	L	L	C	C	L	L	L	L	L	L	L	C?	L	L	L?	S	

**Not available at time of publication.
Paper will be published separately
prior to the meeting.**

 Swindon & Wiltshire LOCAL ENTERPRISE PARTNERSHIP	Board Meeting 21 March 2018 Paper Number 3.6
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Security Level:	Confidential <input type="checkbox"/>	Restricted <input type="checkbox"/>	Unclassified <input checked="" type="checkbox"/>	Commercially Sensitive <input type="checkbox"/>
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Meeting & Date:	SWLEP Board Meeting – Wednesday, 21 March 2018		
Subject:	Establishing an Industrial Strategy Working Group		
Attachments:			
Author:	Paddy Bradley	Total no of sheets:	3

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

- 1.1. At the Board meeting on 24 January 2018, the Board approved the establishment of an Industrial Strategy Working Group (item 4.2). The approval also included the proposed approach to developing our local industrial strategy and the indicative headline milestones.
- 1.2. The report provides the purpose and mode of operating for the group.

2. Summary

- 2.1. The Industrial Strategy Working Group is a task and finish group reporting to the SWLEP Board.
- 2.2. Its purpose is to shape proposals to the SWLEP Board, using the local evidence base, outcomes of discussions with other LEPs and working with central Government to develop a local industrial strategy which is supported by the Board and the Department of Business, Energy and Industrial Strategy (BEIS).
- 2.3. The working group will not seek devolved authority to make decisions on behalf of the Board. It will make recommendations only to the Board.
- 2.4. The proposed membership includes three members of the Board – Amanda Burnside, Doug Gale and Jonathan Webber. They will be supported by the SWLEP Director and Programme Manager (Policy).
- 2.5. To ensure there is appropriate involvement of BEIS, it is proposed that Alex Crook, our BEIS Local Relationship Manager is invited to be part of the working group.
- 2.6. The group will determine its meeting arrangements in line with the headline milestones, included in Appendix I.

- 2.7. As the local and national approach to the industrial strategy develops, the working group may propose amending the headline milestones and will update the Board accordingly.

3. Recommendations

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

- 3.1. approve the establishment of a Local Industrial Strategy Working Group with the purpose to shape proposals to the SWLEP Board, working with central Government to develop a local industrial strategy which is supported by the Board and the Department of Business, Energy and Industrial Strategy (BEIS);
- 3.2. invite the Local Relationship Manager from the Department of Business, Energy and Industrial Strategy to join the Local Industrial Strategy Working Group; and
- 3.3. receive updates on progress and proposals for action from the working group at subsequent Board meetings, in line with current headline milestones.

4. Appendices

4.1. Appendix I- Local Industrial Strategy - indicative headline milestones and timeline

Action	Milestone
Evidence collection	Nov '17 to May '18
Timeline and approach for the Industrial Strategy discussed by the Commissioning Group	10 January
Timeline and approach for the Industrial Strategy discussed by the Board.	24 January
Series of business engagement sessions around the grand challenges and focus on productivity.	30 April
Priority themes / sectors / projects / programmes highlighted and presented to the Commissioning Group.	9 May
Priority themes / sectors / projects / programmes highlighted and discussed by the SWLEP Board.	24 May
Board workshop on joint working with other LEPs.	24 May
Other LEPs approached and joint activity discussed	30 June
First draft of the Industrial Strategy discussed by the	11 July



Action	Milestone
Commissioning Group	
First draft of the Industrial Strategy discussed by the Board	25 July
Second draft of the Industrial Strategy and collective name proposals discussed by the Commissioning Group	5 September
Second draft of the Industrial Strategy and collective name proposals discussed by the Board	19 September
Design work	31 October
Third draft of the Swindon and Wiltshire Industrial Strategy discussed by Commissioning Group	14 November
Third draft of the Swindon and Wiltshire Industrial Strategy discussed by the Board	28 November

**Not available at time of publication.
Paper will be published separately
prior to the meeting.**



Security Level:	Confidential <input type="checkbox"/>	Restricted <input type="checkbox"/>	Unclassified <input checked="" type="checkbox"/>	Commercially Sensitive <input type="checkbox"/>
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Meeting & Date:	SWLEP Board Meeting – Wednesday, 21 March, 2018		
Subject:	Marketing and Communications update		
Attachments:			
Author:	Tom Bown	Total no of sheets:	7

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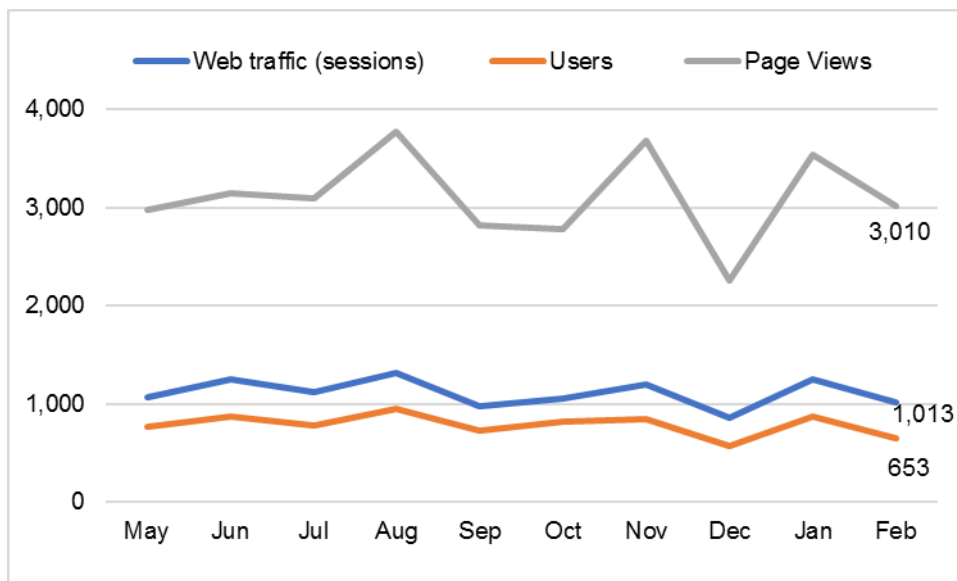
Function Highlights

- Online engagement remains strong and continues to grow month on month – Website traffic increased 10% in the period January – February 2018 with 2,260 sessions Engagement across social media continues to grow and the channels used to communicate with businesses about our work and how they can get involved. For example, the tweet with the highest impressions (4,714) was on 3 January 2018 about the Employers' Survey for the Higher Education Strategy
- The second in a series of e-books has been published, showcasing how the Swindon and Wiltshire Local Enterprise Partnership (SWLEP) sets the strategic economic thinking and drives the growth of our local economy.
- Building on the positive engagement we have had with local media in recent months, our Media Strategy work progresses including developing case studies of local businesses.

