

5.0 AGENDA

Board Meeting

Date: Thursday, 24 May 2018

Venue: Auditorium, Aspire Business Centre, Ordnance Road, Tidworth, SP9 7QD

Membership:	Amanda Burnside (AB) / Col Andrew Dawes (AD) / Doug Gale (DG) / George Gill (GG) / Shahina Johnson MBE (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) / Susie Kemp (SK)
Observers:	Cllr John Thomson / Cllr Oliver Donachie
In Attendance:	Paddy Bradley (PB) / Parvis Khansari (PK) / Tim Martienssen (TM) / Leanne Sykes (LS) / Philippa Venables (PV)
Apologies:	Adam Schallamach (AS), sabbatical / Mark Smith (MS)
Guests:	Tom Bown (TC) / Phil Clement (PC) / Alex Crook (ACr), BEIS / Ian Durston (ID) / Jason Humm, SBC / Debby Skellern (DS) / Sally Burnett (SB)
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"> Re-election of Board Members Draft Board Minutes of 21 March 2018 Matters Arising not covered in the agenda Chairman's update Director's Report 	Verbal 5.1 Verbal 5.2 5.3	JM JM JM PB	For approval For approval For information For information For information
3.0	9.45am	Submitted Questions	5.4	JM	
4.0	10am	Strategic Developments			
4.1	10am	Industrial Strategy – initial findings <ul style="list-style-type: none"> Local Economic Assessment 	5.5	DS	For information
4.2		<ul style="list-style-type: none"> Draft Higher Education Strategy 	5.6 Presentation	AB / SB	For discussion
4.3		<ul style="list-style-type: none"> Digital Strategy 	5.7	GG / PB	For information
4.4		<ul style="list-style-type: none"> Regional Collaboration 	5.8	PB	For discussion

Item	Timing	Topic	Paper No.	Lead	Type of Report
4.5	10.40am	Governance <ul style="list-style-type: none"> SWLEP operating model 	5.9	JM / PB	For discussion
	11am	Comfort Break			
	11.10am	Strategic Developments (cont'd)			
4.6	11.10am	Local Growth Deal <ul style="list-style-type: none"> Commissioning Group Project Highlight reports 	5.10	ID	For discussion
4.7		<ul style="list-style-type: none"> Swindon Bus Boulevard 	5.11 Presentation	ID PV / JH	For approval
4.8		<ul style="list-style-type: none"> Wichelstowe Southern Access Outline Business Case 	5.12	ID	For approval
4.9		<ul style="list-style-type: none"> Wiltshire College, Salisbury Campus Full Business Case 	5.13	ID	For approval
4.10	11.55am	<ul style="list-style-type: none"> Finance Report – LGD Budget and profiling 	5.14	ID	For approval
5.0	12 noon	SWLEP Core Activity			
5.1	12 noon	Finance Report – SWLEP General Account and other Programmes	5.15	PB / LS	For information
6.0	12.05pm	AOB Date of next Board meeting: Wednesday, 25 July 2018 City Hall, Malthouse Lane, Salisbury, SP2 7TU Future meeting dates: Wednesday, 19 September 2018 Location to be confirmed Wednesday, 28 November 2018 Location to be confirmed Board Meeting in 2019 Wednesday, 23 January 2019 Wednesday, 20 March 2019 Thursday, 23 May 2019 Wednesday, 24 July 2019 Thursday, 26 September 2019 Wednesday, 27 November 2019		JM	



Item	Timing	Topic	Paper No.	Lead	Type of Report
		Confidential Item The public are excluded from this part of the meeting under the terms of the Swindon and Wiltshire Local Enterprise Partnership Assurance Framework Appendix C, which describes reasons for exclusion of access by the public to meetings and /or reports. In this case the matters discussed will include a disclosure of confidential information.			
		Close of Part One Meeting			
		Part 2 Meeting			
7.0	12.10pm	Growing Places Infrastructure Fund (GPIF) update	5.16	AR / PC	For approval
	12.30pm	Close of Part 2 Meeting and lunch			



