

I.0 AGENDA

Board Meeting

Date: Wednesday, 24 January 2018

Venue: Committee Rooms, Wiltshire Council, Monkton Park, Chippenham, SN15 1ER

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 Oliver Donachie (OD) / John Thomson (JT)
In Attendance:	Paddy Bradley (PB) / Sally Burnett (SB) / Parvis Khansari (PK) / Tim Martienssen (TM) / Leanne Sykes (LS) / Philippa Venables (PV)
Apologies:	Col Andrew Dawes / Baroness Scott of Bybrook OBE / Peter Wragg
Guests:	Lt Col Guy Benson, representing Col Andrew Dawes / Tom Bown (TB) / Alex Crook (ACr), BEIS / 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	
2.0	9.35am	<ul style="list-style-type: none"> Draft Board Minutes of 29 November 2017 Matters Arising not covered in the agenda <ul style="list-style-type: none"> Investment & Export Manager update Better Business for All (BBfA) Chairman's update 	1.1 Verbal Verbal	JM JM JM JM	
3.0	9.50am	Submitted Questions	1.2	JM	
4.0	10.05am	Strategic Developments			
4.1	10.05am	<ul style="list-style-type: none"> The role of LEPs <ul style="list-style-type: none"> The Mary Ney review into accountability and transparency 	1.3	PB	For approval

Item	Timing	Topic	Paper No.	Lead	Type of Report
4.2	10.20am	<ul style="list-style-type: none"> Industrial Strategy 	1.4	PB	For approval
4.3	10.30am	<ul style="list-style-type: none"> Institute of Technology update 	Verbal	AB / PB	For information
4.4	10.40am	<ul style="list-style-type: none"> Spatial Planning in Swindon and Wiltshire 	1.5	PB	For information
5.0		Local Growth Deal			
5.1	10.50am	<ul style="list-style-type: none"> Chippenham Station Hub Scheme - Outline Business Case 	1.6	ID	For approval
5.2	11.05am	<ul style="list-style-type: none"> Corsham Mansion House – updated Outline Business Case 	1.7	ID	For approval
	11.20am	Comfort Break			
5.3	11.30am	<ul style="list-style-type: none"> Quality Bus Corridor (Rapid Transit) Full Business Case 	1.8 (Paper to follow)	ID	For approval
5.4	11.45am	<ul style="list-style-type: none"> SWLEP Programmes Highlight Reports 	1.9	ID	For approval
5.5	12noon	<ul style="list-style-type: none"> Finance Report – LGD Budget and profiling 	1.10	ID	For information
6.0		SWLEP Core Activity			
6.1	12.05pm	<ul style="list-style-type: none"> Growing Places Infrastructure Fund (GPIF) Open call update 	1.11	AS	For information
6.2	12.10pm	<ul style="list-style-type: none"> Swindon & Wiltshire Digital Platform Development update 	Verbal	ID	For information
6.3	12.15pm	<ul style="list-style-type: none"> Marketing and Communications report 	1.12	PB	For information
7.0		Other SWLEP Programmes			
7.1	12.20pm	<ul style="list-style-type: none"> Update on European Structural and Investment Fund 2016-2020 	1.13	JM / JH	For information
7.2	12.25pm	<ul style="list-style-type: none"> Finance Report – other SWLEP Programme Budgets and General Account, including Subgroup spending 	1.14	LS	For information
8.0	12.30pm	AOB Date of next Board meeting: Wednesday, 21 March 2018 WRc offices, Frankland Road, Blagrove, Swindon, SN5 8YF Future meeting dates: Thursday, 24 May 2018 Location to be confirmed Wednesday, 25 July 2018 Location to be confirmed		JM	



		Wednesday, 19 September 2018 Location to be confirmed Wednesday, 28 November 2018 Location to be confirmed			
	12.20pm	Close of Public Meeting			
	1pm	Board Members' workshop – Local Economic Assessment with Regneris			



Attendees	<p>Board: 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)</p> <p>Advisors: John Gilbert (JG)</p> <p>Observers: Chuck Berry (CBe)</p> <p>Secretariat: Paddy Bradley (PB) / Tim Martienssen (TM) / Philippa Venables (PV)</p> <p>Others: Ian Durston (ID) / Jo Minnaar (JoM) / Debby Skellern (DS)</p> <p>Guests: Matt Barnes (MB), GWR / Sarah Cosentino (SC) / Alex Crook (ACr), BEIS / Rod Hebden (RH), Swindon Museum and Art Gallery / Jennie Rothera (JR), Steer Davies Gleave / John Thomson (JT)</p>
Apologies	Alistair Cunningham (AC) / Oliver Donachie (OD) / Parvis Khansari (PK)
Chair	John Mortimer (JM)
Minutes	Deborah House (DKH)
Venue	Salisbury Room, Wiltshire Council, County Hall, Bythesea Road, Trowbridge, BA14 8JN
Start time	9.30am
Finish time	12.40pm

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 Alex Reed for attendance at his first Board Meeting, Tom Bown in his role as interim Marketing & Comms Manager and Jo Minnaar following her appointment to the role of Growth Hub Manager. Congratulations were also offered to Shahina Johnson on her significant birthday. Apologies were noted.</p> <p>Conflicts of Interest – All members had sight of the SWLEP Conflicts of Interest policy with print outs on the table. SJ declared her interest for Create Studios in Item 4.4, with regard to the Institute of Technology, and AB declared her ongoing interest in LGF3 funding for Wiltshire College.</p> <p>Appointment - Peter Wragg's continued appointment to the SWLEP Board was proposed by the Chairman and seconded by JS.</p> <p>The Board agreed: to continue Peter Wragg's appointment for a term of a further three years.</p>	
2.0	Board Minutes, Action Log, Chairman update	
	The minutes of the meeting held on 20 September 2017 were presented for consideration. It was,	



Resolved:

To APPROVE and sign the minutes as a true and correct record.

Matters Arising

- **University of Bath (ISTI)** – PB advised that the University's interest in the Swindon Carriage Works had ceased and it would be looking to increase presence at the Bristol and Bath Science Park.
- **Revised logos** – JM thanked members of the Board for agreement off-line of the revised SWLEP and Growth Hub logos in time for the Annual Conference on 5 October 2017.
- **Investment & Export Manager** – PB advised that a Job Description had been agreed and was being advertised on SWLEP and Wiltshire Council's websites and via LinkedIn. The deadline for applications was 21 December 2017. A secondment option would be considered.
- **Better Business for All (BBfA)** – PB advised the meeting that a workshop had been held on 7 November 2017 with a good attendance from Council staff and members of regulatory services. An Action Plan was being developed and Peter Wragg volunteered to act as Board Sponsor.

The Board considered the Action Log of Board activities up to 23 November 2017 and the items were noted with particular reference as follows:

- **Higher Education Strategy** – AB advised the meeting that the timing for the report would be slightly delayed.
- **Local Economic Assessment** – a workshop for Board Members would take place after the Board Meeting in January 2018 with a report to the Board in March 2018.

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

- 5 Oct – attended SWLEP Annual Conference
- 10 Oct – Chaired SWLEP Growth Hub Governance Group
- 12 Oct – Attended the Corsham Institute Reception in House of Lords
- 13 Oct – attended and spoke at the EV100 Chinese delegation dinner at STEAM, Swindon
- 16 Oct – Attended SWLEP Joint Scrutiny Task Group Meeting
- 31 Oct – Attended and spoke at the Inspire/Goldman Sachs Scale-up event in Bristol
- 2 Nov – Attended Swindon and Wiltshire ESIF Subcommittee
- 13 Nov – Chaired South West LEPs' Meeting at Wiltshire College
- 15 Nov – Chaired SWLEP Commissioning Group Meeting
- 16 Nov – Attended LEP Roundtable with BEIS sponsor Minister, Lord Henley
- 21 Nov – Attended national DEFRA roundtable with Lord Gardiner on connectivity, representing all LEPs



	<ul style="list-style-type: none"> • 22 Nov – Represented South West LEPs at the LEP Network Management Board • 27 Nov – Attended the launch by Secretary of State, Greg Clark, of the Industrial Strategy and • attended various meetings with SWLEP Executive Team. 	
3.0	Submitted questions	
	<p>A question was received from Mrs Charmian Spickernell (CS), Campaign for the Protection of Rural England North Wilts and Swindon Group Committee Member. A copy of the question and response given is attached to these minutes.</p> <p>Mrs Spickernell had advised that she was unable to attend the meeting, but the Board thanked her for her continued interest in the SWLEP.</p>	
4.0	Strategic Developments	
4.1	<p>Chairman's Review – a year on</p> <p>JM presented to the Board on progress made during his Chairmanship. The presentation can be found on the SWLEP website under Board documents or by following this link https://www.swlep.co.uk/board/document636476519308494000.pdf .</p> <p>JM highlighted the vacancies available on the Board and added that more emphasis would be placed on member recruitment with sector experience in his second year. The matter was raised about investigating global opportunities for these sectors in order to leverage funding and accelerate productivity so the Swindon and Wiltshire area does not get left behind; to be proactive in reaching outwards.</p>	
4.2	<p>The Mary Ney Review</p> <p>PB presented the paper to the meeting on the findings and recommendations of the report. As a means to test the governance structures of LEPs, the LEP Network had instigated peer reviews in order to ascertain compliance and BEIS had also reviewed all LEP websites to gauge compliance levels. Overall, SWLEP had performed well and had greater levels of public visibility than most with ongoing improvements to clarity on its website. However, there was always room for improvement and effective implementation of its governance procedures was the key factor, not merely the existence of policies. Any financial information made public should be clear, simple and understandable. The question was raised as to how SWLEP measured its visibility when the meetings did not attract large numbers and there was low public attendance. It was seen as the Marketing and Communications Manager's role to make information easily accessible. The decisions and investments the SWLEP Board made as a voluntary partnership is investigated during the Annual Conversation. This would focus on three things:</p> <ul style="list-style-type: none"> • Delivery, • Governance and 	

	<ul style="list-style-type: none"> • Strategy <p>As a result of the recommendations, the Assurance Framework was being reviewed with work being undertaken outside the Meeting and would be brought back to a future meeting for Board approval. The Government has committed to producing good practice guidance on conflicts of interest, public accountability, the role of the Section 151 officer and the role of elected officials in the decision-making of LEP Boards. A written confirmation of the SWLEP's compliance with its Assurance Framework needed to be submitted to DCLG by the Section 151 Officer by 28 February 2018 as in previous years. On the back of the review, BEIS would produce and re-issue a re-worked National Assurance Framework.</p> <p>The Board resolved:</p> <p>to welcome the recommendations of the Department for Communities and Local Government Non-Executive Director Review into Local Enterprise Partnership Governance and Transparency;</p> <p>to authorise the Director of the SWLEP to report to the Board on 24 January 2018 on any necessary revisions to the SWLEP's Assurance Framework to accommodate Government guidance; and</p> <p>to request that the Section 151 Officer of the Accountable Body attends the Board meeting on 24 January 2018 to present his report on SWLEP compliance with its Assurance Framework, prior to submission to the DCLG.</p>	
4.3	<p>South West Rural Productivity Commission</p> <p>JM spoke to the paper and advised that the Commission had been set up by four of the South West LEPs to investigate the problems experienced in rural areas and how they could be addressed. Each LEP appointed a commissioner. The Commission had held hearings in each of the counties enabling all interested parties to submit evidence. The Commission had published its report, findings and recommendations. The main issue appeared to be Digital Connectivity across the whole area. The SWLEP Rural Economy Sector Group would consider the report findings and make recommendations for relevant actions to be taken in the LEP area. The work is advising other LEPs via the LEP Network.</p> <p>The SWLEP Board:</p> <p>endorsed the work of the South West Rural Productivity Commission to identify the opportunities and challenges facing the rural economies in the south west; and</p> <p>agreed that the evidence from the Commission be used in the local economic assessment for Swindon and Wiltshire previously commissioned by the Board.</p>	
4.4	<p>Institute of Technology</p> <p>PB spoke to the paper and advised the meeting that 100 Expressions of</p>	



	<p>Interest (Eol) had been submitted across the country. The submissions should be endorsed by the local LEP, operate cross-boundary and be employer-led. The Post-16 Review bound Swindon and Wiltshire with Gloucestershire and Gfirst had advised that it was looking to work with SWLEP on this reflecting the suggestions of the review. There were nine Eols submitted in the South West region and this needed to be rationalised.</p> <p>The Board noted: the content of the paper and would be updated on progress.</p>	
5.0	Local Growth Deal	
5.1	<p>Ultrafast Broadband</p> <p>A presentation was given by JT and SC on the current status concerning the Ultrafast Broadband project. The presentation can be found on the SWLEP website under Board documents or by following this link https://www.swlep.co.uk/board/document636476534374974000.pdf</p> <p>DR advised the meeting that Swindon Borough Council (SBC) had not been involved in this programme, as it had opted to follow a different route for the Borough. AD asked for clarification regarding military communities in the area as 1,000 homes were due to be built but did not appear to be taken into account on the map. SC advised that these had not been included in the modelling because they were yet to be built, but could be picked up in future. JS advised that the Wiltshire Council considers digital infrastructure as a utility such as water, electricity and sewage and that connectivity capability with ducting into estates should be incorporated into planning consent conditions for new development. . However, this was not the case with MoD plans. So there would be gaps. With aerospace industries due to move into Boscombe, the residual white spaces on the map would need to be addressed. The question of how the remaining 4% gap in superfast coverage was noted as was the need for political pressure to be exerted to provide funding for solutions to be implemented.</p> <p>The Chairman thanked JT and SC for their work and for clarifying the project to the Board.</p>	
5.2	<p>Swindon Museum and Art Gallery (SMAG)</p> <p>A presentation was given by RH on the current status concerning the plans for the Swindon Museum and Art Gallery project and its submission to the Heritage Lottery Fund (HLF) on Thursday, 30 November 2017. The presentation can be found on the SWLEP website under Board documents or by following this link https://www.swlep.co.uk/board/document636476531950890000.pdf</p> <p>The Chairman thanked RH for the presentation and asked for the Board to be kept informed of the outcome of the HLF decision when announced in April 2018.</p>	
5.3	Chippenham Station Hub Phase I (part A only) – Full Business	



	<p>Case Matt Barnes of GWR gave a verbal update to the Board regarding the gateline project at Chippenham Station.</p> <p>The Board: Approved the 'Chippenham Station Hub Phase I (Part A)' Full Business Case.</p> <p>Chippenham Station Hub Project Status MC spoke to the paper regarding the change of project status on the whole Chippenham Station Hub scheme. Previously the scheme had been designated a DfT Retained Scheme, which meant the Department of Transport had overall overview of the scheme. In moving to "de-retained" status, SWLEP would have more flexibility and control over the scheme, in particular, with regard to the various scheme phases. An Outline Business Case would therefore come to the Board in January 2018 for the whole scheme and Full Business Cases would come through for Board approval for the various phases when appropriate.</p> <p>The SWLEP Board: approved the un-retaining of the Chippenham Station Hub scheme with the responsibility and oversight for the delivery of the projects remaining wholly with the Swindon and Wiltshire Local Enterprise Partnership (SWLEP).</p>	Jan 2018
5.4	<p>Corsham Mansion House update TM spoke to the paper and advised the Meeting regarding the current status of the Corsham Mansion House project. According to the current Assurance Framework, a Full Business Case is not required for non-Transport projects. An updated Outline Business Case reflecting the current situation would therefore be brought to the Board Meeting in January 2018.</p> <p>The SWLEP Board: noted the project update and proposal to submit the Full Business Case in January 2018; and approved that Wiltshire Council enter into contract with the preferred supplier in advance of the SWLEP appraisal of the project Full Business Case. This will enable works to commence early in 2018.</p>	Jan 2018
5.5	<p>LGF Project Audit – presentation on Steer Davies Gleave review, including Commissioning Group Project Highlight Reports ID, SWLEP Programme Manager, presented to the Board on the review undertaken by Steer Davies Gleave (SDG) on the status of the projects financed under the Local Growth Fund. The presentation can be found on the SWLEP website under Board documents or by following this link https://www.swlep.co.uk/board/document636476537394354000.pdf Although no projects were deemed undeliverable within the programme</p>	



	<p>timetable, six key projects warranted more scrutiny and would be more closely monitored. These were:</p> <ul style="list-style-type: none"> • Chippenham Station Hub • Yarnbrook West Ashton Relief Road • The Maltings and Central Car Park • Swindon Bus Exchange • New Eastern Villages – Southern Connector Road and A420 • Southern Access to Wichelstowe <p>The question was raised as to whether there were any back-up projects in the pipeline should any project be deemed undeliverable. ID advised that the team was in the process of identifying any “spade-ready” projects which could be brought forward in these circumstances, which may be different to those already on the priority list. In this scenario, these suggestions would be put before the Board for approval to take forward. The Chairman thanked ID and SDG on the work carried out on the review and the Board looked forward to receiving further reports in due course.</p> <p>The Board approved the recommendations in the paper, being: that the six projects identified are separated out in the Commissioning Group Highlight Reports for particular scrutiny at future Commissioning Group meetings; that the critical ‘Go/No Go’ milestones for these projects are identified that would trigger a project withdrawal from the LGF portfolio if not met (subject to Commissioning Group decision at the time); and, that the Delivery & Performance Team (DPT) is tasked with identifying suitable back up projects in the event that a project is withdrawn.</p>	
5.6	<p>Finance Report – LGD Budget and profiling The paper was provided for information.</p> <p>The SWLEP Board noted the contents of the paper.</p>	
6.0	SWLEP Core Activity	
6.1	<p>Growing Places Infrastructure Fund (GPIF) Open call update The paper was provided for information and AS, as Chair of the Working Group, advised the Meeting that the process was progressing well.</p> <p>The SWLEP Board: Noted that the call has progressed in line with the published timetable and that work is underway to agree the loan agreement terms.</p>	
6.2	<p>Swindon and Wiltshire Digital Platform Development The paper was provided for information, but a specific question was raised regarding the implementation of a new website for The Enterprise Network (TEN). The recommendation from the provider was that this site be built on the same technology at the main SWLEP website. TEN had requested further costings relating to hosting, support and maintenance. JM requested that costs of integrating the TEN web presence into the Growth Hub were compared with the costs of a stand-alone web presence.</p>	

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	Action: to bring back to the Board.	Jan 2018
6.3	Marketing and Communications report The paper was provided for information. The SWLEP Board noted the contents of the paper.	