I. SWLEP Communications – progress update

I.1 Online Engagement

I.1.1 SWLEP Website



	Nov-Dec	Jan-Feb	
Web traffic (sessions)	2,057	2,260	10%
Users	1,424	1,521	7%
Page Views	5,939	6,552	10%
New Visitors (sessions)	1,211	1,316	9%
Avg. Session Duration	00:02:41	00:02:56	9%

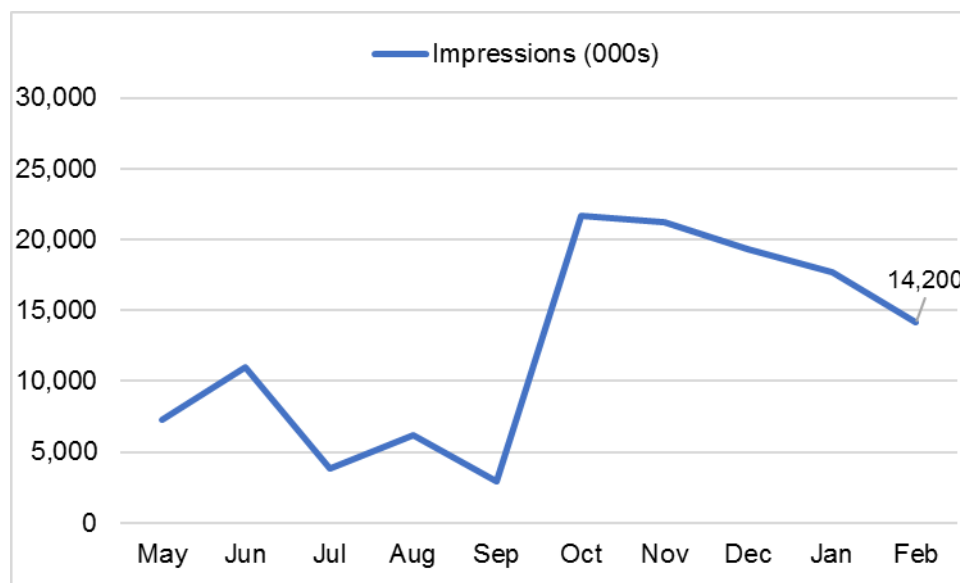
- Website traffic increased 10% in the period January – February 2018 with 2,260 sessions (period of time a user is actively engaged in the site)
- The average session time (time spent on the website) increased by 9%
- Migration of the SWLEP website to the same digital platform as the Growth Hub completed on 28 February 2018. The website has the same domain name – www.swlep.co.uk

In Progress

- Migration of the Higher Futures website to the same digital platform as the Growth Hub is now underway.



I.1.2 Social Media



	Nov-Dec	Jan-Feb		Followers
Tweets	59	22	-168%	2,132
Retweets	121	72	-68%	
Impressions	40,500	31,900	-27%	



Top Tweets	Impressions
<p>SWLEP @SWLEP · Jan 3</p> <p>Have Your Say on University Level Skills Provision in Swindon & Wiltshire crwd.fr/2CByepX @WorkWiltshire @HigherFuturesUK @IXYSUK @wiltsCouncil @Swindonnews @BusinessBiscuit @TBESW @SW_GrowthHub @insiderswest @WiltsBusiness</p> <p>View Tweet activity</p>	4,714
<p>SWLEP @SWLEP · Feb 5</p> <p>#Swindon and #Salisbury rank in the Top 10% of UK towns & cities in the #wdyt #Digital Influence Index bit.ly/2nKi6rA @margot_james_mp @SW_GrowthHub @SOTSwindon @VisitWiltshire @GCSSouthWest @LEPnetwork @HigherFuturesUK pic.twitter.com/55l8gHl5aj</p> <p>View Tweet activity</p>	3,844
<p>SWLEP @SWLEP · Jan 10</p> <p>As the best location for NEV research #Swindon and #Wiltshire welcome the £23m hydrogen transport programme bit.ly/2me5DM6 @GregClarkMP @TeamBluePerry @h2_today @H2Europe @SOTSwindon @tradegovuk @SW_GrowthHub @HydrogenHub @GCSSouthWest twitter.com/beisgovuk/stat...</p> <p>View Tweet activity</p>	3,253
<p>SWLEP @SWLEP · Feb 20</p> <p>Have you got your FREE ticket for the 2018 Corsham Business Show? bit.ly/2C8FXLg @SW_GrowthHub @HigherFuturesUK @Corsham_Inst @CorshamTown @corshamcampus @CorshamTC @digital_corsham @CorshamTV pic.twitter.com/8WN4Nyqy6S</p> <p>View Tweet activity</p>	2,246
<p>SWLEP @SWLEP · Jan 17</p> <p>As a sponsor we're excited to see businesses celebrated for their success at #SWBCAwards tomorrow in #Swindon @DoubleTreeSWI @JuliannePonan @aliedgar13 @GBExpos @TBESW @SW_GrowthHub @SOTSwindon @ExcaliburCom twitter.com/GBExpos/status...</p> <p>View Tweet activity</p>	2,082

Twitter activity decreased to a total of 31.9k impressions in January and February, a decrease of -27% on the previous two months. The tweet with the highest impressions (4,714) was on 3 January 2018 about the Employers' Survey for the Higher Education Strategy.

Our LinkedIn audience and engagement continues to grow with regular weekly connection requests. Our audience currently stands at 1,312 connections.

In Progress

- YouTube Channel setup, further development needed as part of wider marcomms strategy, maximising impact of the new digital platform and enhancing engagement on Social Media
- Exploring options for enhancing engagement through Social Media, including developing a library of engaging and shareable content; including graphics and short video clips
- Adopting a more proactive, efficient and strategic approach to social media engagement, including the use of applications such as Crowdfire.

1.2 Marketing

1.2.1 New SWLEP advertisements and articles were designed and published in the following:

- [Open Access Government February 2018](#) “Adapting defence technology to business enterprise: Autonomous Unmanned Vehicles two-page article (page 250 -252)
- [Open Access Government Web Report](#) discussing the development of the urban centres of Swindon and Salisbury
- Wiltshire Business February 2018 (as part of our sponsorship of the 2018 Wiltshire Business Awards) one page advert featuring the Growth Hub

1.2.2 The second in a series of [e-books](#) has been published, showcasing how the Swindon and Wiltshire Local Enterprise Partnership sets the strategic economic thinking and drives the growth of our local economy.