Attendees	<p>Board: Amanda Burnside (AB) – left 12.30pm / Col Andrew Dawes (AD) – joined meeting at 11.30am / Doug Gale (DG) / Shahina Johnson MBE (SJ) – left 12.30pm / John Mortimer (JM) / Vic O'Brien (VO) / Alex Reed (AR) / David Renard (DR) / Baroness Scott of Bybrook OBE (JS) – left at 12 noon / Mark Smith (MS) / Peter Wragg (PW)</p> <p>Advisors: John Gilbert (JG)</p> <p>Observers: Oliver Donachie (OD) / John Thomson (JT) – left 11.55am</p> <p>Secretariat: Paddy Bradley (PB) / Parvis Khansari (PK) / Tim Martienssen (TM) / Philippa Venables (PV)</p> <p>Others: Tom Bown (TB) / Ian Durston (ID) / Debby Skellern (DS) / Phil Clement</p> <p>Guests: Lt Guy Benson – representing Col Andrew Dawes / Jason Humm and Simon Bridgen, Swindon Borough Council</p>
Apologies	Alex Crook (ACr), BEIS / Alistair Cunningham / Col Andrew Dawes until 11.30am / George Gill / Parvis Khansari / Tim Martienssen / Adam Schallamach / Leanne Sykes (LS) / Jonathan Webber (JW)
Chair	John Mortimer (JM)
Minutes	Deborah House (DKH)
Venue	WRc offices, Frankland Road, Blagrove, Swindon, SN5 8YF
Start time	9.50am
Finish time	12.30pm

Item	Summary of Issues Discussed and Decisions – Part I	Deadline
1.0	Welcome and Introductions, Conflicts of Interest	
	<p>The Chairman welcomed all those present to the meeting, in particular Phil Clement to his first SWLEP Board Meeting and to Trudie Clarkson on her return from long-term illness.</p> <p>Conflicts of Interest – All members had sight of the SWLEP Conflicts of Interest policy with print outs on the table. The following Conflicts were declared:</p> <p>JM – with the proposed development of M4 Junction 17 and with possible applicant to the GPIF fund through his employment with CLA;</p> <p>SJ - Create Studios was a named partner in the Institute of Technology (IoT) bid;</p> <p>AB – in her role as the Principal of Wiltshire College with its funding from LGF 3;</p> <p>AR – Catalent was an anchor organisation for the IoT bid; and</p> <p>PW – as Chair of Visit Wiltshire Board regarding a possible application for GPIF loan.</p> <p>Thanks were extended to MS for hosting the Board meeting at the offices of WRc and he gave a general overview presentation to the members.</p> <p>Apologies given were noted. It was noted that Col Andrew Dawes was hoping to join the meeting later but was dealing with issues in Salisbury. In</p>	



	the meantime, Lt Col Guy Benson was representing him until his arrival. TM and PK were also absent owing to the ongoing Salisbury situation. Adam Schallamach had taken a role in Luxembourg which would absent him from the Board until September 2018.	
2.0	Board Minutes and Chairman's update	
	<p>Temporary Cover for the role of Deputy Chairman This necessity had arisen because AS would be working in Luxembourg for the next six months, but wanted to retain his role and remain in contact with SWLEP. SWLEP therefore needed to appoint temporary cover for the Deputy Chairman's duties covering meetings from March until September 2018. JM proposed Peter Wragg in this role.</p> <p>The Board approved the recommendations to: support the proposal to provide temporary cover during the Deputy Chairman's absence; and elect a member to assume the role of temporary Deputy Chair covering the Board meetings from March until September 2018 inclusive and subject to review according to circumstances. Peter Wragg was duly elected to cover Adam Schallamach's temporary absence.</p> <p>The minutes of the meeting held on 24 January 2018 were presented for consideration. It was,</p> <p>Resolved: To APPROVE and sign the minutes as a true and correct record.</p> <p>Matters Arising Item 4.1 Governance – SWLEP had been required to review the Governance arrangements and submit to Government by 28 February 2018. The Board had delegated authority to JM to confirm the amendments and these had duly been made.</p> <p>Action: the updated Framework and Statement by the principal accounting officer to be circulated to members. Links to the website also to be completed.</p> <p>Item 5.1 Chippenham Station – this was a reminder to the scheme promotor that SWLEP requested them to provide a report on the vision on use of the land to help inform decisions on the next phases.</p> <p>Item 5.3 Quality Bus Corridor (Rapid Transit) Full Business Case – approval for the Mannington Roundabout Scheme was subject to the final costs being circulated to members. These were expected to be available at the end of the month.</p>	<p>22/03/18</p> <p>03/04/18</p>