7.0	Other SWLEP Programmes	
7.1	Update on European Structural and Investment Fund 2016-2020 The paper was provided for information. The SWLEP Board noted the contents of the paper.	
7.2	Finance Report – other SWLEP Programme Budgets and General Account, including Subgroup spending The paper was provided for information. The SWLEP Board noted the contents of the paper.	
8.0	Any Other Business and date of next Board Meeting	
	There was no other business and the meeting was closed. The next Board Meeting was scheduled for Wednesday, 24 January 2018 commencing at 9.30am in the Committee Rooms, Monkton Park, Chippenham, SN15 1ER Future Meetings : Wednesday, 21 March 2018 The offices of WRc plc, Frankland Road, Blagrove, Swindon, SN5 8YF Thursday, 24 May 2018 Location to be confirmed Wednesday, 25 July 2018 Location to be confirmed Wednesday, 19 September 2018 Location to be confirmed Wednesday, 28 November 2018 Location to be confirmed	
	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 of Meeting at 12.30pm	



	JS and AB left the meeting.	
	Part Two of Meeting	
	<p>Growing Places Infrastructure Fund (GPIF) Open call applications' review</p> <p>AS, Chair of the GPIF Working Group, spoke to the paper. JM, PW and AC declared their conflicts of interests concerning the applications. James Blundell and Ian Thompson from Cushman & Wakefield, were available for questions in their capacity as Independent Technical Advisors (ITA) for the applications. AS outlined the recommendations as detailed. There was debate on the recommendations. Potential other funding opportunities would be available in the future and learnings from this process would be taken forward.</p> <p>The seven remaining voting Board members resolved to accept the recommendations:</p> <ul style="list-style-type: none">• to approve one loan application to progress to stage 2 of the application process;• to reject the remaining five applications for loans but to approve additional work be undertaken on two applications as follows:<ul style="list-style-type: none">○ but to approve one loan application to undergo due diligence checks as part of stage 2 for consideration in a future GPIF call subject to Board of Trustee approval (January 2018) and reserved planning consent is granted in March 2018; and○ to endorse further discussions with one applicant as a project of potential interest to the SWLEP, but not yet ready for a GPIF loan.	
	Close of Part Two Meeting at 1:10pm	

From Charmian Spickernell, CPRE Wiltshire, Vice-Chairman**Comment**

There is strong support for Mary Ney's Report, paragraph 92 where she suggests maintaining on the web-site a rolling schedule of projects funded with brief descriptions, and for her paragraph 9.3 where she suggests scrutiny of the projects by overview and scrutiny committees. We welcome in particular scrutiny of the transport projects and that this has already happened with regard to Chippenham Station.

We are also interested to read the Rural Productivity Commission Report at paragraph 2.6.5 which recognises rural and urban areas are different. Affordable and social rented housing is needed in the rural areas but at the same time there has to be good public transport.

Question

"Does SWLEP consider funding to help the regeneration of existing centres that are struggling rather than always funding infrastructure to unlock new development?"

Response

The Swindon and Wiltshire Local Enterprise Partnership makes decisions to fund infrastructure and other projects based on an analysis of the scale of the economic benefits arising from the project and the extent to which the promoter of the scheme has backing from other parties and can demonstrate a groundswell of support.

We do focus capital investment projects in our three growth zones, which form corridors: Swindon and the M4; the A350 and Salisbury and the A303. The schemes which have been put forward and made progress through our sifting process, supported by independent analysis, have been projects both to unlock new developments and the refurbishment of existing provision often as part of regeneration plans for our major urban centres, such as Swindon and Salisbury and our market towns. The SWLEP uses the same criteria to assess an infrastructure project to unlock new development as it does for a scheme to refurbish an existing centre which appears to be struggling. In both cases, the size of economic benefits, which take account of financial costs and social and environmental factors, determine the level of priority assigned by the Board. The projects listed below involve refurbishment of existing provision in order to improve its performance as well some new development:

- Corsham – Mansion House
- Chippenham – Chippenham Station Hub
- Lackham – Wiltshire College campus
- Swindon – Bus Exchange
- Salisbury – Wiltshire College campus and Maltings/Central Car Park

In addition to funding through our local growth deal, there are opportunities under our Growing Places Infrastructure Fund (GPIF) for projects to secure a loan from the SWLEP if the activity is going to deliver new jobs and/or new homes. The funding is targeted at commercial projects which have either stalled due to lack of investment or whose delivery can be accelerated through the availability of a GPIF loan. The details of our latest call (June 2017) are available to view on our website.



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

 Swindon & Wiltshire LOCAL ENTERPRISE PARTNERSHIP	SWLEP Board 24 January 2018 Paper Number 1.3
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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 – Wednesday, 24 January 2018		
Subject:	Response to the Mary Ney Review into LEP Governance and Transparency		
Attachments:	None		
Author:	Paddy Bradley Debby Skellern	Total no of sheets: (inc cover sheet)	5

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

- 1.1. The Board received an initial report on the proposed amendments to the SWLEP Governance Framework in the light of the Mary Ney Review of LEP Governance and Transparency at its meeting in November 2017. This paper updates the SWLEP Board on subsequent actions.

2. Summary

- 2.1. The report describes the areas of the SWLEP's existing Governance Framework that will need to be amended following the Mary Ney Review and subsequent guidance from central government. Some of that guidance is not yet available and is due in spring 2018. The immediate priority is to ensure the SWLEP is compliant with the Mary Ney Review recommendations, which have been accepted in full by the Government.
- 2.2. The section 151 officer of the Accountable Body, Wiltshire Council, who has responsibility for financial oversight, is required to sign off our compliance in an official letter to the Principal Accounting Officer of the Ministry of Housing, Communities & Local Government by the 28 February of each year. This letter will be published on the SWLEP website with a statement by the Chairman and Director of the work the SWLEP has completed in the previous year to ensure compliance.
- 2.3. The report provides the timeline to achieve this deadline. It is essential the SWLEP meets that deadline and is compliant as the release by Government of the 2018-19 capital and revenue funding is dependent on the Principal Accounting Officer's advice to Ministers that this LEP has the appropriate governance in place to receive and use Government funding.

- 2.4. In parallel, a Ministerial Review of LEP Structures is underway. The timetable for the completion of this review has yet to be announced. This may result in additional amendments to the SWLEP's operating model and governance framework.

3. Recommendations

The SWLEP Board is recommended to:

- 3.1 delegate to the SWLEP Chairman final Board approval of the revised Governance Framework;
- 3.3. 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
- 3.4. 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.
- 3.5. 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.

4. Detail

Review of the SWLEP Governance Framework

- 4.1. A review of the Mary Ney report indicated a small number of areas for the SWLEP to review with the section 151 (s151) Officers and Heads of Legal Services of both Unitary Authorities to ensure that the SWLEP Governance Framework is fully compliant. This will enable the s151 Officer of the Accountable Body to sign it off by 28 February 2018 as required by Government.
- 4.2. Subsequently, on 22 December 2017, all local enterprise partnerships received a draft copy of the LEP Governance and Transparency Guidance for information. This guidance, if approved, will necessitate further consideration of changes to the SWLEP Governance Framework and further guidance from Government will be issued between January and March 2018.
- 4.3. An initial meeting with the Accountable Body's Director of Legal and Democratic Services took place on 15 January to agree next steps in responding to this requirement. The Director of Law and Democratic Services at Swindon Borough Council and the S151 Officers at both Unitary Authorities will also be engaged in this work.
- 4.4. A conference call with Cities and Local Growth (CLoG) Team and all LEPs also took place on 15 January where some further clarification on the draft was made available. Government continues to work on the draft guidance and further clarification will become available taking into consideration the output from the call.

4.5. If all guidance is made available to the SWLEP within the appropriate timescale, it is proposed that a summary of the revised Governance Framework will be presented at the March Board meeting or as soon as possible thereafter. At the November 2017 Board meeting, the areas, shown in Table 1 below were highlighted as being under review by the SWLEP Policy Manager. The draft national guidance issued on 22 December 2017 covered a range of policies but further amendments are underway and have been shared with Legal Services for their review:

- 4.5.1. the publication of meeting and agenda items;
- 4.5.2. Guidance and an example of confidential reporting procedures for third parties and the public;
- 4.5.3. An example Whistleblowing Policy;
- 4.5.4. An example Code of Conduct; and
- 4.5.5. A bespoke pro forma Register of interests for all LEPs to adopt.

Table 1: Governance Framework review

Mary Ney report identified actions	Status of review
1. Increased transparency in the publication of financial information, including publication of accounts at the right level of granulation.	Review of other LEPs undertaken. SWLEP is as good as or better. No action required until national guidance is published. Information will be more easily accessible once the new SWLEP website has been developed. CLOG update: Further clarification will be forthcoming in the national guidance.
2. Policy on fees, expenses and remuneration published.	First draft written. Legal/S151 review and sign off required. Review by Legal Services started.
3. Section on the role of the S151 officer including the opportunity to comment on decisions in consultation with Chartered Institute of Public Finance and Accountancy (CIPFA) guidance.	First draft written. Legal/S151 review and sign off required. CLOG update: clear requirements will be published, date TBC.
4. All Local Authority members need to complete the LEP Register of Interests and not rely on their own local authority register.	Requirement highlighted at the November 2017 Board meeting. Action required. CLOG update: requirement will stand.

5. Include scenarios about how conflicts of interest will be handled.	Further guidance requested as part of the annual conversation. Feedback is awaited. CLog update: details TBC
6. Policy regarding the recruitment of Board Members to be published.	First draft written. Legal/S151 review and sign off required. Review by Legal Services started
SWLEP additional review	Action
7. The assurance framework requires updating to include the process for awarding funding under the Growing Places Infrastructure Fund loan scheme (GPIF).	Process flow charts to be included. Accompanying text to be drafted. Legal/S151 review and sign off required.

Proposed timeline

- 4.6. The Heads of Legal Services and the s151 Officers at Swindon Borough Council and Wiltshire Council need to review the draft text in time for sign off and submission to government by 28 February 2018. In addition, there will be a number of policies which all LEPs will need to adopt verbatim which will be set out in the final national guidance document.
- 4.7. In order to meet the 28 February deadline, it is proposed the SWLEP Board delegates to the SWLEP Chairman approval of any final amendments to the Governance Framework to ensure compliance with the Mary Ney Review recommendations.
- 4.8. The letter written by the s151 Officer at Wiltshire Council acting as the SWLEP's Accountable Body to the Principal Accounting Officer of the Ministry of Housing, Communities & Local Government will be published on the SWLEP website, as will the other required statement by the SWLEP Chairman and Director about what actions have been taken to ensure appropriate accountability and transparency procedures are in place.
- 4.9. Prior to the formal letter to the Principal Accounting Officer, the revised Governance Framework will be issued to the s151 Officers and Directors of Legal Services at both Unitary Authorities.
- 4.10. The key actions are summarised in the timeline in Table 2.



4.11. Table 2: Timeline

Action	Milestone 2018
Review of additional or amended sections by Legal Services commences.	15 January 2018
National guidance published and cross-checked	Date TBC
Section 151 Officer sign off	21 February 2018
Deadline for signed submission to Government	28 February 2018
Approved by the SWLEP Board	21 March 2018 or as soon as possible thereafter.



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Meeting & Date:	SWLEP Board – Wednesday, 24 January 2018		
Subject:	Industrial Strategy White Paper		
Attachments:	None		
Author:	Debby Skellern	Total no of sheets: (inc cover sheet)	4

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 updates the SWLEP Board on the proposed timetable for responding to the Industrial Strategy White Paper.

2. Summary

- 2.1. The Industrial Strategy White Paper was published in November 2017 and subsequent guidance received by the SWLEP has indicated that the first local industrial strategies will be agreed with Government by March 2019. The current Government thinking is that the first tranche will be with Combined Mayoral Authorities and possibly the Cambridge-Milton Keynes-Oxford corridor.
- 2.2. The Government is still developing its policy towards local industrial strategies and specifically what one will look like. However, there is an understanding that local industrial strategies when they are eventually produced will be developed by LEPs in partnership with Government. Therefore, it is important that the SWLEP does not move too far down the road towards a local industrial strategy before Government clarifies its policy approach and expectations.
- 2.3. In order to maintain a proactive stance, it is proposed that the SWLEP compiles its local industrial strategy during 2018; an indicative approach and timeline for this work is set out this paper.

3. Recommendations

The SWLEP Board is asked to:

- 3.1. Approve the proposed approach;
- 3.2. Approve the indicative headline milestones timeline; and

- 3.3. Approve the establishment of the Industrial Strategy Working Group as a task and finish group with two private sector Board Members to sit on it.
- 3.4. Authorise 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.

4. Detail

Approach

- 4.1. The potential scope of the local industrial strategy will emerge from the development of a detailed evidence base. Much of this evidence base is already work in progress for example through the production of the: Swindon and Wiltshire Local Economic Assessment; Higher Education Strategy; Digital Strategy; Rail Strategy and Energy Strategy although gaps in evidence may emerge as the scope is refined over time.
- 4.2. In addition, the SWLEP plans to develop significant local intelligence through workshops with businesses and the Board, including sessions to understand the business response to the Industrial Strategy focus on productivity and grand challenges as shown below:

Five foundations of productivity

- a. Ideas: the world's most innovative economy,
- b. People: good jobs and greater earning power for all,
- c. Infrastructure: a major upgrade to the UK's infrastructure,
- d. Business environment: the best place to start and grow a business,
- e. Places: prosperous communities across the UK,

Four grand challenges

- a. Artificial intelligence and data economy: UK at the forefront of the AI and the data revolution.
 - b. Clean growth: maximise the advantages for industry from clean growth: lead the world in the development, manufacture and use of low carbon technologies, systems and services.
 - c. Future of mobility: UK as a world leader.
 - d. Ageing society: harness innovation to meet the needs of an ageing society.
- 4.3. It is proposed that the SWLEP establishes an Industrial Strategy Working Group as a task and finish group to:
 - oversee the development of the work;
 - engage with various groups such as the business community and business representative organisations; and
 - enter into discussions with other LEPs on cross-border projects and programmes which the SWLEP has prioritised on the Board's behalf.

- 4.4. In order to gain recognition nationally, it is also proposed that any joint work with other LEPs is undertaken under a collective name which will need to be agreed and negotiated. This task would require a focus group to be established, operating under the guidance of the Industrial Strategy Working Group, to put forward options for a recognisable overarching name to represent cross border LEP working.

5. Proposed timeline

- 5.1. Given government is looking to agree the first industrial strategies with a number of Combined Mayoral Authorities by March 2019, the SWLEP needs to work to an ambitious timeline, without pre-empting Government policy direction. A Swindon and Wiltshire Industrial Strategy will need to be developed with government, taking this joint working into consideration the proposed headline milestones for this work are set out in the Table I.

Table 1: 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 Commissioning Group	11 July
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



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 Swindon & Wiltshire LOCAL ENTERPRISE PARTNERSHIP	Board Meeting 24 January 2018 Paper Number 1.5
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Meeting & Date:	SWLEP Board Meeting – Wednesday, 24 January 2018		
Subject:	Spatial planning in Swindon and Wiltshire		
Attachments:			
Author:	Paddy Bradley	Total no of sheets:	Cover report – 2 pages, plus 6-page appendix Total = 8

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 to the Board follows discussion at the Commissioning Group meeting on 10 January 2018 about the strategic spatial planning work of both Unitary Authorities.
- 1.2. The aim of the paper is to enable all members of the SWLEP Board to be better informed about strategic planning for housing and employment land as part of a comprehensive evidence base from which the Board, in the fullness of time, can begin to determine with Government the priorities for our local industrial strategy.