In Progress

- Open Access Government quarterly special reports focused on Inward Investment (March, June, September and December 2018)
- Working with the Cabinet Office South West on a local campaign about future jobs and the life sciences sector, amplifying locally the Government’s Life Sciences Sector Deal as part of the Industrial Strategy (5 – 16 March 2018)
- National promotion of our economy through ModernGov (May 2018) to include a two-page article and featured advertising. This is the only publication targeting director-level decision-makers across the Government & Public Sector
- Ongoing print and online campaign with Newsquest as part of our sponsorship of the Wiltshire Business Awards
- Growth Hub Marketing Campaign, including online and print working with Business Biscuit, The Business Exchange and Insider Media
- Discussing with [The Executive Magazine](#) a potential inward investment feature

- in the May/June issue

I.3 Event and Awards Sponsorship

I.3.1 SWLEP is sponsoring the following awards and events:

- Sponsorship of the [Swindon Jobfest 2018](#) (6/3/18)
- Growth Hub and Higher Futures will be exhibiting at the [Corsham Business Show](#) (21/3/18)
- [Wiltshire Business Awards](#) 'Corporate, Social and Environmental Responsibility Business Award'. Awards dinner Friday 20th April 2018.
- Headline Sponsor of the [South Wilts Business Expo](#) (25/4/18)
- Headline Sponsor of [The Techies](#) Swindon & Wiltshire 2018 organised by The Business Exchange Swindon & Wiltshire (May 2018)
- Headline Sponsor of the [South Wilts Business of the Year Awards](#) (21/6/18)

I.4 Engagement

I.4.1 2018 Annual Conference

- Provisional date set of 4 October 2018
- Project group to be established
- Quotes being obtained from potential venues
- Soft market testing with event management companies followed by a formal procurement exercise.

I.4.2 Business Engagement Events

- Digital marketing to engage businesses in a series of Business Breakfast engagement events to consult on a local [Digital Strategy](#) and the Grand Challenges of the Industrial Strategy.

I.4.3 Annual Report

- Working group to be setup to include members of the Secretariat and Board to deliver the 2018 Annual Report. Final draft to be presented at the July 2018 Board Meeting.
- Initial plan and outline of approach to be discussed at the Secretariat meeting on 29 March 2018.

I.5 Communication

I.5.1 The following press releases were issued to local media:

- [Have Your Say on University Level Skills Provision in Swindon and Wiltshire](#) (3/1/18)
- [Local Employers Urged to Rethink Apprenticeships](#) (6/3/18)
- [Is Your Business Embracing Digital Technology Opportunities?](#) (13/3/18)

In Progress

- Working with Wiltshire Council Communications team and stakeholders to prepare for publicity events at Porton Science Park
- Gary Lawrence (former Newsquest Editor for Oxfordshire and Wiltshire) has started some initial work on our Media Strategy, draft report has been received. Meeting to be arranged to finalise the report and discuss next steps.

I.6 Media Strategy

I.6.1 Gary Lawrence (former Newsquest Editor for Oxfordshire and Wiltshire) has developed our Media Strategy. One of the actions arising from this is to showcase local growth through a series of case studies. Gary is working with our Business Engagement Manager to conduct on site interviews and write the case studies.

Further information about this will be covered as part of agenda item 4.5.



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Meeting & Date:	SWLEP Board Meeting - Wednesday, 21 March 2018		
Subject:	Inward Investment		
Attachments:	None		
Author:	Phil Clement Head of Investment & Export	Total no of sheets:	4

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 provide an overview of key activities being undertaken to increase inward investment into the Swindon and Wiltshire area.

2. Summary

- 2.1 Swindon and Wiltshire LEP (SWLEP) has recently appointed a Head of Investment & Export. Phil Clement started in the role on 19 February 2018.
- 2.2 The post, as well as activity to undertake inward investment, is part-funded by £350,000 from the European Regional Development Fund and match-funded between the SWLEP, Swindon Borough Council and Wiltshire Council.
- 2.3 This paper looks at work to deliver the EU-funded inward investment programme across a defined period from December 2017 to March 2020. A key outcome of the programme is to create 20 new jobs over this period, although it is expected that significantly more will be created. Limited activity is able to be undertaken in Europe so as not to displace existing European activity, for example attending events in Europe that will attract a wider international audience. The bid therefore highlighted Asia and the US as key target areas.
- 2.4 The new post-holder will work in partnership with colleagues across Swindon and Wiltshire, in particular Julia Stuckey at Swindon Borough Council (Inward Investment Manager) and Russell Frith at Wiltshire Council (Senior Development Officer, Inward Investment).

2.5 By July 2018 the following will be in place:

- target sectors identified with a suite of marketing material that showcases the key target technologies for proactive inward investment activity;
- target geographies identified with a schedule of UK and international events to attend;
- a network of key influencers across Government and the private sector, both in the UK and overseas; and
- a dedicated supply chain programme with approaches made to major firms across Swindon & Wiltshire.

3. Recommendations

The Swindon and Wiltshire Local Enterprise Partnership Board is recommended:

3.1 to note the key building blocks being put in place to establish a targeted and proactive programme to leverage further re-investment in the SWLEP area and to attract new investment; and

3.2 to receive an update report on progress at the July 2018 Board meeting.

4. Understanding Swindon & Wiltshire's Core 'Offer'

4.1 At the outset of this new inward investment programme it is important to establish the key sector strengths across Swindon and Wiltshire. In a globally competitive market place attention will focus on technology areas where Swindon and Wiltshire have a realistic chance of securing further investment.

4.2 Based on the existence of existing business cluster activity as well as future growth potential the successful bid to the EU for inward investment funding earmarked the following three areas for pro-active targeted activity:

Automotive – with a particular focus on new technologies such as new energy vehicles and 'connected and autonomous vehicles' (CAV)

Life Sciences

Digital Technology – including cyber security

4.3 Funding from the EU has been allocated to allow third party research that will assist in the development of propositions and key selling messages.

- 4.4 In addition, EU funds will also be used to procure sector experts at specific times throughout the two-year period of the inward investment project in order to advise on niche technology areas, for example, certain clinical areas across the wide life sciences spectrum, to attend UK and international events to raise the profile of Swindon and Wiltshire and assist in meeting with potential investors.