Chairman's update

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

- 6 Feb – meeting with Andrew Murrison MP in London
- 7 Feb – chaired the meeting of the Business Representative Organisation Group (BROG) in Salisbury
- 9 Feb – participated in the interview process for the Head of Investment & Export
- 13 Feb - attended LEP Scrutiny Task Group Meeting
- 16 Feb - PB and JM attended the South West LEP chairs' and CEOs' meeting in Bristol
- 22 Feb - attended the Sills & Talent Subgroup meeting where there was a presentation on the Higher Education Strategy research
- 23 Feb – attended the Women in Engineering event at Chippenham College, and met with Claire Perry MP
- 7 March – chaired the Commissioning Group, and then met with Leaders of both Unitary Authorities
- 13 March – chaired the Rural Economy Sector Group
- 16 March – met Ian James, Head of Recycling Swindon Borough Council
- 20 March - LEP Chairs' and CEOs' workshop and dinner in London organised by the LEP Network, which was attended by several Ministers

At this point of the meeting, the Chairman declared that there would be a special report on the situation evolving in Salisbury and the work underway for economic recovery.

JS reported that the initial phase of the incident was calming down, although some city centre sites were unlikely to be opened for a few months. Wiltshire Council and partners had received the go-ahead from Government to go into the recovery phase. TM was the Chair and PB the Vice Chair of the Economy Group, which included business partners from the City and had met for the first time the previous Friday in Salisbury. The Group will track impact and change over time, implement immediate support, work closely with the marketing recovery plan and look to the medium to longer term to restore Salisbury's economic growth potential. The Economy Group reports in to the overall Recovery Co-ordinating Group, chaired by Alistair Cunningham. It was working very closely with Central Government and JS was also on the Ministerial Recovery Group. Various measures are in place to support the Salisbury economy with more planned.

Immediate support included:

- Establishment of an emergency fund with an Initial £10k from the SWLEP, matched by £10k from Wiltshire Council. Grants have already been allocated to a few affected businesses. The intention was to increase the SWLEP contribution to £50k, with a further £50k available upon approval by the GPIF Working Group. The focus of the SWLEP fund is capital improvements to buildings.



- Wiltshire Council had announced that all car parking charges would be suspended. This would cost the Council £100k per month, but businesses had requested it.
- The Growth Hub would be acting via a microsite to coordinate that support.

AB expressed concerns on the impact on student recruitment to Salisbury College in these circumstances.

Lt Col Benson offered military involvement with a band to contribute to the schedule of events.

DG commented that the media coverage had all been negative, so there was a need to release good news stories. The Comms Group, led by Wiltshire Council's Laurie Bell, was involved to ensure that messaging was consistent in providing the opportunities to sell Salisbury.

This information exchange completed, the Chairman moved back to the items on the agenda.

3.0 Submitted questions

A question was received from a member of the public and a response was available at the meeting. The Chairman extended a welcome to Charmian Spickernell of CPRE.

Mrs Spickernell asked a supplementary question at the meeting and asked that SWLEP be careful not to override the statutory duty of councils in their decision-making process. The response from SWLEP was that it does not make decisions on development plans, but makes representation into the process as and when appropriate and its involvement was part of the democratic process.

Mrs Spickernell cited concerns over SWLEP involvement regarding Junction 17 which was outside the local plan. There had been a lot of local objection and SWLEP involvement of this type undermines confidence.

At this point of the item, JM handed over chairmanship to PW owing to his already declared conflict regarding Junction 17.

PB reiterated that factors such as social and environmental impact formed part of the assessment process. The wider issue here was the role of the Board in this process. The SWLEP Board was business-led and had a duty to comment and express the business voice. The Council could accept or ignore the view expressed. JS commented that the Council consulted with numerous people on their views and that the SWLEP was the right body to consult on matters of economic development.