2. Summary

- 2.1. The report sets out the case for a broad discussion at the SWLEP Board about the ambitions and plans of both Unitary Authorities for their place, as articulated in spatial planning strategies. Swindon Borough Council and Wiltshire Council hold statutory responsibilities for planning and highways, own large areas of land and are key partners in enabling economic development in the area. Gaining an understanding of the spatial plans for the area is essential in determining the context for developing a local industrial strategy.
- 2.2. The local industrial strategies need to look to the future not the present and so discussion about use of employment land needs to be informed by an understanding of the impact on workspace development of advances in connectivity and new technologies to aid productivity.

3. Recommendations

The Swindon and Wiltshire Local Enterprise Board is recommended to:

- 3.1. Request that the lead officers to the SWLEP from Swindon Borough Council and Wiltshire Council work with the Director of the SWLEP to organise a workshop for Board Members on strategic spatial planning for the area.

4. Detail

- 4.1. On 21 December 2017, Board members received a briefing note (included as Appendix 1) from Savills, acting for St Modwen, the developers of a proposed scheme, Chippenham Gateway at Junction 17 on the M4. If the scheme receives planning approval, it will deliver 1m sq ft of storage and distribution space at a key intersection of two of the SWLEP's growth zones – Swindon and the M4 corridor and the A350. The developers sought an opportunity at this Board meeting to answer questions about the scheme, which at this time will be a live planning application.
- 4.2. The Commissioning Group met on the 10 January 2018 and as a result of its discussion, proposes that the Board focuses on a wider understanding of strategic spatial planning, which includes the use of employment sites. This approach would enable the Chippenham Gateway proposals to be put into the overall context of the strategic developments envisaged in the spatial plans of Swindon Borough and Wiltshire Council.
- 4.3. In 2015/16, both Councils contributed to work on revising the SWLEP's Strategic Economic Plan (SEP) by presenting to Board members on their visions for their place. This initiative was well received. It is intended that the proposal concerning spatial planning is used to enhance our collective knowledge about strategic economic development opportunities at a time when we are gathering evidence for a place-based approach to a local industrial strategy.
- 4.4. The Commissioning Group recommends that the Board holds a workshop session for its members, which could be within a usual Board agenda or held separately.
- 4.5. In addition to input from key Council officers, it is also proposed that the workshop includes consideration of changing patterns of work and the concept of the workspace due to the impact of new technologies within information technology and artificial intelligence, for example, to improve connectivity and productivity.

5. Appendices

- 5.1. **Appendix I**- Briefing for SWLEP 21-12-2017

Chippenham Gateway – SWLEP Board Briefing

This briefing note is issued in respect of a major employment proposal at J.17 of the M4 motorway. The applicant, St. Modwen, recognises the importance of ensuring that SWLEP Board members are kept informed of such proposals and the accompanying investment. The outline application (ref: 17/03417/OUT) is due to be reported to Wiltshire Council's Strategic Planning Committee on 31st January 2018, and we welcome any support the SWLEP can give to the proposals. In that context, this briefing note is provided in the hope that it can be considered at the SWLEP Board meeting on 24th January 2018.

Overview

St. Modwen is a leading development specialist in the UK with an excellent track record in delivering and managing major employment sites. At Chippenham Gateway (Junction 17, M4 motorway) St. Modwen seeks to deliver an employment development for up to 1,000,000 sq ft of Class B8 floorspace (Storage & Distribution). Alongside a thorough marketing exercise, an outline planning application has been submitted to establish the principle of development.

In response to negotiations with consultees (including extensive liaison with relevant Parish & Wiltshire Councillors and the wider community) and input from end users, the application has evolved to bring forward a development at a location the SWLEP identifies as an appropriate focus for growth, that accords with key policies within Wiltshire's Core Strategy, responds to the site and its surroundings, and delivers floorspace in a layout that reflects the needs of the logistics market. The key parameters of the outline application are:

- Maximum floorspace of 1m sq ft (max floorspace of largest building at 400,000 sq ft)
- Estimated to deliver 792 jobs during the operational phase and 185 jobs during the construction phase (direct & indirect)
- Maximum building height 18.5m at western end of site and 14.5m at eastern end (also to be limited by reference to above ordnance datum)
- Access from a new roundabout on the B4122
- New strategic landscaping to south and east
- Surface water strategy which delivers greater control than policy/guidance requires

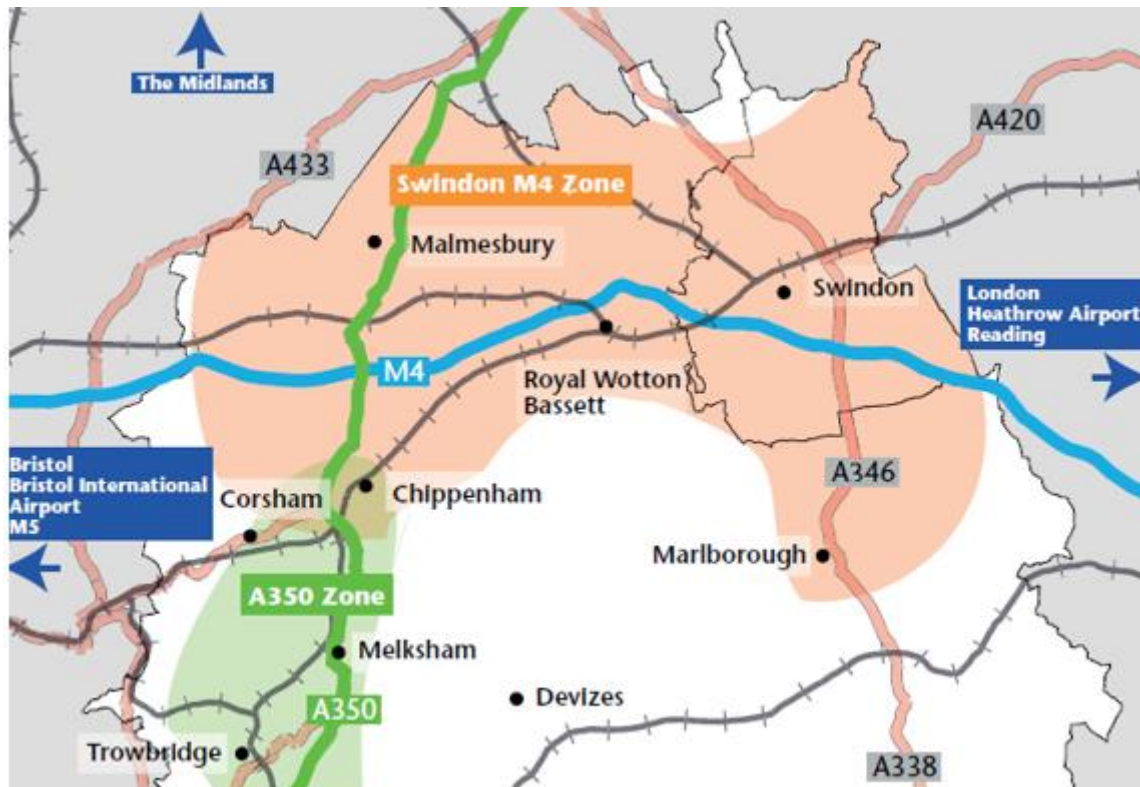


Latest illustrative masterplan for Chippenham Gateway

Principle of development – meeting the future economic growth needs in Wiltshire

Location

The site links the M4 motorway with the A350, a key north/south artery for Wiltshire. Both the M4 and the A350 have been identified as a critical focus for economic growth by the Swindon and Wiltshire Local Enterprise Partnership, with the Wiltshire and Swindon Strategic Economic Plan (January 2016) specifically identifying Junction 17 as an appropriate focus for the delivery of a major employment site.



Market interest

The M4 corridor represents a major route for logistics operations within the UK. Chippenham Gateway would deliver a development that can anchor the M4/A350 corridors.

The development is aimed at meeting the needs of national/international logistics operators that are currently under-represented within Wiltshire. Logistic operations lead the market in terms of demand for employment floorspace, with 2016 being one of the strongest years on record for the sector. Grade A take-up accounts for 34% of total market share and headline rents are up more than 5%. Industrial and logistics take-up totalled 99.2m sq ft during 2016, up 3% on 2015 and 6% above the five-year annual average (CoStar).

There are advanced discussions with B8 occupiers seeking development at this location with units in the region of 100,000 sq ft – 400,000 sq ft. Occupiers will be in a position to sign contracts for plots once the principle of development is secured through an outline planning permission. In the interim officers have been provided occupier details on a confidential basis so that the Council is informed of current, deliverable market interest.

Job creation

Chippenham Gateway will deliver significant employment opportunities, as set out below:

Estimated Employment	Operational	Phase	Employment operational jobs
Direct			1,081
Leakage (25%)			-270
Displacement (15%)			-122
Net Direct jobs (in Council area)			689
Indirect Jobs (Multiplier effect)			103
Total Direct and Indirect			792

Estimated Employment	Construction	Phase	Average annual employment during construction
Gross jobs			215
Leakage (25%)			-54
Net Direct jobs (in Council area)			161
Indirect Jobs (Multiplier effect)			24
Total Direct and Indirect			185

These jobs will assist with the Core Strategy of delivering significant job growth for the population of Chippenham, helping to improve the self-containment of the town by providing more jobs for local people and reducing out-commuting. Links to the site for employees based within Chippenham will be enhanced through the provision of a shuttle bus service.

The evolving nature of logistics operators means that the nature of these jobs will be more varied than was historically the case for B8 businesses, including 'higher value' jobs. There is a greater focus on management roles for the operation of the facility and the wider business, together with engineering and IT, to oversee automated elements of the site.

Discussions have been held with Wiltshire College on aspects of an emerging Local Labour Agreement and wider opportunities for engagement, including focused skills development.

Other economic benefits

Gross Value Added (GVA) is an indicator of wealth creation, measuring the contribution to the economy of a specified investment. The analysis uses GVA per employee that is generated by the different sectors most likely to be within the proposed premises. This estimates that the average GVA per employee at Chippenham Gateway will be £46,749, equating to £50.5 million of gross additional GVA per annum for the wider scheme.

In addition, Chippenham Gateway would generate revenue for local government through business rates which can be retained in accordance with the 2012 Local Government Finance Act so that Wiltshire Council can reinvest in the community and local services. The Act ensures that local authorities share in about half of the business rates generated in their area, although the Government has subsequently announced that local authorities will retain all of their additional business rates by 2020. Net additional rates of income for Wiltshire Council from Chippenham Gateway are estimated to be £2.5 million per annum with full retention.

Need for additional strategic employment sites

Wiltshire and Swindon Councils have recently undertaken a consultation on their emerging Development Plans, looking at the needs through to 2036. In the consultation documents a requirement is identified for a significant amount of employment land, with 87ha of industrial land within the Swindon Functional Economic Market Area Assessment (FEMA) and 83.1ha in the A350 FEMA, both of which cover Junction 17. The Chippenham Gateway site is ideally suited to contribute to this demand for strategic employment sites to meet Wiltshire's needs. To this end, St. Modwen has submitted representations to both the Wiltshire Local Plan Consultation Paper (2017) and the Swindon and Wiltshire JSP Framework Issues Paper (2017) to promote Chippenham Gateway as an employment allocation.

Comparison to committed B8 employment sites

The scale and nature of the development is not considered to compromise the delivery of existing employment commitments within Wiltshire. The location, nature and scale of existing sites are not deemed to be comparable to that proposed at Chippenham Gateway.

Those few commitments that may have the scale to accommodate B8 format operations in excess of 70,000 sq ft (i.e. Rawlings Green and Showell Farm) are not in locations ideally suited to meet the needs of logistics operators with HGV movements focused along the M4 corridor.

A cost comparison of operational trips via the M4 to those sites has been produced (having regard to average fuel and working time costs for HGV traffic, based on values from the WebTAG data book which provides the Government's guidance on transport modelling and appraisal). As an example of the impact on potential operators, a single B8 warehouse with a gross floor area (GFA) of 200,000ft² would generate approximately 142 operational vehicle trips to and from the M4 during a 12-hour (0700-1900) day. Based on a working year of 250 days, an operator at Chippenham Gateway would make annual savings of over £185,000 compared to the alternative employment locations. A critical difference in the competitive market of logistics and distribution which operates on very tight margins.

There are also commensurate environmental/health benefits in terms of reducing HGV movements, with traffic emissions concentrated at the strategic highways network rather than the wider Chippenham area.

These factors mean that many national/international logistics operators will not consider Rawlings Green or Showell Farm, but Chippenham Gateway is in significant demand.

It is relevant to note that the agent for the Showell Farm development (Whitmarsh Lockheart) has written in support of the Chippenham Gateway development. Clearly, they view the introduction of national/international logistics operators as beneficial to the Wiltshire economy, with the potential to assist in encouraging employment take-up at Showell Farm.

Potential to reduce out-commuting

While the Chippenham area has relatively low levels of unemployment, there are significant levels of out-commuting. This is identified as a key challenge for Wiltshire in the Core Strategy. As an example, approximately 85% of the residents of Chippenham work outside the town.

Looking at the distribution of jobs to be created at Chippenham Gateway, relative to the working mix in the wider Chippenham parliamentary constituency, figures indicate that there are in the region of 9,000 people out commuting from that area that may have a suitable skill sets for the job opportunities being created at Chippenham Gateway, and therefore having the opportunity to reduce the number of people commuting out of Wiltshire.

Scope of strategic highways and traffic management analysis

PBA has undertaken detailed modelling of Junction 17 of the M4 to include the forecasted growth associated with delivery of the Local Plan up to the end of the Plan Period. This scope of work has been agreed with both Wiltshire Council (WC) as the local highway authority and Highways England (HE) who are responsible for the strategic road network (SRN) prior to the submission of the planning application in January 2017.

The modelling work undertaken in support of the Chippenham Gateway development shows that, subject to the delivery of the proposed mitigation scheme (including signalisation of the B4122 and A350 as well as localised widening) J17 will be able to satisfactorily accommodate all traffic associated with Chippenham Gateway and the Local Plan growth to 2026.

HE also requested that a sensitivity test was undertaken to assess the impact of the proposals on M4 J17, assuming approval and delivery of the Chippenham Gateway. It is worth noting that this, together with a subsequent test by Dyson's consultants for a recent application they submitted, ultimately concluded that the proposed developments would have a minimal impact on the level of queuing forecast on the M4 off-slips. Subsequent phases of the Dyson proposals will be required to reassess the impact when applications are submitted.

As a consequence of the above, HE and WC (in its capacity as the Local Highway Authority) now support the application subject to the necessary off-site mitigation being secured through an accompanying legal agreement. Junction 17 improvements required to accommodate further growth will need to be delivered by the relevant developments triggering that need.

Sustainability and the environment: measures to address impact on landscape, flood risk, biodiversity

The proposals have evolved through pre and post submission consultation to ensure that the design responds to comments received from statutory (including the Ward Councillor, Parish Councils and officers) and third party consultees (including the local community).

This includes a reduction in maximum heights (from 23m to 18.5m at the western end of the site, with the eastern end of the site limited to 14.5m), and a commitment that building heights are also limited to a specified 'above ordnance datum' (AOD) height. This provides certainty given the remodelling of the ground levels to provide suitable platforms for each building.



The maximum building size was also reduced, from up to 760,000 sq ft to up to 400,000 sq ft. This has the benefit of visually breaking up the buildings on site, reducing the visual mass.

Alongside the reduced maximum proportions of buildings, the landscape proposals have been enhanced through negotiation. The focus of officers was the visual impact on views from the south and the east, and so additional strategic landscaping has been provided on these boundaries, including landscaping on additional land now provided at the southern edge of the application site.

In respect of surface water drainage, a strategy has been prepared that goes beyond what is legally required, providing greater control of flows than existing green field run off rates.

Linking to the landscape and surface water drainage strategy is a response to the biodiversity of the site. Impact on protected species and habitat is mitigated, with ecological enhancement provided where possible. This includes relocation of hedgerows that currently run through the centre of the site, retention of a badgers sett to the north west of the site, and dark corridors to facilitate bat flight paths.

Summary

The development will provide Wiltshire with the ability to attract inward investment from national and international B8 operators that could otherwise not be accommodated. This delivers on two fronts; it means that there is a significant contribution to the growth of the UK economy while also providing Wiltshire with a more substantial national and international economic platform, meeting the Strategic Economic Plan objective of development of the M4 corridor. This will provide viable opportunities to accommodate operators in one of the UK's leading economic growth sectors, greatly benefitting the wider strategic interest of Wiltshire's economic development.

Timescales

The application is to be determined by Wiltshire Council's Strategic Planning Committee, with the Committee scheduled for 31st January 2018 being targeted by officers.

As noted above, St. Modwen would welcome any support to the principle of the development that the SWLEP feels it can offer. As the SWLEP Board is scheduled to meet on Wednesday 24th January 2018, we hope that there will be an opportunity for the development proposals to be discussed at that meeting so that the views of the Board can be made to the case officer Lee Burman (lee.burman@wiltshire.gov.uk) in advance of the Planning Committee.