5. Compile Sector Propositions

- 5.1 Once industry sectors and niche technology areas have been identified and agreed for proactive marketing then sector-specific material will be developed.
- 5.2 Our on-line presence is crucial since our target market is primarily overseas. The sector-focussed material will be showcased via dedicated web pages on a new 'investinswindon andwiltshire' domain name platform. The .com .co.uk and .org derivatives have been purchased for less than £100. This terminology follows established best practice in the international inward investment industry and will support the growth in on-line traffic.
- 5.3 The material will be located on the main LEP web site and the Growth Hub site, with links between the Switch On To Swindon site and the Invest in Wiltshire site. The sector material will therefore complement existing location-specific material and add value to existing web content across both Swindon and Wiltshire Councils.
- 5.4 A suite of hard copy collateral will also be prepared. Some on-line and hard copy material will also be translated.

6. Forge New Partnerships

- 6.1 The relationship with teams across UK Government, both at home and abroad, will be important to optimise our international reach.
- 6.2 Following the development of evidence-based propositions a proactive campaign to inform influencers in Government that have direct dealings with companies will be established. This will include:
- the Investment Services Team within the Department for International Trade;
 - Sector experts across Government Agencies such as the Automotive Investment Organisation (a meeting with the Chief Executive of the AIO is scheduled for 27 March 2018) and the Office for Life Sciences; and
 - Foreign & Commonwealth Office staff based in Embassies and Consulates in overseas target markets.

- 6.3 For specific geographic markets there will be membership organisations that it may be beneficial to join, such as the China British Business Council, and key intermediary groups to develop relationships with. For example, banks from specific countries headquartered in London and Embassy staff from target countries, again centred in London.
- 6.4 There will also be occasions where it will be of benefit to partner with other UK locations, especially with complementary strengths, to work at a scale required to generate interest from investors.
- 6.5 Following on from the successful event in Swindon last year to support the EVI00 delegation of Chinese alternative power automotive companies, opportunities in China are being pursued with Foreign & Commonwealth Office staff in London and in China. The UK Government has expressed an informal desire to include Swindon & Wiltshire in a programme that seeks to link China's provinces along the South Coast Bay area with cities and sub-regions in the UK with strengths in key transport-related technologies. An update will be provided at the July 2018 Board.

7. Leveraging Further Investment through Supply Chains

- 7.1 The presence of large employers across Swindon and Wiltshire offers the possibility to work with these firms to bring in new businesses to the area, particularly key suppliers.
- 7.2 Discussions with partners across Swindon and Wiltshire are underway to develop a co-ordinated approach to these existing larger businesses.
- 7.3 A dedicated supply chain programme not only strengthens ties with existing major employers and supports their productivity but also optimises wider employment growth.



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 Swindon & Wiltshire LOCAL ENTERPRISE PARTNERSHIP	Board Meeting 21 March 2018 Paper Number 3.10
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Meeting & Date:	SWLEP Board Meeting – Wednesday, 21 March 2018		
Subject:	Growing Places Infrastructure Fund June call update and investment strategy		
Attachments:	Draft GPIF Investment Strategy – 5 pages GPIF appraisal and decision making process – 2 pages		
Author:	Adam Schallamach Debby Skellern	Total no of sheets:	9

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. This paper provides the SWLEP Board with an update on the June 2017 call and loan agreement award.
- 1.2. The draft GPIF Investment Strategy 2018-2023 is also presented to the Board for approval.

2. Summary

- 2.1. On 27 February 2018, Wiltshire Council's Legal Team confirmed receipt of the signed GPIF loan agreement between Concertare Lansdowne Court, The Woods Group and Wiltshire Council (acting as the SWLEP's accountable body). The loan was for £1,279,235 towards the construction of a new HQ and warehouse facility on Bumpers Farm Trading Estate, Chippenham. The project has now entered into its monitoring and evaluation phase.
- 2.2. The draft GPIF Investment Strategy sets out the headline approach to developing and awarding the GPIF programme over the next five years ensuring that it is regularly recycled as a loan fund and supports a wide range of business investments whilst remaining a sustainable fund for the SWLEP over the long term. The strategy also includes a delivery plan for 2018/19.

3. Recommendations

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

- 3.1. note one GPIF loan has been agreed from the June 2017 call and the project has moved into the monitoring and evaluation stage;
- 3.2. approve the GPIF Investment Strategy 2018-2023;
- 3.3. approve the revised GPIF appraisal and approval process set out in appendix 2; and.
- 3.4. delegate SWLEP Board authority for decision making to the GPIF Working Group in delivering the GPIF Investment Strategy including the management of the future call programme.

4. Detail

- 4.1. The GPIF loan awarded from the June call will result in the development of a 400 sq m extension and mezzanine floor and fit out as part of the construction of a new HQ building for the Woods Group on Bumpers Farm Trading Estate, Chippenham. The investment will result in the creation of 19 new jobs and safeguard a further 81 existing jobs following the acquisition of Valldata (Melksham) in September with employment being consolidated on the new HQ site. Construction is well underway and is due to be completed in July 2018. GPIF loan interest will be repaid quarterly with immediate effect with capital repayments commencing in September 2019; the loan and interest is scheduled to be repaid in full by March 2021.
- 4.2. The draft GPIF Investment Strategy has been developed to set out the medium term aspirations for the use and development of the fund. It builds on the lessons learned from the June 2017 call and looks to support a wide range of investment schemes in the future through exploring new funding and security models and identifying potential investment partners. The aim is to maximise the value of the programme to support innovation, enterprise, growth and productivity gains across the Swindon and Wiltshire's business base particularly but not exclusively small and medium enterprises.
- 4.3. For the June 2017 call, the expectation was that the appraisal of projects at stage one and stage two would be undertaken by the Independent Technical Adviser (ITA). In practice, the SWLEP team with the support of Wiltshire Council's Finance and Legal Teams determined the state aid and financial robustness of applications as the ITA did not feel able to make this judgement and other external support to do so could not be procured. As a result, the GPIF Working Group propose that for future calls a GPIF application appraisal group is convened to review and make recommendations to the Board at stage one. This is the only change proposed to the appraisal and approval process which was originally approved by the Board at its meeting on 25 May 2017. The updated process is set out in Appendix 2.

Appendix I: Draft GPIF Investment Strategy 2018-2023

1. What is the Swindon and Wiltshire Local Enterprise Partnership?

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

2. What is the Swindon & Wiltshire Growing Places Infrastructure Fund?

The SWLEP launched its £8.676m Growing Places Infrastructure Fund (GPIF) in March 2012 having secured the fund from the Government's 'Growing Places' initiative¹ ². The funds are a 'section 31 un-ring-fenced grant' with the only condition that it is spent on capital investment.