	The chairmanship was then handed back to JM and Mrs Spickernell was thanked for her continued participation.	
4.0	SWLEP Core Activity	
4.1	<p>Director's Report</p> <p>PB checked that Board Members had received the Non-Executive Directors' Guide and the rest of the report was taken as read.</p> <p>The Board: noted the update on current activity.</p>	
4.2	<p>The Establishment of a Remuneration Committee</p> <p>JM spoke to the paper. The Committee would consider the terms of employment and payment of senior personnel and would set out the procedures and processes in place to make appropriate recommendations.</p> <p>The Director's contract terminated on 10 April 2018, so this was now a matter of urgency. Remuneration of the Chair would also be considered by the committee.</p> <p>Terms of Reference had been drafted working closely to the core governance code. The Chairman of the Board would be a member of the Remuneration Committee, but would not chair it. It would work closely with Local Authority partners with regard to their remuneration structures, and with other LEP structures.</p> <p>The Secretary of the Committee, and providing Secretariat support, would be Wiltshire Council's Section 151 Officer as he would ultimately be responsible in giving assurance of propriety to Government. In the interim, JM proposed that PB's contract to be extended to July 2018.</p> <p>The SWLEP Board: APPROVED the establishment of a SWLEP Remuneration Committee in line with the Terms of reference set out in Appendix I; APPROVED the appointment of the Board members Peter Wragg, John Mortimer, Shahina Johnson, Alex Reed and Amanda Burnside, to the committee; and APPROVED a three-month extension to the SWLEP Director's contract.</p>	
4.3	<p>Establishing an Industrial Strategy Working Group</p> <p>PB spoke to the paper on the most important strategic task over the next year. Board members would be coming together as a Task and Finishing Group working to an outline timeline.</p> <p>AB, DG and JW had expressed an interest in this Group and would be supported by PB and DS. The Chairman would also attend the Group</p>	

	<p>meetings. The Group would receive all the evidence from the various stakeholder events and activity and shape the local strategy. Update reports would then be provided to the Board. In the meantime, other Board Members could provide inputs and opinions at critical stages. It was proposed to involve Alex Crook in the group to provide BEIS engagement.</p> <p>The Board: APPROVED the establishment of a Local Industrial Strategy Working Group with the purpose to shape proposals to the SWLEP Board, working with central Government to develop a local industrial strategy which is supported by the Board and the Department of Business, Energy and Industrial Strategy (BEIS); AGREED to invite the Local Relationship Manager from the Department of Business, Energy and Industrial Strategy to join the Local Industrial Strategy Working Group; and AGREED to receive updates on progress and proposals for action from the working group at subsequent Board meetings, in line with current headline milestones.</p>	
4.4	<p>Finance Report – SWLEP General Account and other Programmes</p> <p>Apologies were received from LS so PB spoke to the paper. The Budget for FY 18/19 was outlined. The interest on the Local Growth Fund capital allocation is at least £50k. There are ongoing discussions with Wiltshire Council about the terms of a Service Level agreement and its charges for its role as the Accountable Body, with fees coming from the interest payment</p> <p>GPIF – the proposed funding allocation to the Salisbury recovery would be taken from the capital account.</p> <p>The Board: APPROVED the SWLEP Annual Budget for 2018-19 covering core activity.</p>	
4.6	<p>Item taken out of order Investment update</p> <p>PC spoke to the paper, explaining he was working closely with Julia Stuckey of Swindon Borough Council and Russel Frith of Wiltshire Council and outlined the major market opportunities in China and USA. There were key strengths across the area and they were undertaking some deep dive activity into automotive, Life Sciences and digital technologies around cyber. The research material would be available approximately May 2018.</p> <p>Investment material would also be on SWLEP website for overseas investors and he would be looking for translation of the material. He was working hard to forge relationships with Government. An update report would be brought back to the July Board Meeting with a forward plan for</p>	