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Meeting & Date:	SWLEP Board Meeting – Wednesday, 10 January 2018		
Subject:	Chippenham Station Hub Outline Business Case		
Attachments:	None		
Author:	Ian Durston Matthew Croston	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 The Chippenham Station Hub Outline Business Case (OBC) has been produced in line with the recently agreed phased approach to the project. The purpose of the OBC is to confirm the continued strong case for the overall station masterplan proposals (further to the GWR station works for which a separate FBC was produced). The OBC will be updated going forward as each phase of the project is developed to an appropriate level. It is intended that this will provide the basis for SWLEP approval for the release of the associated LGF contribution to the specific phased elements of the project and the commencement of construction work. The paper is submitted for approval for development work to continue.

2. Summary

- 2.1 The OBC document is structured around the Department for Transport's (DfT's) recommended five case model for a Business Case (strategic case; economic case; financial case; commercial case; and management case) and is available to view on the SWLEP website under Publications or via the following link:

<https://www.swlep.co.uk/resources/document636513541900770000.pdf>

- 2.2 The project phases covered by the OBC are as follows (noting that phase (i) has already been signed off by the LEP Board and construction commenced):
- (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.

2.3 In line with the SWLEP Assurance Framework, the OBC has been reviewed by a LEP Independent Technical Advisor (Steer Davies Gleave) who have signed off the OBC as to be in line with Treasury Green Book requirements and an appropriate document on which to continue with the development work for the various phases of the project.

3. Recommendations

3.1 Approving this OBC will enable the development work for phases ii to vii to progress and the project to meet the agreed timescales. If the OBC is not approved, then delays to these phases will be encountered.

3.2 It is recommended that the Board approves the OBC.

4. Detail

Background

- 4.1 As reported at the November Board meeting, Wiltshire Council and its appointed consultant team have worked to set out the rationale for delivering the Chippenham Station Hub scheme as a series of stand-alone projects which collectively deliver the objectives and benefits set out in the original LGF submission to Government in 2014. The multiple elements result in a phased delivery strategy, which has already commenced with the GWR station works (Phase(i)), and a consequent disaggregation of LGF funding for that part of the scheme.
- 4.2 In November 2017 DfT and subsequently the SWLEP Board agreed to un-retain the scheme. DfT will discuss with officials in the Department for Communities and Local Government the practical steps needed to transfer the retained budget to them.
- 4.3 The Outline Business Case (OBC) illustrates the phased delivery of the project, and this business case is presented to the January 2018 Board meeting. As per the SWLEP's

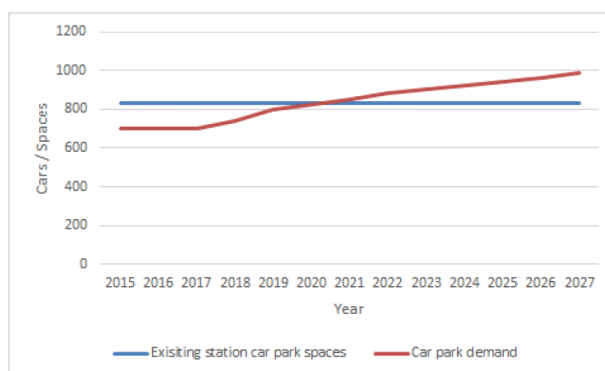
Assurance Framework the OBC has been reviewed by the appointed Independent Technical Advisor, Steer Davis Gleave.

- 4.4 The purpose of the OBC is to confirm the continued strong case for the overall station masterplan proposals (further to the GWR station works for which a separate FBC was produced) in advance of discrete assessments of the separate elements being produced. It is intended that these will provide the basis for SWLEP approval for the release of the associated LGF contribution to the specific phase elements.

Strategic Case

- 4.5 Chippenham is an historic Wiltshire market town approximately 15 miles east of Bath and approximately 25 miles southwest of Swindon. The station is well used (over 1.8m users annually) and car parks are often full or near to capacity. Continuing the trend of growth over the last decade, Network Rail and GWR project a significant increase in passengers using the railway (forecast growth of around 40% by 2029) due to the Great Western Main Line (GWML) Route Modernisation Programme and the growth of Chippenham. The GWML Programme will provide faster journey times, more capacity and modern rolling stock.
- 4.6 The initial proposals for the development of the station and its surrounding area were submitted as part of Swindon and Wiltshire Local Enterprise Partnership's (SWLEP) Strategic Economic Plan (SEP) in March 2014. The scheme received a funding allocation of £16m from the Local Growth Fund (LGF). Since then, the project partners have worked together to further develop the masterplan proposals for the area. This has included assessing a range of masterplan options, undertaking market testing and engaging with the planning authority and local landowners. In October 2017 GWR commenced the station improvements scheme, delivering its franchise commitments and wider passenger improvements within the station.
- 4.7 The strategic rationale for the proposals are clearly framed by local and regional policy, notably SWLEP's SEP, and by the Chippenham Central Area Masterplan. These identify the linkages between economic success, social vitality and efficient transport infrastructure and can be summarised as having the strategic aims to:
- Enable growth;
 - Support and invest in business;
 - Improve infrastructure;
 - Promote access to sustainable transport; and
 - Improve quality of life.
- 4.8 Aligned with these policy objectives, specific development objectives have been set, which have been used to shape the development and definition of the proposals.

- 4.9 While station car parking demand has been stable over the last few years due to the extensive amount of engineering work on the line damping demand, it is anticipated that with the completion of the major upgrades to the GWML and the station works currently being implemented by GWR, along with the effect of the housing and employment growth in Chippenham, there will be a significant increase in station car parking demand. Based on GWR's forecast station passenger growth rates, the station car parks will not be able to accommodate peak demand from around 2020 or 2021 (as illustrated below).



- 4.10 Maintaining the status quo will also not address the existing severance issues created by the railway line and the constrained north-south highway routes through the railway arches, nor the connectivity issues between the station and Langley Park to the north and towards Monkton Park and the town centre to the south.
- 4.11 Addressing the strategic aims and the impacts of doing nothing, the station Hub proposals have been developed. The preferred Masterplan option provides for:
- 102 homes;
 - 5,450 sqm of commercial floor space; and
 - 1,594 parking spaces.
- 4.12 Further work will be required to develop the Masterplan in more detail and to respond to the ongoing stakeholder and public engagement. To date, as part of the pre-planning application process, discussions have been held with Wiltshire Council (as the Local Planning Authority) with the issues raised shaping the refinement of the current Masterplan option. The in-scope land owners have also been engaged to discuss opportunities to maximise the potential for the Masterplan and ensure the proposals will deliver the required quality and functionality.

Economic Case

- 4.13 The results of the economic appraisal of the transport-related elements of the proposals (consistent with DfT's guidance) demonstrate the high value for money of the scheme. The initial benefit to cost ratio (BCR) is 2.5:1, meeting the expected level by the SWLEP for the BCR in order to approve the scheme. With the inclusion of the dependent development benefits the BCR is strengthened, but remains at 2.5:1.
- 4.14 In addition to the conventional transport appraisal benefits, the scheme will also deliver wider economic and social benefits, in line with the SWLEP's objectives.
- 4.15 Additionally, the visible commitment to the area will serve to 'pump prime' the wider regeneration of the local area and set the precedent for further development coming forward.
- 4.16 The development of the station Hub will also support the realisation of the benefits from the wider housing and employment developments by ensuring the station can accommodate the forecast demand, provide a gateway experience and integrate the area with the town centre.

Financial Case

- 4.17 The proposals to redevelop Chippenham station were included in the Swindon and Wiltshire Local Enterprise Partnership Strategic Economic Plan (SEP). Following the government's review of the SEP, in July 2014 £16m was allocated to the scheme from the Local Growth Fund. £2m of this allocation has been identified for the Phase i works to the station to improve its facilities and passenger accessibility, which are now being delivered, drawing on £1.1m of additional funding by GWR.
- 4.18 The table below sets out the proposed allocation of LGF funding by phase, along with the anticipated source for additional funding. The final funding package will be determined as part of the decision on the delivery mechanisms for each phase and through negotiation with the parties involved, notably Wiltshire Council, Network Rail, land owners and developers/development partners.

Phase	LGF Contribution	Additional funding source
ii) Wiltshire Council Land	£4.0m	From Wiltshire Council drawing on CIL, and potentially private sector contribution to preparation and development costs
iii) Station Car Parking Capacity Improvements	£5.0m	To be determined by Network Rail / Private sector
iv) Rationalisation of Station Car Parking	£4.0m	To be determined by Network Rail / Private sector
v) Infrastructure Improvements	£1.0m	From Wiltshire Council drawing on CIL
vi) Commercial Development		Funded by private sector
vii) Residential Development		To be determined by Network Rail / Private sector

Commercial Case

- 4.19 To support the development of the commercial approach the commercial viability of the scheme proposals has been assessed. The initial Masterplan was shown to be financially unviable on the basis of development and construction costs and assumed revenue and income rates. To assist in the revision of the proposals a soft market testing exercise was undertaken. This indicated the quantum and type of accommodation required by the market. This informed the revised Masterplan proposals, providing confidence that the scheme is commercially viable and will therefore be attractive to developers. The soft market testing exercise also revealed the interest that developers have in exploring the opportunities to bring forward the scheme through joint venture arrangements with Wiltshire Council, which to date has led the development of the scheme.
- 4.20 The proposed procurement strategy has emerged as a result of the developed rationale for delivering the scheme as a series of stand-alone projects which collectively deliver the objectives and benefits set out in the original LGF submission to Government in 2014. The multiple elements will best be delivered through a phased strategy, which has already commenced with the GWR station improvement works. Underpinning the procurement strategy has been consideration of the planning and delivery challenges and opportunities that the scheme presents.
- 4.21 The phased delivery strategy has been determined in order to:
- Accommodate delivery of the GWR station works within the current Great Western franchise (ending April 2020);
 - Secure an identified commercial tenant with near term requirements for a commercial opportunity on the Wiltshire Council land;

- Address the interdependencies with adjacent development outside of the scheme's control (timing of GWML electrification works, infrastructure works including new rail bridge relating to Rawlings Green housing development, Langley Park redevelopment programme);
- Address operational issues to allow station operation and provision of car park capacity during the construction works;
- Provide appropriate timescales to obtain relevant stakeholder support and required planning consents;
- Deliver 'quick wins' to support the identified project outcomes of:
- Improving the station's role as a transport gateway to Chippenham town centre; and
- Realising opportunities for development to support growth and jobs.
- Align with LGF funding timescales;
- Retain flexibility over the site design and delivery model to best respond to local market conditions; and
- Manage the resource burden on Wiltshire Council recognising that different elements of the project will be delivered by different parties under different arrangements.

4.22 The identified phases are:

- (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.

Management Case

4.23 To realise the proposals a phased delivery of the Masterplan has been developed. This approach will help to manage the impacts of each phase and allow for flexibility to adapt to changes in the surrounding area as the scheme is built. This will also help to align with the development of key infrastructure such as the Rawlings Green railway bridge, which will alleviate traffic congestion along Cocklebury Road, and the highways improvements linked to the Langley Park development.

- 4.24 As the specific delivery mechanisms for each of the phases is confirmed more detailed design work will be progressed to support revised cost estimates and to ensure the affordability of the proposals. **When available, this additional detail for each phase will be presented to the SWLEP Board in the form of an updated Outline Business Case.**
- 4.25 To ensure continued value for money and the effective governance of the project, the project partners will continue to draw on their collective experience of delivering similar projects, to adhere to the established project processes and comply with the LEP's assurance framework.
- 4.26 A project plan has been developed setting out the key project tasks and milestones. Critical milestones set out below.

Milestone	Date
Technical studies prepared	By end of April 2018
Stakeholder and Public engagement undertaken	By end of April 2018
Full planning application made (Phase ii)	Spring / Summer 2018
Hybrid planning application made (Phases iii – vii)	Summer / Autumn 2018
Procurement of delivery partners / contractors	August 2018
Commence construction of Phase ii	Early 2019
Commence construction of Phase iii	Mid 2019
Commence construction of Phases iv - vi	Late 2020
Commence construction of Phase vii	Mid 2022
Masterplan delivered	By end 2023

Risk Assessment

- 4.27 This section highlights the key risks and proposed management of those risks associated with the proposals in this report.
- 4.28 Risks that may arise if the proposed decision and related work is not taken
- Delays to the further development and implementation of the scheme - The early delivery of phases and related outcomes for the Chippenham Station Hub scheme (specifically phase ii) may not be achieved.
 - Reputational impacts
- 4.29 Risks that may arise if the proposed decision is taken and actions that will be taken to manage these risks.

Risk	Cause	Impact (0-4)	Prob. (0-4)	RAG	Mitigation	Owner
Fail to secure match funding	The funding from partners including Rail Industry will be forthcoming only after a period of negotiation and further project scoping. Other partners will be brought to the table as core funding is achieved. There are no guarantees that partner funding will be secured	4	3	12	The Steering Group will work closely with development partners to review the scope and scale of the project in order to gain commitment from partners	Steering Group
Loss of LGF funding due to delay in project	The LGF funding is available until March 2021. If the project timescales are delayed and the funding cannot be drawn down by this date there is the risk it will be lost	4	2	8	Maintain progress on delivery strategy and process. And engage with LEP regarding flexibility over accessing funds post-March 2021	Steering Group
Planning permission not achieved	The LPA does not approve the application for planning permission due to shortcomings in the application and/or local opposition to the proposals	4	2	8	Pre-planning application scoping has been undertaken and a phased approach to seeking permission has been developed	Project Manager

SWLEP Independent Technical Advisor Comments

- 4.30 The ITA for the project (Steer Davies Gleave) has reviewed the business case and has deemed it to be compliant with Treasury Green Book guidelines. Initially, some minor points were raised by the ITA, but these were addressed and are covered in this version of the business case submitted to the Board, or they do not affect the value for money of the scheme and can be covered in updates to the OBC at a later date. The ITA has specifically concluded that:

“The OBC for Chippenham Station Hub has been prepared in line with HM Treasury Green Book, and supplementary central government guidance (including the Department for Transport’s WebTAG guidance).

Many of the issues identified in the first iteration of the business case have already been addressed, and those outstanding issues are unlikely to present a threat to the value for money of the scheme. Until steps have been taken to refine the OBC there remains uncertainty regarding the value for money of the scheme, but it should be noted that there are both upside and downside risks which, to some extent, counteract each other.

On this basis, subject to confirmation the OBC will continue to be refined and will address the outstanding comments highlighted in paragraph 6, we see no reason why Chippenham Station Hub should not proceed with further development of the identified phases and related planning application consent. “



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 Swindon & Wiltshire LOCAL ENTERPRISE PARTNERSHIP	Board Meeting 24 January 2018 Paper Number 1.7
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Meeting & Date:	SWLEP Board Meeting – Wednesday, 24 January 2018		
Subject:	Corsham Mansion House – Updated Outline Business Case		
Attachments:	None		
Author:	Ian Durston Matt Croston	Total no of sheets:	4

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

- 1.1. The Corsham Mansion House Outline Business Case has been updated with cost information from the procurement exercise carried out. Project milestones have also been updated to align with the proposed build programme. The paper is submitted for approval in order for construction work to commence.

2. Summary

- 2.1. The Corsham Mansion House Outline Business Case (OBC) has been updated with cost information from the procurement exercise carried out. The OBC has previously been reviewed by a SWLEP Independent Technical Advisor (Steer Davies Gleave). The updated OBC has been reviewed by the SWLEP Programme Manager and is fully in line with the original OBC but with refined cost information. This has resulted in an improved Benefit Cost Ratio of 3.9:1 (previously 3.5:1) due to decreased costs.
- 2.2. Now that planning approval has been granted and a works contractor appointed, Wiltshire Council is engaging with Corsham Institute and other partners to progress the project, including discussing the operation of the building and the Digital Corsham vision. This engagement activity commenced in January 2018, and it will address a risk highlighted in the recent Steer Davis Gleave project audit which identified concerns regarding project relationships and associated partnerships.
- 2.3. The OBC document is structured around the Treasury's recommended green book five case model for a Business Case (strategic case; economic case; financial case; commercial case; and management case) and is available to view on the SWLEP website through the following link:

<https://www.swlep.co.uk/resources/document636517178283078000.pdf>

- 2.4. Approving this OBC will enable the construction work for the project to commence and meet its completion date of November 2018. If the OBC is not approved, then delays to this timescale will be encountered.

3. Recommendation

The Swindon and Wiltshire Local Enterprise Board is recommended to:

- 3.1. approve the updated Outline Business Case for Corsham Mansion House enabling the release of funding to support the construction work.

4. Detail

Background

- 4.1. Corsham is in the A350 Growth Zone in the Swindon and Wiltshire Local Enterprise Partnership's Strategic Economic Plan (SEP) and is a centre for Digital/Cyber and Information and Communication Technology. The project will renovate the Mansion House in the centre of Corsham into a facility to be used for business incubation and variety of teaching and research activities in the digital arena.

Strategic Case

- 4.2. This project will create a digital and physical platform for industry, academics, the public and Government to present ideas, conduct research and innovation, and test a broad range of initiatives, strategies, and technologies as essential new models for a modern digital society. It will incubate enterprises that can quickly develop commercial applications and will provide direct links to Universities. This will be achieved by leveraging existing digital infrastructure assets to enhance the local skills base, attract further inward investment, and be an example of best practice for realising a digital society.
- 4.3. The development of Corsham Mansion House will provide incubation space for start-up businesses and SMEs with a digital outlook; teaching space to provide Higher Education courses relating to the digital industry. It will also provide collaboration space where industry, academia, institutions, the public sector and the general public can come together to share ideas and engage with the digital society test bed.
- 4.4. The project is a good fit with the strategic aims of the SWLEP for Swindon and Wiltshire to be a centre for innovation and entrepreneurial activity and to enhance the skill levels of adults in key business sectors, which include digital businesses.