GPIF has been used to invest in infrastructure projects that deliver sustainable economic growth which are vital to un-locking opportunities for new jobs and housing within our area. The SWLEP wishes to extend its reach and invest GPIF funding into a greater range of projects in terms of size and level of risk. This strategy sets out the SWLEP's approach to achieve this extended portfolio of investment through to 2023.

3. Aim

To provide loans, investments and grants to businesses (prioritising small and medium sized enterprises) in Swindon and Wiltshire to support innovation, enterprise and growth.

4. Objectives

Two objectives have been identified to deliver the aim described in section 3 above:

Objective 1: Extend the scope of projects the SWLEP invests in to meet the needs of local businesses and, in particular, use funds to unlock growth potential where commercial finance is not available; and

¹ The Growing Places Infrastructure Fund was launched by the Department for Transport and the Department for Communities and Local Government in November 2011.

² The national prospectus, which has further details of how revolving infrastructure funds can be used to deliver economic growth and the types of projects that have been funded previously, can be found at: <https://www.gov.uk/government/publications/growing-places-fund-prospectus>.

Objective 2: Ensure that the GPIF programme capital and revenue pots are self-sustaining and deliver the SWLP's strategic priorities.

Priority actions

A number of priority actions have been achieved to deliver the two objectives set:

Objective 1: Extend the scope of projects the SWLEP invests in to meet the needs of local businesses.

Action 1.1: Develop a portfolio approach to investing covering all of higher risk, innovative schemes, general unsecured lending, grants, lower risk, secured exposures and subordinated lending;

Action 1.2: Develop a SME equity investment funding model;

Action 1.3: Develop a soft landing package for inward investors;

Action 1.4: Deliver an annual GPIF call programme; and

Action 1.5: Develop and deliver an effective marketing and communication plan to promote the GPIF programme.

Objective 2: The GPIF programme capital and revenue pots are self-sustaining and deliver the SWLP's strategic priorities.

Action 2.1: Maximise the use of the financial resources available to the SWLEP to deliver investment through effective cash flow management;

Action 2.2: Optimise the return on investment (income minus fees) and replenish both the revenue pot and capital funds;

Action 2.3: Build on lessons learned to streamline future investments and decision making; and

Action 2.4: Seek to partner with national and local financial institutions and private sector investors to leverage the resources (including government resources) by soft match funding commitments.

GPIF investment delivery plan 2018/19

Priority action	Deliverable	Responsible officer	Deadline
Objective 1: Extend the scope of projects the SWLEP invests in to meet the needs of local businesses.			
I.1: Maximise the use of the financial resources available to the SWLEP to deliver investment through effective cash flow management;	Review GPIF and LGF cash flow. Long term call programme design and management Undertake a review of a different investment models which could be used such as equity investment and use of grants.	Leanne Sykes Head of Investment and Export Head of Investment and Export	Quarterly review Determined by call programme June 2018
I.2: Optimise the return on investment (income minus fees) and replenish both the revenue pot and capital funds.	Call programme frequency; interest rate setting high-low risk ratio and implementation of new investment models e.g. grants.	Head of Investment and Export	From Sept 2018 call
I.3: Build on lessons learned to streamline future investments and decision making.	Streamlined and refined process. Effective use of ITA resource.	Head of Investment and Export	Determined by call programme

Priority action	Deliverable	Responsible officer	Deadline
I.4: Seek to partner with national and local financial institutions and private sector investors to leverage the resources (including government sources) by soft match funding commitments.	Engage with locally based representatives from a range of established and challenger banks to find out whether there is any interest in a joint approach to lending.	Head of Investment and Export Note: Board representative/Director required	September 2018

Priority action	Deliverable	Responsible Officer	Deadline
Objective 2: The GPIF programme capital and revenue pots are self-sustaining and deliver the SWLP's strategic priorities.			
2.1: Develop a portfolio approach to investing covering all of higher risk, innovative schemes, general unsecured lending, grants, lower risk, secured exposures and subordinated lending	New model with revised application and appraisal requirements e.g. equity	Head of Investment and Export	December 2018
2.2: Develop a SME equity investment funding model	New model with revised application and appraisal requirements e.g. equity	Head of Investment and Export	August 2018
2.3: Develop a soft landing package for inward investors	GPIF allocation managed through cash flow to support confirmed inward investment build projects.	Head of Investment and Export	Sept 2018
2.4: Deliver an annual GPIF call programme	Call 1: large investments of £1-2m Call 2: small investments up to £0.xm (TBC) Call 3: Higher risk, innovative schemes call Call 4 and thereafter determined by cashflow	Head of Investment and Export	April 2018 Sept 2018 January 2019 TBC
2.5: Develop and deliver an effective marketing and communication plan to promote the GPIF programme	Programme to raise awareness of the GPIF investment fund and the reputation of the SWLEP	SWLEP Marketing and Communications Manager	From April 2018

5.2 - Appendix 2 – GPIF award and approval process: Figure 1: Stage 1 Initial project assessment, sifting and prioritisation