	<p>the year.</p> <p>OD commented that the language should be consistent across the area. PC would be tapping into the Switch on to Swindon Ambassadors and the Wiltshire 100, as well as the businesses in the area which go out world-wide to help spread the word. There was a series of metrics which we would be working to and this would be reported back to the Board. JG questioned where and how the SWLEP area would be promoted and whether promotion would be of the whole area as one or of the UA component areas separately. PC responded that we would target niche sectors, not necessarily with a stand, but use the international shows and events to set up series of meetings. There were internationally-renowned shows SWLEP should be targeting. JS added that a detailed understanding of Wiltshire as a place for employees, schools, availability of land for economic development, planning system etc was also critical to the pitch and urged SWLEP to involve the councils early.</p> <p>The Board: Thanked PC for his informative talk and noted the key building blocks being put in place to establish a targeted and proactive programme to leverage further re-investment in the SWLEP area and to attract new investment; and AGREED to receive an update report on progress at the July 2018 Board meeting.</p>	July 2018
4.5	<p>Marketing and Communications update</p> <p>TB gave a demonstration of the new SWLEP website indicating new features, including a comments section, and outlined future developments, such as the Investment tab. TB also attended the LEP Network Comms Group. OD questioned who this website was speaking to.</p> <p>TB presented an update of activity to the meeting.</p> <p>OD asked the meeting to consider why people should join Growth Hub and give them a reason to come on board. It was agreed that the matter would be discussed with the Growth Hub team.</p> <p>The Board: Thanked TB for his informative presentation and noted the contents of the paper.</p>	
4.6	<p>Growing Places Infrastructure Fund (GPIF) and Investment Strategy</p> <p>PB advised the meeting that the GPIF loan to Woods Group / Concetera for £1.279m for the build of its HQ in Chippenham had been advanced and work was now underway.</p> <p>An Investment Strategy for the future with a Delivery Plan had been drafted. GPIF was a Revolving Capital Fund and the Working Group had</p>	



considered how the loan could become self-sustaining and how the capital growth element of the fund could be distributed as small loans/grants for capital projects. This would not operate in the same market as a commercial bank and the fund should be continually recycled. DS advised the meeting that these would now be assessed by a Technical Panel, not an ITA. The Group had gained significant knowledge and experience during this initial call and the revised assessment process would also save money. AR advised that the Working Group was keen to get the second call out as soon as possible and to make further use of the £8.2m pot of money.

The Board:

NOTED that one GPIF loan had been agreed from the June 2017 call and the project had moved into the monitoring and evaluation stage;

APPROVED the GPIF Investment Strategy 2018-2023;

APPROVED the revised GPIF appraisal and approval process set out in appendix 2; and,

DELEGATED SWLEP Board authority for decision-making to the GPIF Working Group in delivering the GPIF Investment Strategy including the management of the future call programme.

PB tabled an additional item regarding the Salisbury Recovery Programme. Grants to businesses in the area would be from the capital pot of the fund, and we were still awaiting a decision on whether this money would be reimbursed from Central Government.

Additional recommendations for Board approval:

The Board:

authorised the Director to use up to £50,000 from the Growing Places Infrastructure Fund (capital) to establish the fund to support the recovery of the economy in Salisbury; and delegated authority to the Growing Places Infrastructure Fund Investment Working Group to approve further requests up to a value of £50,000, making a maximum commitment of £100,000 without seeking additional Board approval.

5.0 Strategic Developments

5.1 At this stage of the meeting, there was no Wiltshire Council attendance. Items requiring Board approval from this point would be considered by the Members in attendance and additional requisite approvals subsequently sought by email from the Wiltshire Council Board representative.

Local Growth Deal

ID spoke to the paper and made the following opening comments:

- Porton Science Park – the official opening was being rescheduled owing to the Salisbury issue;



- M4 Junction 17 – due to be completed by the end of this month; and
- M4 Junction 16 – due to be completed by the end of April.

Six focus projects

Chippenham

Phase 1a had been completed with the new gatelines and ticket office in place. Phase 1b, which included the lift access and aspect of the public realm, was delayed owing to issues at Network Rail (NR) and new contacts were being established. SWLEP would be writing to NR through GWR to gain co-ordinated support from them. Phase 2 car park would begin next, in May 2018.