Economic Case

- 4.5. The preferred 'Do Something' option is to pursue a Town Centre option, which renovates the Corsham Mansion House. Other options would not be in Corsham and in the centre of the community, and therefore, would not benefit (through a

subsequent phase) from the digital platform. The main economic benefits that can be quantified are derived from high-value jobs growth. The scheme will support 133 jobs and having accounted for displacement and optimism bias, 73 net additional jobs compared to a 'do minimum' scenario. The scheme has a benefit-cost ratio of 3.9:1, which represents high value for money.

COSTS	£m PV (2010)
Capital Costs	2.5
Renewal Costs	0.87
Operating Costs	1.55
BENEFITS	£m PV (2010)
Employment Benefits	10.72
Revenue	1.60
APPRAISAL	
Present Value of Costs (PVC)	2.5
Present Value of Benefits (PVB)	9.86
Net Present Value (NPV)	7.36
Benefit Cost Ratio (BCR)	3.9:1

4.6 Other key benefits not quantified or monetised as part of this business case include:

- helping to achieve the higher vision of the 'Big Data Network' (BD-Net);
- agglomeration benefits of collaboration;
- ability to export the model and knowledge internationally;
- increased upskilling through direct skills training and Higher Education delivery, and through encouraging members of the public and local business to upskill in subject areas related to the digital / cyber and information and communications technology growth sector;
- public engagement in digital technology and cyber security;
- public service transformation from integration of digital technologies;
- renovation / saving and use of a historic building and well-known community asset, and the regenerative effects in the town and its high street;
- more efficient energy use and reduced levels of pollution from supporting growth in the digital sector.

Commercial Case

- 4.7. Wiltshire Council is the Accountable Body and lead delivery partner, and it will retain ownership of the asset. As such, the work has been procured by the Council in accordance with its Procurement and Contract Rules. Wiltshire Council is an experienced deliverer of similar schemes and has utilised its Risk Management System. Wiltshire Council is satisfied the scheme is not subject to State Aid issues. Construction will begin in February 2018 with completion scheduled for November 2018.

Financial Case

- 4.8. In developing this business case, an outline Masterplan with costings has been developed by qualified architects, planners and construction consultants who have considered the building in its current state and its Grade II listed status.
- 4.9. The scheme is affordable and any cost overruns will be met by Wiltshire Council. The application for funding from Central Government through the Local Growth Deal Round 2 submission was £2.56m and £2.5m was secured. The local match for this project equates to 37% of the total project cost. Operating costs would be covered by the forecast operating revenues, returning a small operating profit.
- 4.10. The scheme has the full support of the Leader, Cabinet and relevant Committees and Boards of Wiltshire Council to ensure public accountability has been considered. The scheme is also a key priority for the SWLEP.

Management Case

- 4.11. The SWLEP and Wiltshire Council have suitable and strong governance for the detailed planning and delivery of this scheme, with Wiltshire Council as lead delivery partner. Recognised good practice in project management, risk management, and change management will be deployed. Contractors and external contractors will be used appropriately to help minimise the risk of the scheme and to deliver it to time, budget and quality. The scheme will be subject to a gateway review in line with the SWLEP's Assurance Framework.

Independent Technical Assessment

- 4.12. This Outline Business Case was originally reviewed by the Independent Technical Assessor, Steer Davies Gleave in 2014 and approved by the SWLEP Board for submission as part of the Local Growth Deal Round 2 submission to Central Government.
- 4.13. This update to the Outline Business Case produced as a result of finalised costs has been reviewed by the SWLEP Programme Manager and assessed as being in line with the original OBC.



Paper 1.8 Quality Bus Corridor (Rapid Transit) Full Business Case to follow under separate cover

Security Level:

 Confidential ☐

 Restricted ☐

 Unclassified ☒

 Commercially
Sensitive ☐
Meeting & Date:

SWLEP Board Meeting – Wednesday, 24 January 2018

Subject:

SWLEP Programme Highlight Reports

Attachments:

None

Author:

Ian Durston

Total no of sheets:
(inc cover sheet)

13

Papers are provided for:

 Approval ☒

 Discussion ☐

 Information ☐

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 LEP 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 under publications or by following the link below <https://www.swlep.co.uk/resources/document636517816450686000.pdf>.

2. Summary

Six projects have been identified by the Steer Davies Gleave review as ‘high risk’ projects that warrant specific attention in this summary. They are:

Chippenham Station Hub

Phase 1a (gate-lines and ticket hall) has begun with construction work being carried out 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. An Outline Business Case for the remaining phases of the project is being submitted to the January Board for approval to enable development work to continue on these phases.

A350 Yarnbrook / West Ashton

A consultation on the revised planning submission (based on a new design to accommodate bats) is currently taking place with approval scheduled for April 2018. Funding to cover the associated cost increase has been applied for from the Housing Infrastructure Fund (HIF).

Salisbury Central Car Park and Maltings

Reaching an agreement with THE Real Estate has caused some delay to the project timescales. A change control for this has been agreed by the Commissioning Group and the new milestone dates will be reflected in the next set of highlight reports.

Swindon Bus Exchange

A preferred design has now been approved by Swindon Borough Council (SBC) Cabinet. Costs have increased and a Housing Infrastructure Fund application and Land Release Fund application has been made to cover these. A delivery programme will be produced when funding is secured.

New Eastern Villages

Southern Connector Rd – costs have increased due to design requirements to mitigate archaeological discoveries. An application has been made to Housing Infrastructure Fund to cover these. Meeting with twenty land owners has been held. One Compulsory Purchase Order (CPO) will be necessary which will be considered at March SBC cabinet.

A420/Gablecross - SBC is reviewing design options. An update to the project plan will be produced when preferred option selected.

Wichelstowe Southern Access

Work is ongoing to progress planning, modelling and Outline Business Case development (to be ready for March Board meeting).

Highlight Reports are available for all other projects, summaries of which are shown in this paper.

The following statistics summarise the status across all of the projects:

- There are 28 live projects covered by the highlight reports and two potential projects (the Salisbury Plain Heritage Centre and the Swindon Museum and Art Gallery).
- Three projects (11%) are completed
- Ten projects (36%) are rated GREEN
- Six projects (21%) are rated AMBER GREEN
- Six projects (21%) 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).
- Three projects have improved their RAG ratings since the last report, and two have got worse.

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:

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Local Growth Fund – High Risk Projects					
Project Ref	Project Name	Lead Delivery Partner	Previous	Current	Notes
LGF/1617/004/CSH	Chippenham Station Hub	WC	AR	AR	Scheme has now been agreed to be un-retained and in future will be spilt into individual phases. FBC for Phase 1 part (a) agreed and work commenced. OBC for overall scheme submitted for January Commissioning Group.
LGF/1617/009/YWA	A350 Yarnbrook/ West Ashton	WC	AR	AR	Redesign to accommodate bats has resulted in a cost increase leading to a funding viability gap. An application has been made to the Housing Infrastructure Fund for the required funds. Planning application in progress.
LGF/1718/003/CCPM	Salisbury Central Car Park and Maltings	WC	G	AR	The Council awaits confirmation from THRE that the proposed Heads of Terms are acceptable to the company. A change request has been submitted requesting an amendment to the milestone timeframes and financial profile to reflect the current position
LGF/1617/008/SBX	Swindon Bus Exchange	SBC	R	R	Preferred design now approved by SBC Cabinet. Funding gap being addressed by applications to Housing Infrastructure Fund and Land Release Fund. Delivery programme, including the interim milestones, will be reviewed and updated when outcome known.
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, contingency and optimism bias allowance. Submission to Housing Infrastructure Fund has been made. Result known in Summer 2018. Meeting with twenty land owners has been held. One Compulsory Purchase Order (CPO) will be necessary which will be considered at March SBC cabinet.
LGF/1516/003/EV (iii)	New Eastern Villages A420 Gablecross	SBC	R	R	Costs and scheme design options under review. Change Control to be submitted. Additional land may be required to deliver the optimum junction improvement.

LGF/1617/002/WI	Wichelstowe Southern Access	SBC	AG	AG	Work is ongoing to continue planning, modelling, and development of business case. The team has commenced design discussions with Highways England. Outline Business Case scheduled for early 2018.

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	AG	G	Building nearing completion. Discussions with prospective occupiers are progressing. Operational Manager appointed.
LGF/1617/001/A350	A350 Dualling Bypass (Badger – Brook + Chequers)	WC	G	G	Works underway (commenced July 2017) . Progressing well. Due for completion in August 2018.
LGF/1617/007/MH	Mansion House (Corsham)	WC	AR	AR	Preferred Contractor selected. Updated OBC submitted to January Commissioning Group. Construction expected to start in Feb 2018 with completion in November 2018.
LGF/1617/010/JNC17	M4 J17 Capacity Improvement	WC	AG	AG	Works commenced in August 2017. Progressing well. Completion expected in February 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 Transport Package	SBC	AG	AG	Detailed design of year 3 scheme elements is being progressed. Some elements of town centre scheme will move into 18/19. Change Control submitted.
LGF/1617/003/SRT	Swindon Rapid	SBC	AR	AR	Bus Rapid Transit route between Wichelstowe and Swindon Town

	Transit				Centre is to be delivered during the period 2017/18. FBC submitted for January Commissioning Group subject to review by ITA. Work in progress on Tadpole Farm and NEV schemes.
LGF/1617/006/JNC16	M4 Junction 16	SBC	G	AG	Project progressing well. Completion now 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 2 design work complete. Stage3 design work underway.
LGF/1718/002/WCL	Wiltshire College - Lackham	Wiltshire College	G	G	Stage 1 design work complete. Stage 2 design work underway.

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	AR	AG	Preliminary design work on track for completion in March 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	AR	G	Milestones now re-baselined. Cost estimate has been reduced by £5m. Land assembly cost estimates will be confirmed once a preferred design has been approved. Dedicated design team is in place and is progressing design work.
LGF/1516/003/EV (vi)	New Eastern Villages Business Case	SBC	AG	AG	Atkins has produced the Options Appraisal Report and Appraisal Specification Report ready for submission to the DfT.

City Deal

Project Ref	Project Name	Lead Delivery Partner	Previous	Current	Notes
LGF/1516/006/CD	Higher Futures	WC & SBC	AR	AR	The new approach of a broader skills brokerage service has been agreed by Central Government. Target numbers of learners remain a challenge.

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 51 schools/colleges & 43 Enterprise Advisers engaged. Mentoring also now underway.

Department of Business Energy and Industrial Strategy (BEIS)

Project Ref	Project Name	Lead Delivery Partner	Previous	Current	Notes
LEP/GEN/002/GH	Growth Hub	LEP	G	G	Over 1,500 people visited new Growth Hub portal since launch at SWLEP Annual Conference on October 5 th . Work being scoped for inclusion of SWLEP and Higher Futures websites on the platform.

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 - Kimmerfields	FSL			GPIF Loan no longer required
LEP/GPIF/003/PL	GPIF – Park Lane Corsham	Bath ASU			GPIF Loan no longer required
LEP/GPIF/004/WCH	GPIF - Wichelstowe	SBC			GPIF Loan no longer required




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.



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Meeting & Date:	SWLEP Board Meeting – Wednesday, 24 January 2018		
Subject:	LGF Finance Summary		
Attachments:	None		
Author:	Ian Durston	Total no of sheets: (inc cover sheet)	11

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

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

2. Summary

For LGF projects, we are currently forecasting a cumulative underspend of £7.3m at the end of this financial year (17/18). This has reduced slightly from the £7.9m figure reported at the November Board meeting due to a number of change controls that have been agreed by the Commissioning Group. Some of these have reduced the underspend and others have added to it - the overall position being a net £0.6m reduction. It should be noted, though, that actual spend for some projects is behind forecast profile and therefore may add to the underspend position at year end if this spend does not catch up.

The re-profiling of the Maltings project has caused our forecast spend to exceed our grant allocation by £3.3m in 2019/20. With the underspend situation mentioned above, it is likely that the forecast spend for 2019/20 will reduce anyway, so this is unlikely to be an issue, but it does need to be monitored.

It should also be noted that it has now been agreed by the SWLEP Board and with the Department for Transport that the Chippenham Station Hub scheme can be removed from the Retained Scheme portfolio and moved to the LGF portfolio (as detailed in Section 1). The transfer of this money is in process and will subsequently be reported in Section 1. The un-retaining of this project gives the Board more flexibility on the use of the funding, but it may also contribute to the underspend situation if this project does not spend to profile.

3. Recommendations

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

4. LGF Finance Summary

4.1 The following projects fit into this category

Growth Deal Round 1

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

Growth Deal Round 2

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

Substituted Projects (for M4 Junction 15)

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

Growth Deal Round 3

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

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

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

4.4 In financial years 15/16 and 16/17, there was a total underspend of £4.2m against the grant allocation for reasons detailed in previous reports

4.5 We continue to forecast a total underspend of £7.3m at the end of 2017/18.

- 4.6 This has reduced slightly from the £7.9m figure reported at the November Board meeting due to a number of change controls that have been agreed by the Commissioning Group. Some of these have reduced the underspend (M4 Junction 17 and A350 Dualling) by advancing spend to 17/18, and others have added to the underspend (LGF Sustainable Transport, Rapid Transit and the Maltings) by moving spend from 2017/18 into later years. The overall position being a net £0.6m reduction.risk.
- 4.7 The actual spend to date in 2017/18 is behind profile with the risk increasing as we near the end of the financial year that the actual spend will not be as much as the forecast spend. This could add, approximately, a further £1.5m to the underspend situation.
- 4.8 The re-profiling of the Maltings project has caused our forecast spend to exceed our grant allocation by £3.3m in 2019/20. With the underspend situation mentioned above, it is likely that the forecast spend for 2019/20 will reduce anyway, so this is unlikely to be an issue, but it does need to be monitored.
- 4.9 It should also be noted that it has now been agreed by the SWLEP Board and with the Department for Transport that the Chippenham Station Hub scheme can be removed from the Retained Scheme portfolio and moved to the LGF portfolio. The transfer of this money is in process and will subsequently be reported in this section. The un-retaining of this project gives the Board more flexibility on the use of the funding, but it may also contribute to the underspend situation if this project does not spend to profile.
- 4.10 It should be noted that BEIS have awarded £89,630 of grant over and above the forecast profiling of all projects. How this money is to be used is to be determined.