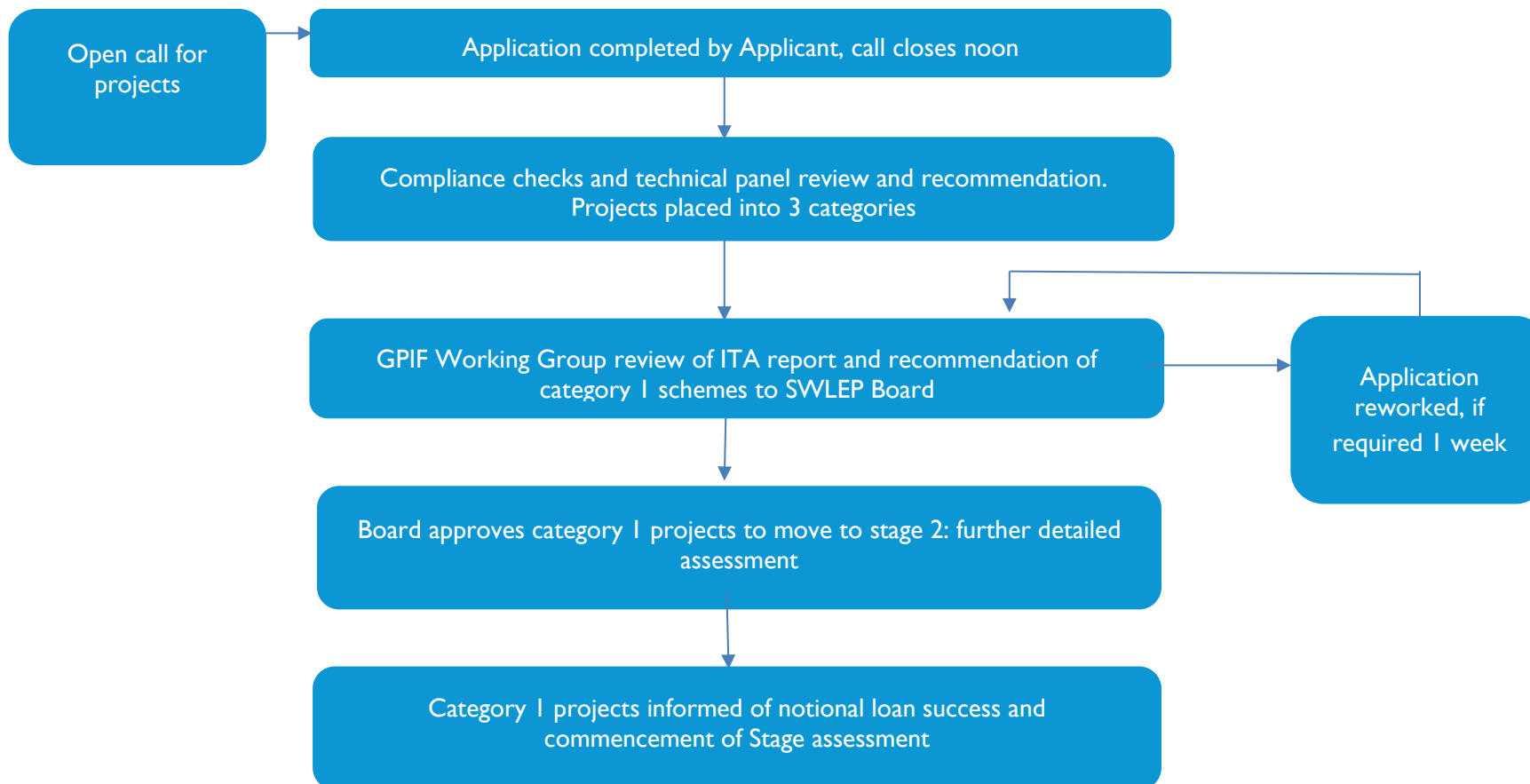
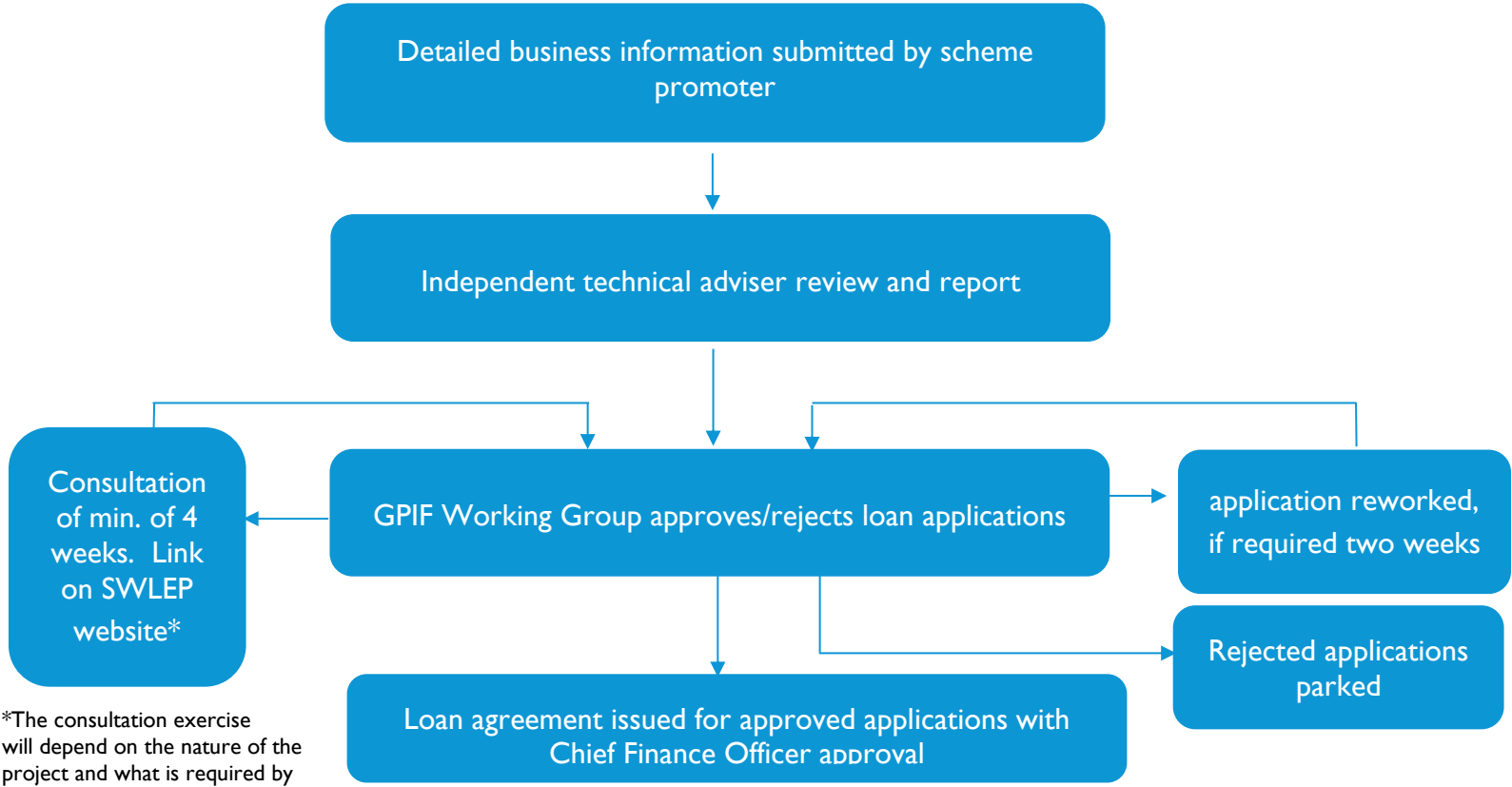


Figure 2: Stage 2 detailed business information, duration 7 weeks to Working Group decision (excluding consultation period if required)