Yarnbrook

There was a cost increase owing to the ecological issue of the bats. The submission to HIF was successful and the project was progressing.

The Maltings

The recent events in Salisbury had drawn focus to the city. SWLEP funding for the Maltings project was largely intended for site remediation works prior to construction. Heads of Terms were close to being signed with the developer. A planning application would be submitted in August 2018. The situation in Salisbury would continue to be monitored and efforts taken to garner Central Government support. JM commented that use of language would be crucial during this project and suggested that the works should be referred to as “remediation” rather than “decontamination” to avoid unfortunate association with the recent poisoning incident.

Swindon Bus Exchange

The HIF submission to cover cost increases was not successful. The Commissioning Group was looking how we take this project forward. The Project Team was to give a presentation to update the Board in Part 2 of the meeting.

New Eastern Villages (NEV)

Southern Connector Road

HIF application, future funding element, had been submitted owing to the archaeological finds on site. The funding from the developer is not HIF-dependent. DR advised the meeting that SBC had received a letter from the Ministry of Housing, Communities and Local Government which had confirmed the LA would be progressing to the next stage of application in its bid for £23m.

Gable Cross

The project is progressing.

Wichelstow Southern Access

The project was progressing to plan. There was less flexibility in the profiling, so it was important to keep to timescales. Originally, the project was due to come to the March Board, but it would now be coming to the May Board. This did not affect overall project timescales.

SWLEP was working with the Delivery & Performance Team (DPT) to

	<p>report outputs on completed projects. JM requested the team look back on other projects such as Dyson and Castledown.</p> <p>The Board: APPROVED the Commissioning Group's assessment that the highlight reports were an accurate representation of the current status of all LGF projects with the email approval of Wiltshire Council sought after the meeting.</p> <p>Corsham Mansion House Corsham Mansion House was successful at achieving funding from LGF2. ID spoke to the paper regarding the updated Business Case, which reflected the changes to partnership working, included the latest costs, and was being linked to the Digital Strategy.</p> <p>The top two floors would be populated with a business incubation facility and the ground floor with business support and stimulation activity, initially run by Wiltshire Council, but looking to work with a range of partners to run events and provide the community Development opportunities.</p> <p>SJ expressed concern on the shift of use of the ground floor where there was not enough stress on "community", inclusion and training and felt it eroded the public inclusion element of the project. She was keen that it did not become "just another TEN Centre."</p> <p>ID advised the meeting that although there would no longer be a café on site, the House would be open to local businesses to use the facility, they were seeking a University partner to run the seminars and there was a meeting with Corsham Institute that afternoon to review the situation.</p> <p>He reported that George Gill had been supportive after his meeting with Wiltshire Council and would speak to his contacts regarding the project.</p> <p>JM stressed that this was a capital investment to bring the core building back into use and featuring a community aspect. SVLEP would keep a very close eye on the project after use, and monitor the use by the digital community with the Team reporting back to the Board.</p> <p>JM thanked the team for the updated Business Case.</p> <p>The Board: APPROVED the updated Outline Business Case for Corsham Mansion House enabling the release of funding to support the construction work with the caveat that the team report back to the Board on the use of the facility by the public and the digital community. Approval of Wiltshire Council to be sought after the meeting via email.</p>	22/03/18
5.2	Finance Report – LGD Budget and profiling	