Table 1

		15/16	16/17	Q1 17/18	Q2 17/18	Q3 17/18	Q4 17/18	Total 17/18	18/19	19/20	20/21	TOTAL
A350 Bumpers Farm - COMPLETE	Original Grant Request	835,000	835,000									1,670,000
	Forecast Profile Spend	1,670,000										1,670,000
	Actual Spend to Date	1,670,000										1,670,000
A429 Malmesbury - COMPLETE	Original Grant Request	1,400,000										1,400,000
	Forecast Profile Spend	1,400,000										1,400,000
	Actual Spend to Date	1,400,000										1,400,000
Porton Science Park	Original Grant Request	4,000,000										4,000,000
	Forecast Profile Spend	0	1,862,200	1,000,000	1,000,000			2,000,000	137,800			4,000,000
	Actual Spend to Date	0	1,862,200	697,000	1,440,800			2,137,800				4,000,000
A350 West Ashton/Yarnbrook	Original Grant Request								2,900,000	2,600,000		5,500,000
	Forecast Profile Spend	0	117,300					0	2,282,700	3,100,000		5,500,000
	Actual Spend to Date	0	117,300					0				117,300
M4 Junction 17	Original Grant Request										500,000	500,000
	Forecast Profile Spend	0	140,400		76,274	191,000	92,326	359,600				500,000
	Actual Spend to Date	0	140,400		76,274	191,000		267,274				407,674
Corsham Mansion House	Original Grant Request		1,900,000					600,000				2,500,000
	Forecast Profile Spend	26,200	155,500	19,000	52,000	85,000	717,000	873,000	1,391,000	54,300		2,500,000
	Actual Spend to Date	26,200	155,500	19,253	51,614	4,000		74,868				256,568
A350 Dualling Chippenham Bypass	Original Grant Request							2,370,000	2,370,000	2,360,000		7,100,000
	Forecast Profile Spend	0	667,000	27,000	647,000	1,422,000	1,955,000	4,051,000	2,028,000	354,000		7,100,000
	Actual Spend to Date	0	667,000	27,038	537,007	619,000		1,183,045				1,850,045
Ultra Fast Broadband	Original Grant Request							1,000,000				1,000,000
	Forecast Profile Spend	0	0					0	500,000	500,000		1,000,000
	Actual Spend to Date	0	0					0				0
Salisbury Plain Heritage Centre	Original Grant Request							425,000	925,000			1,350,000
	Forecast Profile Spend	0	0					0	1,350,000			1,350,000
	Actual Spend to Date	0	0					0				0
Swindon Museum and Art Gallery	Original Grant Request							425,000	925,000			1,350,000
	Forecast Profile Spend	0	0					0	1,350,000			1,350,000
	Actual Spend to Date	0	0					0				0
LGF Sustainable Transport (LSTF)	Original Grant Request	1,250,000	1,250,000					1,250,000				3,750,000
	Forecast Profile Spend	1,226,800	1,086,000	195,000	46,000	200,000	766,200	1,207,200	230,000			3,750,000
	Actual Spend to Date	1,226,800	1,086,000	195,000	36,000	118,000		349,000				2,661,800
M4 Junction 16	Original Grant Request		6,080,000					2,960,000		-3,120,000		5,920,000
	Forecast Profile Spend	875,800	4,185,500	814,000	2,269,000	895,700		3,978,700		-3,120,000		5,920,000
	Actual Spend to Date	875,800	4,185,500	814,000	1,057,000	384,000		2,255,000				7,316,300
Rapid Transit	Original Grant Request		164,000					3,283,000	3,283,000	3,120,000		9,850,000
	Forecast Profile Spend	0	55,000	83,000	16,000	234,000	1,477,000	1,810,000	4,780,000	3,205,000		9,850,000
	Actual Spend to Date	0	55,000	83,000	16,000	28,000		127,000				182,000
Swindon Bus Exchange	Original Grant Request							1,100,000	1,700,000	200,000		3,000,000
	Forecast Profile Spend	0	0		10,000	27,000	700,000	737,000	2,063,000	200,000		3,000,000
	Actual Spend to Date	0	0		10,000	8,000		18,000				18,000
Wiltshire College - Salisbury	Original Grant Request							2,300,000	2,300,000	2,300,000	6,930,000	13,830,000
	Forecast Profile Spend	0	0			392,000	278,000	670,000	2,850,000	4,830,000	5,480,000	13,830,000
	Actual Spend to Date	0	0			218,000		218,000				218,000
Wiltshire College - Lackham	Original Grant Request							1,360,000	1,360,000	1,360,000	4,120,000	8,200,000
	Forecast Profile Spend	0	0			44,000	193,000	237,000	1,863,000	1,569,000	4,531,000	8,200,000
	Actual Spend to Date	0	0			35,000		35,000				35,000
Maltings & Central Car Park - Salisbury	Original Grant Request							1,250,000	1,250,000	1,250,000	2,310,000	6,060,000
	Forecast Profile Spend	0	0	5,000	7,000	218,000	10,000	240,000	1,730,000	4,000,000	90,000	6,060,000
	Actual Spend to Date	0	0		10,000	8,000		18,000				18,000
Grant Annual		7,450,000	10,214,948					19,279,293	15,330,160	8,167,812	16,627,417	77,069,630
TOTAL Forecast Profile		5,198,800	8,268,900	2,143,000	4,123,274	3,708,700	6,188,526	16,163,500	20,272,800	13,875,000	13,201,000	76,980,000
TOTAL Actual		5,198,800	8,268,900	1,835,291	3,234,695	1,613,000	0	6,682,987	0	0	0	20,150,687

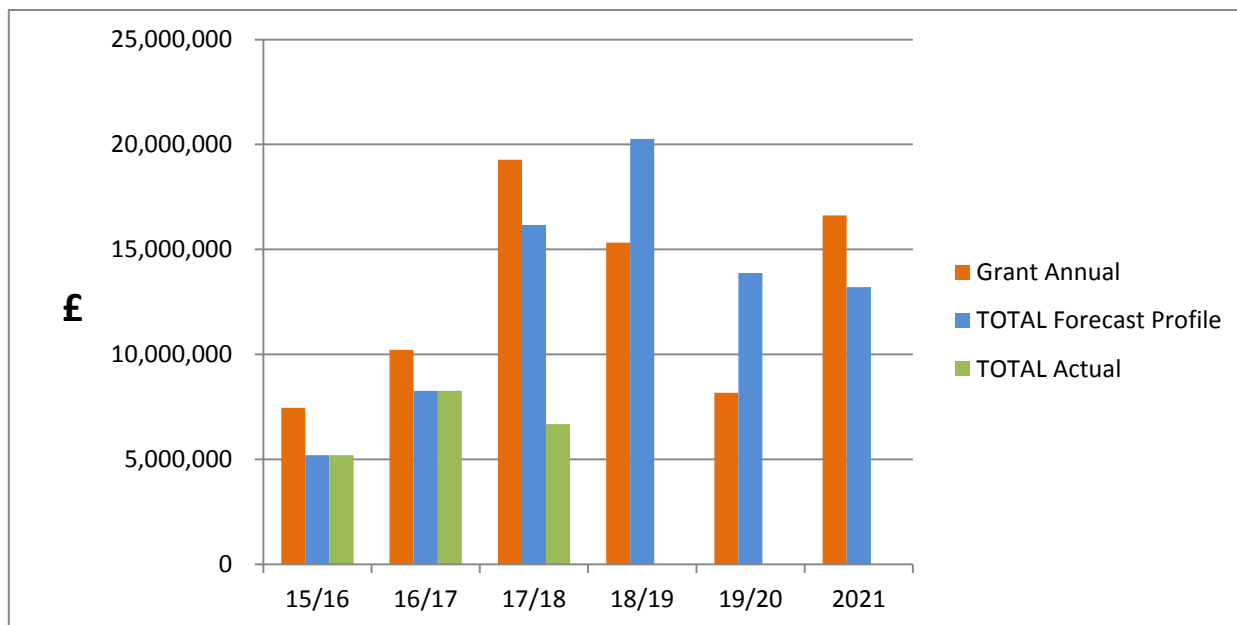


Figure 1a

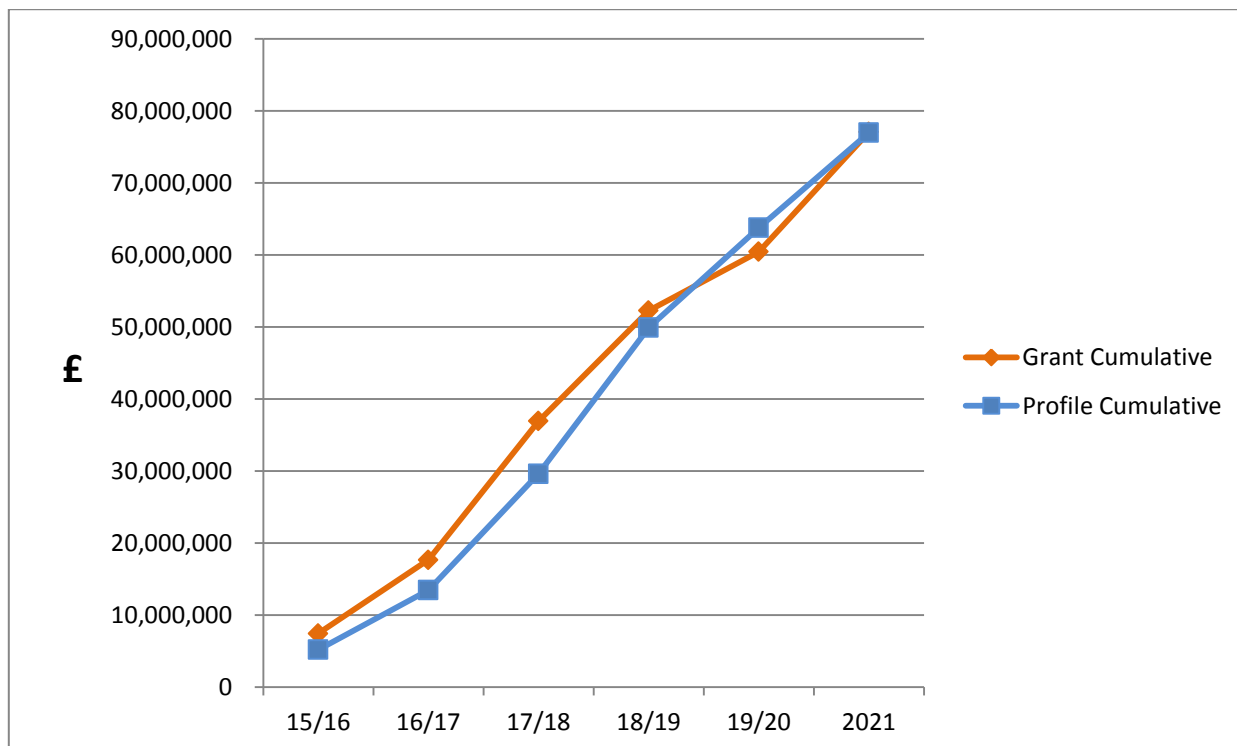


Figure 1b

5. LGF – DfT Projects Summary

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

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

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

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

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

5.5 Spend is broadly following the profile agreed with DfT, though there is an increasing risk as we near the end of the financial year that actual spend will not be as much as forecast spend for 2017/18 .

Table 2

		15/16	16/17	Q1 17/18	Q2 17/18	Q3 17/18	Q4 17/18	Total 17/18	18/19	19/20	20/21	TOTAL
Green Bridge Roundabout - COMPLETE	Original Grant Request		2,000,000									2,000,000
	Forecast Profile Spend	591,500	1,408,500					0				2,000,000
	Actual Spend to Date	591,500	1,408,500					0				2,000,000
West of A419 - Package 2	Original Grant Request								500,000	1,500,000		2,000,000
	Forecast Profile Spend	0	0					0	500,000	1,500,000		2,000,000
	Actual Spend to Date	0	0					0				0
A420 Corridor	Revised Grant Request	41,000	21,000					509,000	1,500,000	429,000		2,500,000
	Forecast Profile Spend	40,500	21,300	36,000	65,000	99,000	214,000	414,000	1,595,000	429,200		2,500,000
	Actual Spend to Date	40,500	21,300	36,000	64,000	74,000		174,000				235,800
Great Stall Bridge	Revised Grant Request							500,000	1,761,000	4,696,000	643,000	7,600,000
	Forecast Profile Spend	0	0	5,000	0	50,000	50,000	105,000	1,646,000	4,339,000	1,510,000	7,600,000
	Actual Spend to Date	0	0	5,000	0	21,000		26,000				26,000
Grant Annual (Revised)		0	2,021,000					1,009,000	3,261,000	5,625,000	2,143,000	14,059,000
TOTAL Forecast Profile		632,000	1,429,800	41,000	65,000	149,000	264,000	519,000	3,241,000	5,268,200	3,010,000	14,100,000
TOTAL Actual		632,000	1,429,800	41,000	64,000	95,000	0	200,000	0	0	0	2,261,800

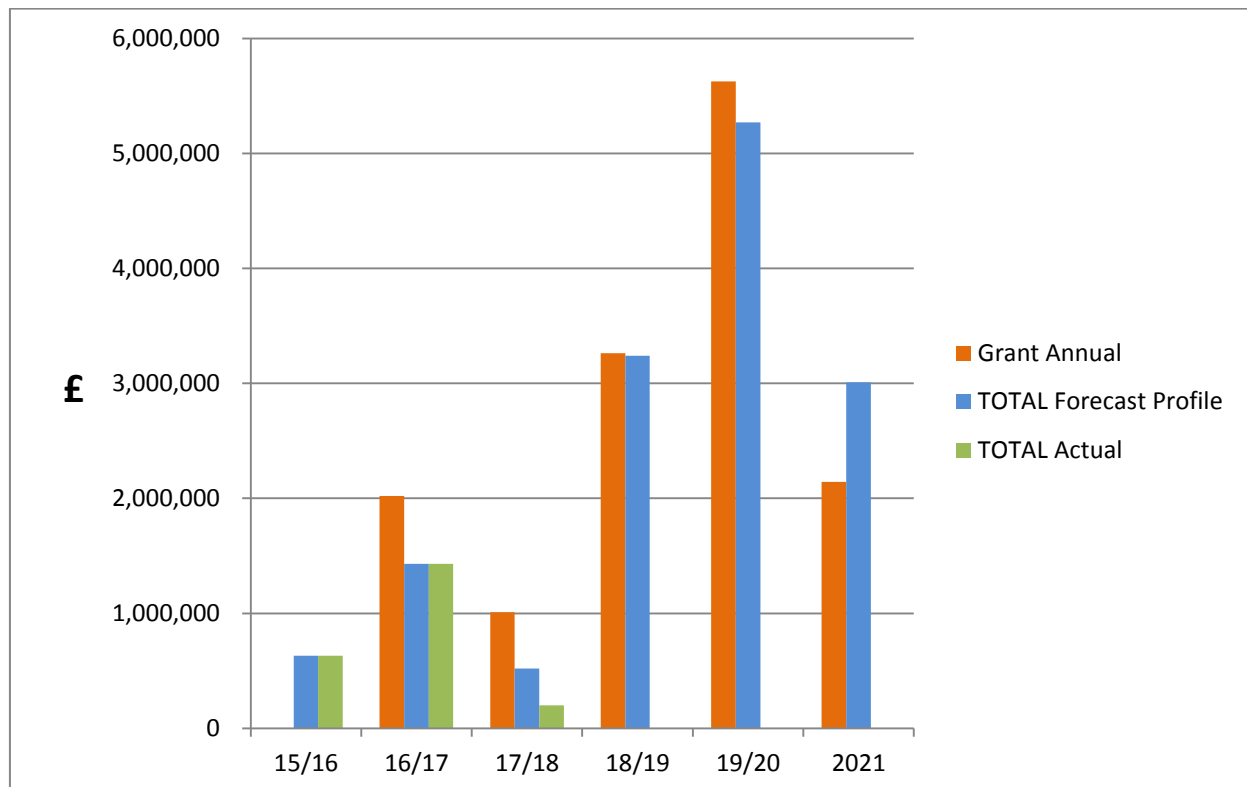


Figure 2a

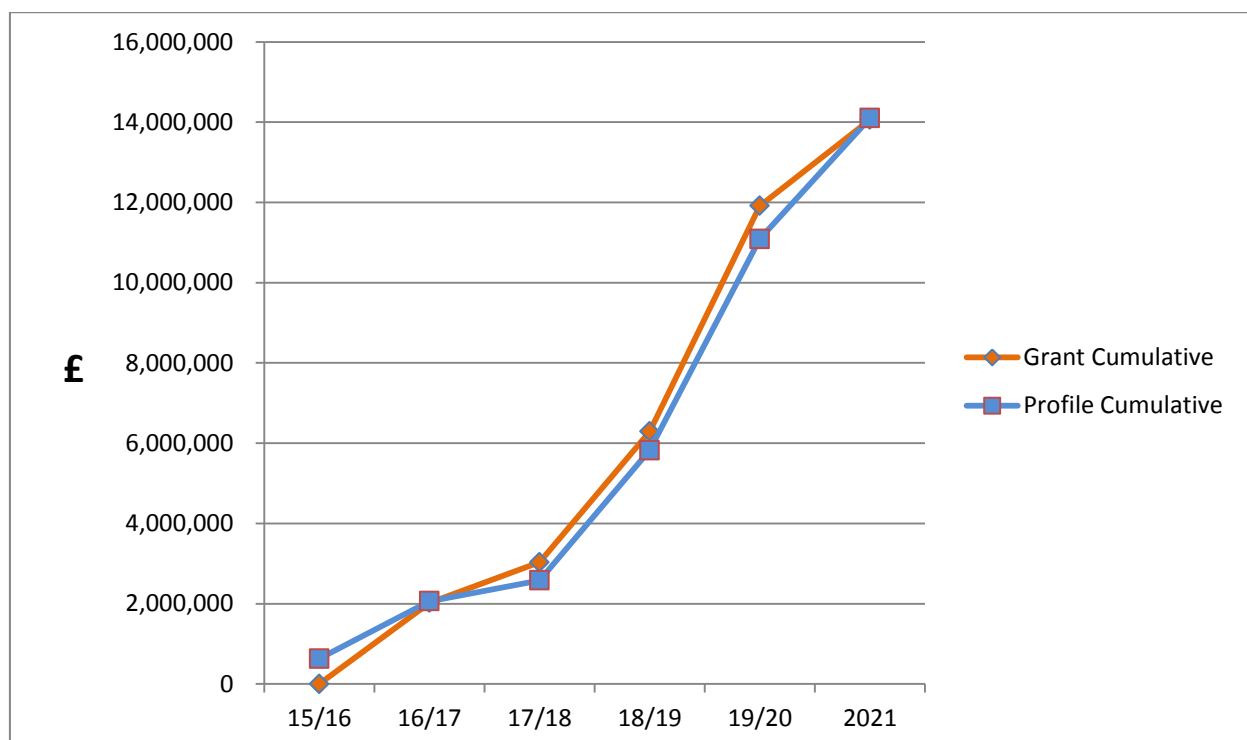


Figure 2b

6. DfT Retained Projects Summary

6.1 The following projects have been retained by the DfT which require project status reporting as well as controlling the grant payments. Chippenham Station Hub is in the process of being moved to the LGF pot, but is reported here while this process is underway:

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

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

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

6.4 Spend is broadly following the profile agreed with DfT, though there is an increasing risk as we near the end of the financial year that actual spend will not be as much as forecast spend for 2017/18.