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Meeting & Date:	SWLEP Board Meeting – Wednesday, 21 March 2018		
Subject:	Highlight Reports		
Attachments:	None		
Author:	Ian Durston	Total no of sheets: (inc cover sheet)	14

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

A summary of the status of each LGF project (and other LEP projects) is presented to the Board in order to communicate the status of all projects and to demonstrate that projects are being managed in line with the SWLEP Assurance Framework. These summaries are based on individual highlight reports produced for each project that have been reviewed and approved by the Commissioning Group. Copies of the individual highlight reports can be found on the SWLEP website by clicking on the following link:

https://swlep.co.uk/docs/default-source/programmes/programme-hlr-summary---mar-website.pdf?sfvrsn=c2b16149_8

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

Construction work for Phase 1a (gate-lines and ticket hall) has now been completed at the station. There have been delays to the production of the Full Business Case for phase 1b (lift access) due to the availability of Network Rail resource and timescales for this element of the work are expected to slip. Support from the SWLEP in pressing Network Rail would be beneficial.

The planning application for phase 2 of the project (commercial premises) is under development with the application due to be submitted in May 2018.

A350 Yarnbrook / West Ashton

Funding to cover the associated cost increase has been successfully granted by the Housing Infrastructure Fund (subject to final clarifications), so a major risk on this project has now been removed. A consultation on the revised planning submission (based on a new design to accommodate bats) is currently taking place with planning approval scheduled for April 2018.

Salisbury Central Car Park and Maltings

Reaching an agreement with THE Real Estate has caused some delay to the project timescales which have now been updated following an agreed change control. The Heads of Terms for the land deal with THRE is now in mature state – agreement forecast to be signed by March April 2018. Planning is due to be submitted in August 2018.

Swindon Bus Exchange

The application to the Housing Infrastructure Fund to cover increased costs on this project has not been successful. This leaves a financial viability gap on a project that is already running to tight timescales. Swindon Borough Council will be presenting its proposals for the project to the Board meeting which will be discussed as an individual agenda item.

New Eastern Villages

Southern Connector Rd – costs have increased due to design requirements to mitigate archaeological discoveries. These will be covered by developer contributions but an application has also been made to Housing Infrastructure Fund (future funding element) – that is, the developer contributions can be released for other elements of the project if the HIF bid is successful. The result of the HIF application will be known in Summer 2018. Compulsory Purchase Orders (CPO) may be necessary which will be considered at the March Swindon Borough Council (SBC) cabinet.

A420/Gablecross - A design option has been selected and land assembly is now underway.

Wichelstowe Southern Access

Work is ongoing to continue planning, modelling, and the development of the business case. The Outline Business Case is now scheduled for the May 2018 Board Meeting to accommodate detail on how the scheme links to the Wichelstowe development (previously scheduled for March). The procurement process for the project will be carried out in June 2018.

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).
- Four projects (14%) are completed
- Fourteen projects (48%) are rated GREEN
- Five projects (17%) are rated AMBER GREEN
- Three projects (10%) are rated AMBER RED
- Three projects (11%) are rated RED (Swindon Bus Exchange, New Eastern Villages A420 Gablecross and the New Eastern Villages Southern Connector Road).
- Five projects have improved their RAG ratings since the last report, and one has deteriorated.

3. Recommendations

The Board is asked to approve the Commissioning Group's assessment that the highlight reports are an accurate representation of the current status of all LGF projects.

4. Highlight Report Summaries

Summaries of all highlight reports are shown on the following pages:

Local Growth Fund – Focus Projects					
Project Ref	Project Name	Lead Delivery Partner	Previous	Current	Notes
LGF/1617/004/CSH	Chippenham Station Hub	WC	AR	AR	Phase 1a (gatelines) works have now been completed. Waiting for programme from Network Rail for phase 1b (lift) – delays expected. Planning application for phase 2 (commercial premises) under development.
LGF/1617/009/YWA	A350 Yarnbrook/ West Ashton	WC	AR	G	£8.7m HIF application successful (subject to final clarifications). Planning forecast to be obtained in April 2018.
LGF/1718/003/CCPM	Salisbury Central Car Park and Maltings	WC	AR	AG	Heads of Terms for land deal with THRE in mature state – agreement forecast to be signed by March April 2018. Planning due to be submitted in August 2018.
LGF/1617/008/SBX	Swindon Bus Exchange	SBC	R	R	Application to Land Release Fund (£400k) for St John St car park development successful but main application to HIF (£8.3m) not. SBC to present to Board on proposed way forward.
LGF/1516/003/EV (iv)	New Eastern Villages Southern Connector Road	SBC	R	R	Overall scheme cost increase due to land assembly revised cost estimates, additional road length and structures to mitigate environmental and archaeological impact. To be covered by developer contributions but submission to Housing Infrastructure Fund has also been made.
LGF/1516/003/EV (iii)	New Eastern Villages A420 Gablecross	SBC	R	R	Design option selected. Land assembly currently underway.
LGF/1617/002/WI	Wichelstowe Southern Access	SBC	AG	AG	Work is ongoing to continue planning, modelling, and development of business case. Tender due to be issued in June 2018. Outline Business Case scheduled for May 2018 Board Meeting.

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	Building complete. Full IT services expected to be in place by March following some delays. Official opening on postponed from 9 th March.
LGF/1617/001/A350	A350 Dualling Bypass (Badger – Brook + Chequers)	WC	G	AG	Forecast completion delayed by 1 month to September 2018 due to design changes to accommodate drainage conditions.
LGF/1617/007/MH	Mansion House (Corsham)	WC	AR	G	Construction work commenced. Updated Outline Business Case to be submitted to LEP March Board.
LGF/1617/010/JNC17	M4 J17 Capacity Improvement	WC	AG	G	Construction forecast to complete in March 2018.
LGF/1617/009/UFB	Ultra Fast Broadband	WC	G	G	The contract to deliver Ultrafast broadband in the north of the county has been awarded to Gigaclear Plc and the contract to deliver the service in the south of the county has been awarded to BT. Mobilisation of the contractors is currently underway.
LGF/1516/005/LSTF	LGF Sustainable	SBC	AG	AG	Detailed design of year 3 scheme elements is being progressed.