Table 3

		15/16	16/17	Q1 17/18	Q2 17/18	Q3 17/18	Q4 17/18	Total 17/18	18/19	19/20	20/21	TOTAL
Chippenham Station Hub	Revised Grant Request	350,000						2,750,000	5,000,000	7,900,000		16,000,000
	Forecast Profile Spend	27,900	114,000	0		1,000,000	1,368,100	2,368,100	5,000,000	5,000,000	3,490,000	16,000,000
	Actual Spend to Date	27,900	114,000		76,135	46,517		122,652				264,552
Wichelstowe Southern Access	Revised Grant Request							200,000	2,700,000	10,000,000	10,000,000	22,900,000
	Forecast Profile Spend	0	0	23,000	50,000	127,000		200,000	2,470,000	10,230,000	10,000,000	22,900,000
	Actual Spend to Date	0	0	23,000	50,000	45,000		118,000				118,000
New Eastern Villages - Business Case	Original Grant Request	500,000										500,000
	Forecast Profile Spend	381,900	118,100					0				500,000
	Actual Spend to Date	381,900	118,100					0				500,000
New Eastern Villages - White Hart Junction	Revised Grant Request		600,000					400,000		11,000,000	10,500,000	22,500,000
	Forecast Profile Spend	0	28,000	5,000	19,000	100,000	853,000	977,000		11,000,000	10,495,000	22,500,000
	Actual Spend to Date	0	28,000	5,000	19,000	49,000		73,000				101,000
New Eastern Villages - Southern Connector Road	Original Grant Request									5,800,000	5,800,000	11,600,000
	Forecast Profile Spend	0	0					0		5,800,000	5,800,000	11,600,000
	Actual Spend to Date	0	0					0				0
	Grant Annual	850,000	600,000					3,350,000	7,700,000	34,700,000	26,300,000	73,500,000
	TOTAL Forecast Profile	409,800	260,100	28,000	69,000	1,227,000	2,221,100	3,545,100	7,470,000	32,030,000	29,785,000	73,500,000
	TOTAL Actual	409,800	260,100	28,000	145,135	140,517	0	313,652	0	0	0	983,552

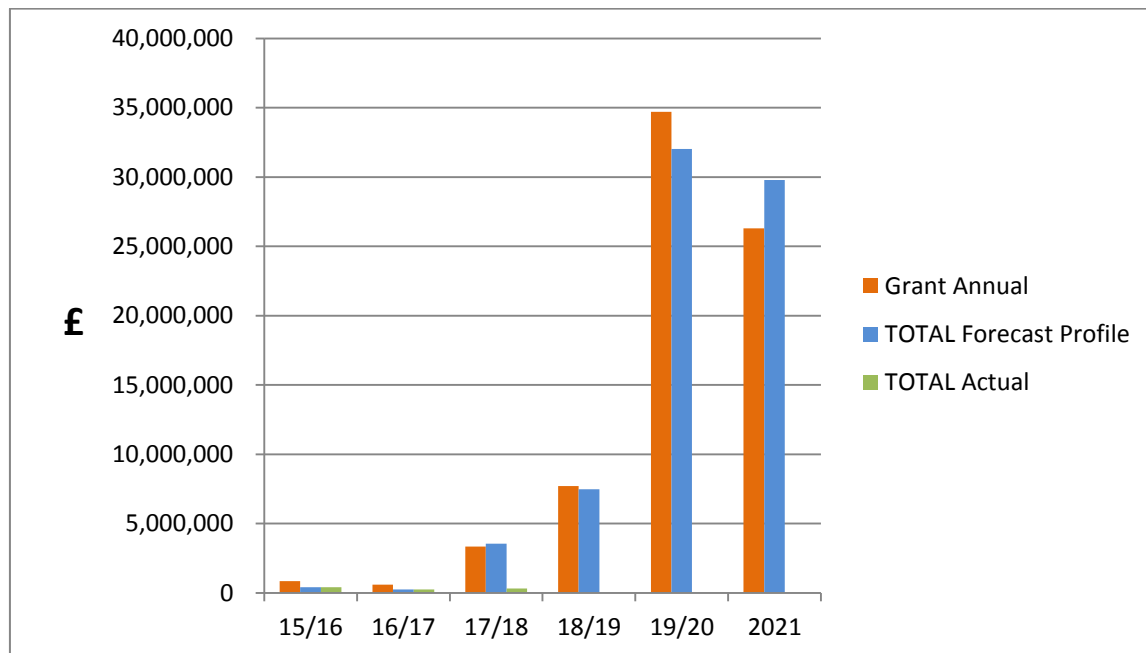


Figure 3a

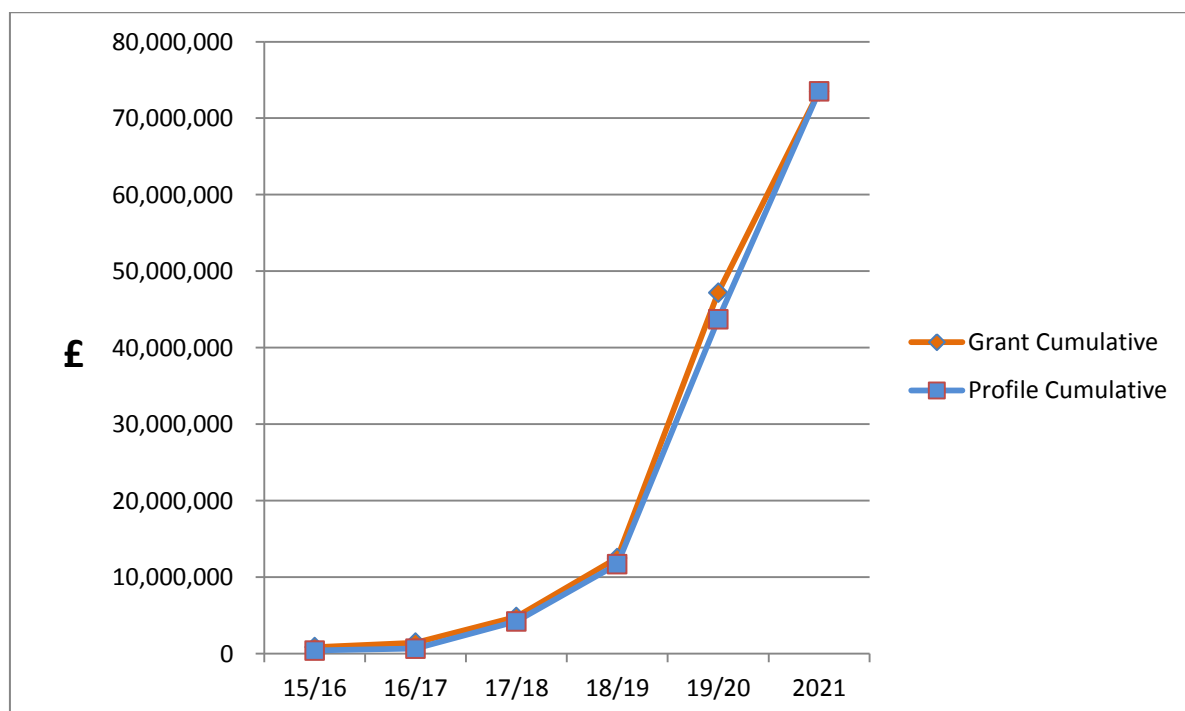


Figure 3b



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Meeting & Date:	SWLEP Board - Wednesday, 24 January 2018		
Subject:	Growing Places Infrastructure Fund (GPIF)		
Attachments:	None		
Author:	Adam Schallamach Debby Skellern	Total no of sheets: (inc cover sheet)	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. This paper updates the SWLEP Board on the Growing Places Infrastructure Fund (GPIF) call and next steps for the GPIF Investment Working Group.

2. Summary

- 2.1. Since the last update to the Board on 17 November 2017, work has continued to progress one GPIF loan as the result of the open call in June 2017 with the negotiation of one loan agreement near completion.
- 2.2. The GPIF Investment Group met on 9 January 2018: to review progress of the June call; consider lessons learned; to agree next steps in terms of the development of an investment strategy to underpin future calls to the GPIF scheme; and discuss progress on recruitment to the Investment and Export post.

3. June call progress

- 3.1. Work between the Legal Team at Wiltshire Council, acting as the SWLEP's Accountable Body, and the applicant's solicitors has kept apace to finalise the terms of the loan agreement. At the time of writing (11 January 2018) the agreement is with the applicant for its review and sign off.
- 3.2. The GPIF loan agreement under negotiation is for £1.279m. Interest payments will commence upon payment to the applicant with capital repayments commencing in September 2019. The loan will be paid back in full by 31 March 2021.

4. Lessons learned

4.1. The GPIF Investment Working Group discussed the lessons learned from the June call (Appendix 1) in terms of:

- the prospectus and application process;
- ITA appraisal;
- State Aid;
- Interest rate setting;
- loan agreement negotiation; and
- the role of the GPIF Investment Working Group.

5. Next steps

5.1. Work has been undertaken to review the status of existing GPIF allocations and as a result all existing allocations will be returned to the GPIF pot in full (Table 1). At its meeting on 9 January 2018, the GPIF Investment Working Group therefore discussed the need to develop an Investment Strategy to underpin future calls to the GPIF programme. Proposals will be presented to the SWLEP Board in March 2018.

Table 1: Existing GPIF allocation

Project	Applicant	Status	GPIF allocation (m)¹
Castledown	Wiltshire Council	On loan, to be returned by 31 Mar 2018	£2.535
Kimmerfields Union Square	Swindon Borough Council	De-allocated Dec 2017	£4.5
J16 Wichelstowe,	Swindon Borough Council	De-allocated Dec 2017	£2.5
Park Lane Corsham,	Bath ASU	De-allocated Dec 2017	£1.850
One loan agreement	June 2017 call	Subject to loan agreement finalisation	£1.279

¹ The sum of the allocations is greater than the total GPIF programme as allocations were made according to cash flow over time.



6. Recruitment

- 6.1. The deadline for applications for the Head of Investment and Export was 22 December 2017 and initial interviews were scheduled for 19 January 2018.

7. Recommendations

The SWLEP Board is asked to:

- 7.1. Note the progress toward the issue of a the loan agreement from the June 2017 call;
- 7.2. Note that the existing loan allocations have been or are in the process of being returned, re-establishing the original fund for allocation against an investment strategy;
- 7.3. Note that the GPIF investment strategy and a linked future GPIF call programme are in development; and
- 7.4. Note the recruitment process and timeline for the Head of Investment and Export position.

Appendix 1: Lessons learned from the GPIF call June 2017

Activity	Lessons learned
Prospectus and application process	<p>The call prospectus to highlight the need for transparency throughout the application stages to support smooth and swift loan agreement negotiations. Confidentiality agreements to be offered from the start where necessary.</p> <p>The application process and forms were viewed positively by applicants and the GPIF Investment Working Group. However, greater information could be requested at stage 1 of the application process regarding security and ownership arrangements.</p>
ITA Appraisal	<p>The role of the Independent Technical Adviser did not cover all aspects of the appraisal and state aid review and financial appraisal of applications were undertaken by the Accountable Body.</p> <p>It was proposed that in future that the ITA would be brought in further along the application process with more appraisal work undertaken initially by staff.</p>
State Aid	A process to evaluate State Aid had been developed through the call and had worked well.
Interest rate setting	Expectations regarding the interest rate offered would need to be managed; loans did not have to be offered at a full commercial rate but that they would be above the EU reference rate according to the specific nature of the application and financial status of the applicant.
Loan agreement negotiation	Security and ownership remains the most significant issue in terms of issuing a loan agreement.
GPIF Investment Working Group	<p>The GPIF Investment Working Group had worked well and had come together at short notice when required to do so. In the future when calls were live, additional meetings would be scheduled in advance.</p> <p>The Terms of Reference for the group would need to be amended to cover additional work beyond managing the June 2017 call.</p>



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 Swindon & Wiltshire LOCAL ENTERPRISE PARTNERSHIP	Board Meeting 24 January 2018 Paper Number 1.12
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Meeting & Date:	SWLEP Board Meeting – Wednesday, 24 January, 2018		
Subject:	Marketing and Communications update		
Attachments:			
Author:	Tom Bown	Total no of sheets:	9

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

2. Summary

- 2.1. Online engagement continues to grow – Twitter activity increased to a total of 40.5k impressions in November and December, an increase of +39% on the previous two months
- 2.2. The first of a series of e-books has been published, showcasing Swindon & Wiltshire leading the way on hydrogen technology in the UK and new Digital Campaigns with media partners are delivering enhanced engagement.
- 2.3. There is a noticeable increase in engagement with the media, including press coverage on our Employers Survey in the Gazette & Herald and Salisbury Journal. Also, there have been two interviews with BBC Wiltshire.
- 2.4. A series of local Event and Award sponsorships are confirmed for 2018.
- 2.5. Work is underway to identify potential locations for our 2018 Annual Conference with a provisional date set of 4 October 2018.

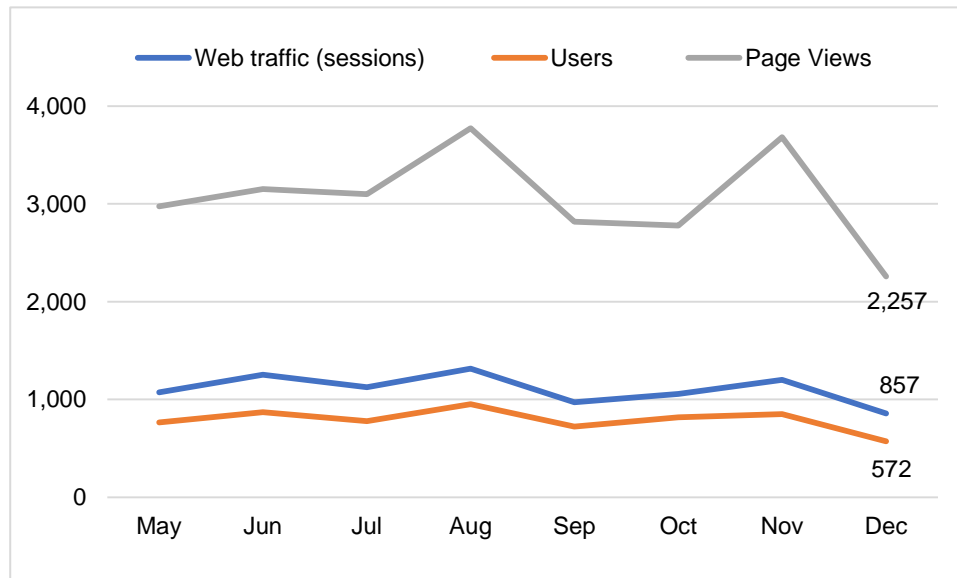
3. Recommendations

- 3.1. This paper is for information only.

4. Detail

- 4.1. Online Engagement

4.1.1. SWLEP Website

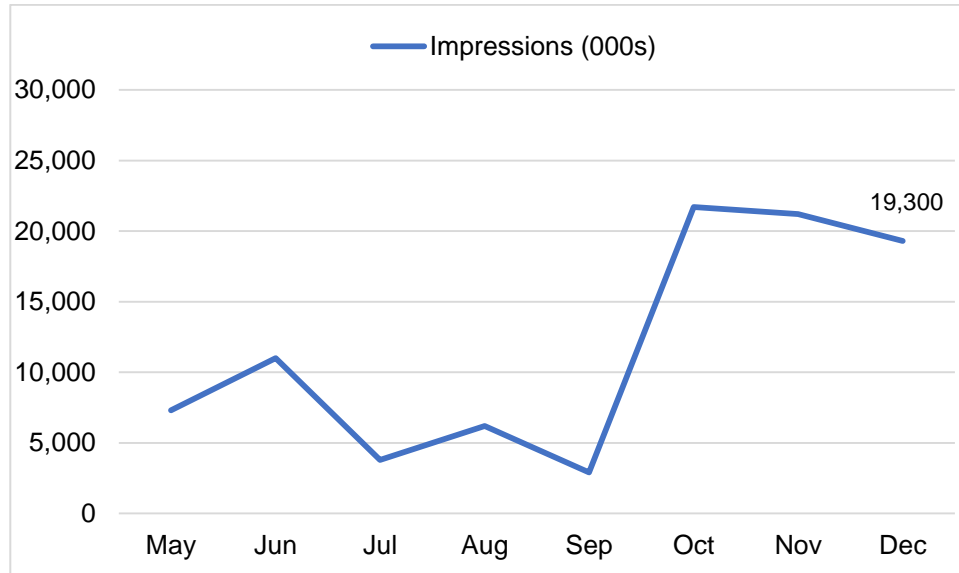


- Website traffic increased by 1% in the period November-December 2017 with 2,057 sessions (the period of time a user is actively engaged in the site);
- The average session time (time spent on the website) increased by 5%.
- However, whilst sessions and dwell time increased, there was a noticeable decrease in the number of new visitors.
- These data support the need for a reworking of the existing site and the creation of a new website planned for the first quarter of this year.

4.1.2. Social media

	Sept-Oct	Nov-Dec	
Web traffic (sessions)	2,029	2,057	1%
Users	1,540	1,424	-8%
Page Views	5,595	5,939	6%
New Visitors (sessions)	1,469	1,211	-18%
Avg. Session Duration	00:02:34	00:02:41	5%

	Sept-Oct	Nov-Dec		Followers
Tweets	46	59	22%	2,037
Retweets	65	121	46%	
Impressions	24,600	40,500	39%	



- Twitter activity increased to a total of 40.5k impressions in November and December, an increase of +39% on the previous two months. The tweet with the highest impressions (3,134) was on 29 December 2017 announcing Board member, Shahina Johnson's MBE.
- Our LinkedIn audience and engagement continues to grow with regular weekly connection requests. Our audience currently stands at 1,198 connections.
- Further development is required for our YouTube Channel setup, as part of the wider revision of the Marketing and Communications Strategy. The aim is to bring the proposed revised strategy to the Board for approval in March.
- Within the strategy we will be seeking to maximise the impact of the new digital platform for the SWLEP, including the Growth Hub and enhancing engagement on Social Media.
- The top Tweets are shown below:



Top Tweets	Impressions
<p>SWLEP @SWLEP · Dec 29 Board Member @CreateShahina awarded MBE in 2018 #NewYearsHonours bit.ly/2Eg8yfb @swindonadver @WiltsBusiness @Swindon247 @DailyWILTSHIRE @WiltshireNews @wiltsgazette @HeartWilts @TBESW @BBCWiltshire @bbcpointswest @BusinessBiscuit @wiltshiretimes @SwindonBiz @SpireFM pic.twitter.com/UUaojpJ0j4 View Tweet activity</p>	3,134
<p>SWLEP @SWLEP · Dec 7 We're recruiting for a new Head of Investment and Export. For info and to apply visit: crwd.fr/2ADZG50 @fsbSomAndWilts @TValleyChamber @aliedgar13 @devizeschamber @salisburybid @Inspire_Biz @ChippenhamBID @inswindon @SBYChamber @The_IoD @ICAEW @HigherFuturesUK pic.twitter.com/mmho81lx2c View Tweet activity</p>	1,561
<p>Are you a small business with a big heart? Shout about your CSR and apply for the #WBizAwards18 crwd.fr/2ynbjYj @SW_GrowthHub @WiltsBusiness @swindonadver @wiltshiretimes @wiltsgazette pic.twitter.com/872ICnZigv View Tweet activity</p>	
<p>SWLEP @SWLEP · Dec 7 We're recruiting for a new Head of Investment and Export. For info and to apply visit: crwd.fr/2ADZG50 @SW_GrowthHub @CorshamChamber pic.twitter.com/wYlh5hDQXj View Tweet activity</p>	1,400
<p>SWLEP @SWLEP · Dec 8 Farm diversification? Opening up the historic landscape in Wiltshire to visitors? Upgrading a tourism attraction? You ought to consider a Rural Growth Programme rural tourism grant to support your investment. #farming #Wiltshire @VisitWiltshire #Swindon #RDPE pic.twitter.com/I9jyCQn3ie View Tweet activity</p>	1,219

4.2. Marketing

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

- [Open Access Government November 2017](#) “Adapting defence technology to business enterprise” two-page article (page 384 & 385) and inside back cover advert ‘We champion local growth’ (page 413)



- Wiltshire Business December 2017 (as part of our sponsorship of the 2018 Wiltshire Business Awards) one page advert featuring the Growth Hub with print and online tracking
- Festival of Engineering brochure (3 November 2017)
- 4.2.2 The first of a series of [e-books](#) has been published, showcasing Swindon & Wiltshire leading the way on hydrogen technology in the UK and as the perfect location for New Energy vehicle research.
- 4.2.3 A digital campaign was delivered in December working with Insider Media and their South West Business Insider daily e-newsletter to promote the recruitment of our Head of Investment and Export Role. This delivered 53,851 impressions and 67 clickthroughs across a two-week period.
- 4.2.4 Work in progress includes:
 - Adapting defence technology to business enterprise & autonomous unmanned vehicles two-page article in the February edition of Open Access Government;
 - 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;
 - 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 and the Public Sector;
 - Ongoing print and online campaign with Newsquest as part of our sponsorship of the Wiltshire Business Awards;
 - Support for the promotion of the South West Rural Productivity Commission and its extension to a national approach working through the LEP Network;
 - Digital campaign with Insider Media to increase engagement with the Higher Education Skills survey; and
 - Growth Hub Marketing Campaign, including online and print working with Business Biscuit, The Business Exchange and Insider Media.
- 4.3. Events and Awards sponsorship
 - 4.3.1. The SWLEP is sponsoring the following awards and events:
 - Female Entrepreneur of the Year award in the 2018 [South West Business Awards](#) (18 January 2018);
 - Sponsorship of the [Swindon Jobfest 2018](#) (6 March 2018);
 - [Wiltshire Business Awards](#) 'Corporate, Social and Environmental Responsibility Business Award'. Awards dinner Friday, 20 April 2018;
 - Headline Sponsor of The Techies Swindon & Wiltshire 2018 organised by The Business Exchange Swindon & Wiltshire (May 2018);
 - Headline Sponsor of the [Swindon & Wiltshire Women in Business Conference 2018](#);

- Headline Sponsor of the [South Wilts Business Expo](#) (25 April 2018);
- Headline Sponsor of the [South Wilts Business of the Year Awards](#) (21 June 2018); and
- Growth Hub and Higher Futures will be exhibiting at the [Corsham Business Show](#).

4.4. Engagement

- 4.4.1. A provisional date has been set for the 2018 Annual Conference of 4 October 2018. Currently the focus of work is identifying potential venues in South Wiltshire and obtaining quotes. There has been some soft market testing with event management companies, which will be followed up by a formal procurement exercise.
- 4.4.2. This work is connected to the production of the 2018 Annual report and as was the practice in 2017, we will assemble a project group, led by a SWLEP Board member to oversee this work.
- 4.4.3. It is anticipated the proposals for the group will come to the March Board meeting.

4.5. Communication

- 4.5.1. The following press releases were issued to local media:

- [European Structural & Investment Funds \(ESIF\) 2017 Conference](#) (20 November 2017)
- [Industrial Strategy – Opportunities for Swindon & Wiltshire](#) (30 November 2017)
- [Growth Hub Appoints New Manager](#) (19 December 2017)
- [What does 2018 look like for Swindon and Wiltshire?](#) (20 December 2017)
- [New Year Honours 2018 recognise Swindon & Wiltshire Arts Excellence](#) (29 December 2017)
- [Have Your Say on University Level Skills Provision in Swindon and Wiltshire](#) (3 January 2018)

- 4.5.2 Media interviews and coverage:

- 26 November 2017 Interview with Paddy Bradley on BBC Wiltshire Breakfast programme about skills development in Swindon & Wiltshire and the redevelopment of Wiltshire College's Salisbury Campus
- 4 January 2018 Interview with Beverley Ford Managing Director of Rota Val on BBC Wiltshire Drivetime programme about the skills gap and the importance of higher level skills
- 11 January 2018 Salisbury Journal Business pages 'Have a Say On University'
- 12 January 2018 Gazette and Herald – Employers' Survey
- Work in progress includes:



Swindon & Wiltshire
LOCAL ENTERPRISE PARTNERSHIP

**Board Meeting
24 January 2018
Paper Number 1.12**

- Working with Wiltshire Council Communications team and stakeholders to prepare for publicity events at Porton Science Park in line with the forthcoming official opening;
- Gary Lawrence (former Newsquest Editor for Oxfordshire and Wiltshire) has started some initial work on our Media Strategy. He has produced a draft report and discussions are underway to finalise the report and discuss next steps.



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Meeting & Date:	SWLEP Board Meeting – Wednesday, 24 January 2018		
Subject:	Update on European Investment and Structural Fund 2014-2020 programme		
Attachments:	None		
Author:	Julian Head	Total no of sheets:	3

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

1. The EU-UK report agreed at the end of the first phase of Brexit negotiations in December 2017 indicates to the Managing Authorities that EU-programmes ought to remain in place until their natural end in 2020. It is understood that this may not be confirmed by government until March 2018 – so reliance on the HM Treasury guarantee to contracted projects remains.
2. Managing Authorities are considering which further calls should be made now, whilst waiting for ministers to make announcements about the transition agreed in the EU-UK report.
3. Partnership officers are currently reviewing performance of ERDF Priority 3 projects, which provide business support and advice services linked to Growth Hub, in preparation for calls for projects that will run from 2019 onwards.

Looking forward - European Regional Development Fund (ERDF)

4. The Technical Assistance project team are busy promoting three new calls made by government over the Christmas period. Publicising calls and meeting with potential applicants in the reduced time available, and across the winter break may weaken or reduce responses calls.
5. Two full applications are expected in February, from Swindon Borough Council for the Invest & Grow strategic investment project; and from Wiltshire Council for The Enterprise Network's planned workspaces at Salisbury Old Fire Station and Swindon Carriageworks.
6. At least one call is due to be made by March 2018 for Exporting, though unless the transition period is confirmed, there may need to be more calls in order to meet the criteria of the HM Treasury guarantee. The proposed calls are:

Priority	Call Name	ERDF value and type	Call publish date	Close date	Project start – approx.
1 (R&D)	Digital industries	£0.5m cap or rev	8 Dec 17	26 Jan 18	Nov 2018
4 (Low Carbon)	Open call – <i>focus on hydrogen</i>	£2.75m cap or rev	8 Dec 17	26 Jan 18	Nov 2018
	Energy efficiency for business	Up to £1m	8 Dec 17	26 Jan 18	Nov 2018
3 (SME Growth)	Exporting support	Up to 0.75m	March 2018	8 weeks	Jan 19
1 (R&D)	Research infrastructure	Up to £2.2m	<i>Timing is dependent on status of ERDF programme. Given EU-UK report and proposed transition deal it may be that these calls can be published later in 2018 because the programmes will be in place until at least 2020.</i>		
3 (SME Growth)	Business Support / SME Growth	Approx. £1.1m			

Looking forward - European Social Fund (ESF)

7. Work is ongoing to ensure that priorities established at a local strategic level can progress to call. The main considerations are concerned with match funding and project design. Officers are working with the ESFA¹, DWP² on scoping exercises, including extending or growing projects, addressing national priorities for Inclusive Labour Markets and considering how apprenticeship financing can be complemented by ESF projects.
8. Whilst £4.28m ESF remains the nominal uncommitted local allocation, it is now clear that some ESFA co-funded projects are significantly behind profile and will be reduced in scale unless they can be extended as has been suggested.
9. Underspend from terminated projects will shortly be 'repatriated' to the local allocation, with the £4.28m figure likely to rise to over £5.5m. The government's transition arrangements are therefore critical to planning on skills provision in the area.

RDPE Growth Programme

10. The Rural Payments Agency (RPA) has extended the duration of the programme, so that expressions of interest can now be made up to 31 May 2018³. To date there have been no proposals to the food and drink processing call, and though tourism and business development proposals have been made, the low number of proposals seems to reflect business' reticence to invest at a time of potential economic upheaval from changing trade.

¹ Education and Skills Funding Agency

² Dept. Work and Pensions

³ Extended from 31 January 2018

Swindon and Wiltshire ERDF Technical Assistance project

11. Over 70 people attended an informative annual event at Lackham House, Lacock on 30 November 2017 where the projects showcased activity, with guest speakers from BusinessWest, SW Manufacturing Advisory service and the SW Rural Commission looking ahead to the what Industrial Strategy and economic programmes should focus on to prepare for the challenges ahead.
12. The project has recently held information sessions for the Low Carbon and Digital Industries calls, as well as establishing a Delivery Group to help Growth Hub coordinate and integrate its offer with externally governed projects that work for business growth in the area.



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Meeting & Date:	SWLEP Board Meeting – Wednesday, 24 January 2018		
Subject:	Finance Report		
Attachments:	None		
Author:	Leanne Sykes	Total no of sheets: (inc cover sheet)	4

Papers are provided for:	Approval <input type="checkbox"/>	Discussion <input type="checkbox"/>	Information <input checked="" type="checkbox"/>
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Summary & Recommendation:
SWELP Projects
Growing Places Investment Fund (GPIF)

Brought forward from 16/17 £6.141m
 Loan Repayments £2.535m
 Planned spend in 17/18 £1.279m
 Forecast balance as at 31st March 2018 £7.397m

Higher Futures / Growth Hub / Careers and Enterprise Co.

On line, no forecast variances.

Local Growth Fund

Update provided in separate report.

SWLEP General Account

Brought forward £0.327m

Core funding £0.500m received.

Overall forecasting an underspend of £0.106m. This is £0.074m more than Budgeted for.

Forecasting an overspend on Media Support of circa £0.050m due to increased activity, including the annual conference.

A total of £0.205m has been allocated and committed to Subgroups, with £0.045m unallocated. Forecasting a total underspend on Subgroups of £0.120m, £0.045m not allocated and £0.075m against Transport Infrastructure Subgroup for the Rail Strategy due to delays with procurement.

Board Report - SWLEP Projects 2017/2018	Proposed Budget	Year to Date			Forecast
		Profiled Budget	Actual as at 31/12/17	Variance	
<i>Growing Places Capital</i>					
Forecast Balance b/f 2016/2017	£6,141,237	£6,141,237	£6,141,237	£0	£6,141,237
Loan Repayments	£0	£0	£0	£0	£2,535,000
Total Income	£6,141,237	£6,141,237	£6,141,237	£0	£8,676,237
Park Lane Corsham	£1,850,000	£1,850,000	£0	£1,850,000	£0
Opencall	£1,000,000	£1,000,000	£0	£1,000,000	£1,279,235
Total Expenditure	£2,850,000	£2,850,000	£0	£2,850,000	£1,279,235
Balance Growing Places Capital	£3,291,237	£3,291,237	£6,141,237	£2,850,000	£7,397,002
<i>Growing Places Revenue</i>					
Forecast Balance b/f 2016/2017	£532,575	£532,575	£532,575	£0	£532,575
Consultants	£20,000	£15,000	£12,000	£3,000	£20,000
Legal Fees	£20,000	£15,000	£1,259	£13,742	£20,000
Strategic Investment Manager	£54,200	£57,825	£0	£57,825	£54,200
Total Expenditure	£94,200	£87,825	£13,259	£74,567	£94,200
Balance Growing Places Revenue	£438,375	£444,750	£519,317	£74,567	£438,375
<i>Higher Futures</i>					
Forecast Balance b/f 2016/2017	£698,169	£698,169	£698,169	£0	£698,169
Total Expenditure	£337,100	£252,825	£146,621	£106,204	£337,100
Balance City Deal	£361,069	£445,344	£551,548	£106,204	£361,069
<i>Growth Hub</i>					
Forecast Balance b/f 2016/2017	£10,000	£10,000	£10,000	£0	£10,000
Total Income	£205,000	£169,000	£169,000	£0	£205,000
Total Expenditure	£215,000	£179,000	£203,294	£24,294	£215,000
Balance Growth Hub	£0	£0	£24,294	£24,294	£0
<i>Careers & Enterprise</i>					
Forecast Balance b/f 2016/2017	£38,127	£38,127	£38,127	£0	£38,127
Total Income	£75,873	£37,937	£37,825	£112	£75,873
Total Expenditure	£114,000	£57,000	£44,875	£12,125	£114,000
Balance Careers & Enterprise	£0	£19,064	£31,077	£12,013	£0

Board Report - General Account 2017/2018	Proposed Budget	Year to Date			Forecast
		Profiled Budget	Actual as at 31/12/17	Variance	
SWLEP General Account					
Central Government					
BIS Core Funding	£250,000	£250,000	£250,000	£0	£250,000
Capacity Funding	£250,000	£250,000	£250,000	£0	£250,000
Partner Contributions					
Forecast Balance b/f 2016/2017 DCLG	£327,265	£327,265	£327,265	£0	£327,265
Interest 2017/2018	£50,000	£0	£0	£0	£50,000
Total Income	£877,265	£827,265	£827,265	£0	£877,265
Governance					
Board Development	£10,000	£6,000	£9,766	£3,766	£10,000
Board Expenses	£15,000	£11,000	£3,651	£7,349	£15,000
Accountable Body Charge	£50,000	£0	£0	£0	£50,000
Administration					
SWLEP Staffing	£409,000	£306,750	£315,769	£9,019	£419,000
Communications/Marketing					
Media Support	£60,000	£50,000	£94,384	£44,384	£110,384
Projects					
Sub Group:	£45,000	£0	£0	£0	£0
Transport Improvement	£75,000	£0	£0	£0	£0
Business Development		£0	£3,597	£3,597	£3,597
Digital Capability	£40,000	£0	£0	£0	£40,000
Skills and Talent	£45,000	£0	£0	£0	£45,000
Place Shaping	£25,000	£25,000	£25,000	£0	£25,000
Independent Technical Advisors	£25,000	£18,750	£0	£18,750	£17,000
Policy Development - Economic Assessment	£40,000	£25,000	£14,482	£10,518	£30,000
LEP Network	£6,000	£6,000	£6,000	£0	£6,000
Total Expenditure	£845,000	£448,500	£472,649	£24,149	£770,981
Balance SWLEP General Account	£32,265	£378,765	£354,616	£24,149	£106,284