	Transport Package				Some elements of town centre scheme have moved into 18/19.
LGF/1617/003/SRT	Swindon Rapid Transit	SBC	AR	AR	Bus Rapid Transit route between Wichelstowe and Swindon Town Centre is to be delivered during the period 2017/18. FBC agreed by January Board subject to final price for Mannington element . Work in progress on Tadpole Farm and NEV schemes.
LGF/1617/006/JNC16	M4 Junction 16	SBC	G	G	Project progressing well. Completion scheduled for April 2018.
LGF/1617/010/SPHC	Salisbury Plain Heritage Centre	WC			Dependent on result of application for Heritage Lottery Funding Highlight Report to be produced if project goes ahead.
LGF/1617/011/SMAG	Swindon Museum and Art Gallery	SBC			Dependent on result of application for Heritage Lottery Funding 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	G	G	Stage 3 design work due to complete in April 2018.
LGF/1718/002/WCL	Wiltshire College - Lackham	Wiltshire College	G	G	Stage 1 design work complete. Stage 2 design work underway. Review of timescales being carried out to ensure fit with financial profiling.

Department for Transport – LGF (Growth Deal 1)					
Project Ref	Project Name	Lead Delivery Partner	Previous	Current	Notes
LGF/1516/003/EV (i)	New Eastern Villages - Great Stall Bridge	SBC	AG	AG	Preliminary design work on track for completion in August 2018.
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	G	G	Project still within original predicted budget. Scheme spend estimated to start in 2019/20. Scope of work dependent on comprehensive NEV access strategy and developer proposals.

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	G	Dedicated design team is in place and is progressing design work – preliminary design due for completion in June 2018.
LGF/1516/003/EV (vi)	New Eastern Villages Business Case	SBC	AG	G	OBC scheduled for July Board Meeting.

City Deal

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

Careers and Enterprise Company (CEC)

Project Ref	Project Name	Lead Delivery Partner	Previous	Current	Notes
LEP/GEN/001/CEC	Enterprise Advisor Network	WC & SBC	G	G	Project going well with 53 schools/colleges & 44 Enterprise Advisers engaged. Focussed on getting schools/colleges to assess their careers provision against the Gatsby benchmarks.

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	Growth Hub progressing well. New SWLEP website go-live on 28 th February. Received funding of £205k for 2018/19 and £205k for 2019/20. Developing plan for expenditure going forward.

Growing Places Infrastructure Fund (GPIF)					
Project Ref	Project Name	Lead Delivery Partner	Previous	Current	Notes
LEP/GPIF/001/CAS	GPIF – Castledown Business Park	WC	G	G	£2.54m loan paid to project in 14/15. Repayment to be made in March 2018.
LEP/GPIF/002/KIM	GPIF – Woods Group	Woods Group		G	£1,279,235 loan agreed to be paid to the project. 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:

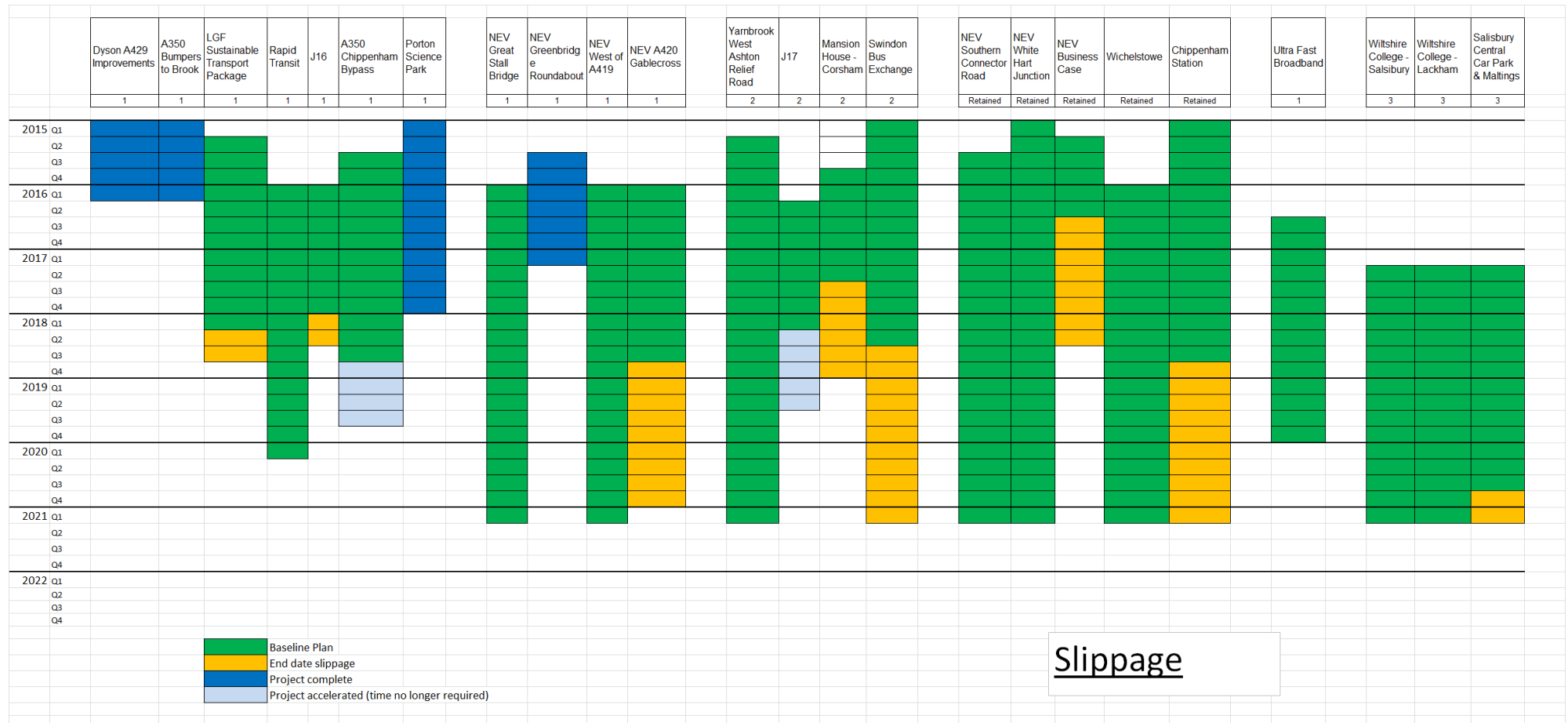
- **GREEN:** Project considered being on track, to time, quality and cost.
- **AMBER-GREEN:** Project considered at risk of minor to medium impacts on time, scope and/or cost – requires small mitigating action.
- **AMBER-RED:** Project considered at risk of medium to major impacts on time, scope and/or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



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Paper will be published separately
prior to the meeting.**



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