	<p>FY17/18 was showing a £7.3m underspend and we continue to accelerate projects where possible. The final position for FY17/18 would be available to update the Board in May 2018. JM advised the project teams to push on with the projects.</p> <p>The Board: APPROVED the forecast spend for 2018-19; and NOTED the forecast spend for 2019-20 onwards. Approval of Wiltshire Council to be sought after the meeting via email.</p>	22/03/18
6.0	Any Other Business and date of next Board Meeting	
	<p>The next Board Meeting was scheduled for Thursday, 24 May 2018 commencing at 9.30am at Aspire Business Centre, Ordnance Road, Tidworth, Wiltshire, SP9 7QD</p> <p>Future Meetings :</p> <p>Wednesday, 25 July 2018 Alamein Suite, City Hall, Malthouse Lane, Salisbury SP2 7TU</p> <p>Wednesday, 19 September 2018 Location to be confirmed</p> <p>Wednesday, 28 November 2018 Location to be confirmed</p> <p>Board meeting dates for 2019</p> <p>Wednesday, 23 January 2019 PLEASE NOTE AFTERNOON SESSION 12.30pm – 4pm</p> <p>Wednesday, 20 March 2019 Thursday, 23 May 2019 Wednesday, 24 July 2019 Thursday, 26 September 2019 Wednesday, 27 November 2019</p> <p>All locations for Board Meetings in 2019 yet to be confirmed.</p>	
	Close of Part One of the Meeting at 12.30pm	
	Part Two of the Meeting	
7.0	<p>Swindon Bus Exchange</p> <p>JG opened the presentation to the meeting by explaining that the Swindon Bus Exchange was one of the six focus projects highlighted by the Steer Davies Gleave review owing to ongoing delays. (See comment in 5.1 above.)</p> <p>Simon Bridgen and Jason Humm presented to the meeting on the vision for the area. The Board requested a paper for the next board meeting in May 2018 where the full programme proposal would be addressed and this</p>	May 2018



	<p>would demonstrate whether we have confidence in the delivery programme ahead.</p> <p>DR commented that this scheme was integral to the Town Centre development. ID advised that the team was looking at the funding mix because of the changes to the project. SWLEP had allocated £3m towards the scheme from LGF and SBC had agreed to match-fund. SBC was hoping that the difference would come from HIF, but this had not been successful. Currently the funding gap was £8m, but this may change with the changes proposed to the project.</p> <p>JM reiterated that SWLEP Place-shaping was key to our aims, but it had concerns regarding timescales and deliverability of this project.</p> <p>JM thanked SBC for all the work it was undertaking to bring this project forward.</p>	
Close of Part Two of the meeting at 12.50pm		

POST MEETING NOTE: email approval received from Baroness Scott of Bybrook OBE to items 5.1, 5.2 and 5.3.

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

Question

Re Assurance Framework Paragraph 50

CPRE supports the participation of SWLEP in the consultation processes when Development Plans are made.

However, in order not to undermine public confidence in the Planning System, CPRE asks if there can please be an addition to the Assurance Framework paragraph 50 to make it clear that:

“SWLEP will not support applications that are outside the land approved for development and therefore not in accordance with the Local Plans for Swindon and Wiltshire, nor will SWLEP support applications that pre-empt the roll-forward of the local plans which are going through due process of public consultation before they are adopted.”

Response

The Board always takes into consideration the strategic direction and policies of the local plans of the two Unitary Authorities in its area. However, the SWLEP is a business-led organisation, separate from but working in partnership with local government. It reserves the right to agree or disagree with a local authority's strategic plans and views on specific planning proposals, in line with local democracy and its own strategic priorities. It would put an unnecessary restraint on the Board's actions if it disbarred itself from supporting proposals that challenged local planning policies. The Assurance Framework as currently drafted leaves open the possibility of SWLEP challenge to a local plan, as is right and proper. The planning system is robust and subject to public and judicial scrutiny. The views of the Local Enterprise Partnership will be weighed in that process alongside other legitimately expressed views of statutory and public consultees.

The Board appreciates such interest in its Assurance Framework, which is fully compliant with the national Assurance Framework for LEPS. In this instance, no recommendation will be put to the Board to amend its governance arrangements to include the proposed wording suggested by the CPRE.

 Swindon & Wiltshire LOCAL ENTERPRISE PARTNERSHIP	Board Meeting 24 May 2018 Paper Number 5.2
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Security Level:	Confidential <input type="checkbox"/>	Restricted <input type="checkbox"/>	Unclassified <input checked="" type="checkbox"/>	Commercially Sensitive <input type="checkbox"/>
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Meeting & Date:	SWLEP Board Meeting – Thursday, 24 May 2018		
Subject:	Chairman's update		
Attachments:	None		
Author:	John Mortimer	Total no of sheets:	1

Papers are provided for:	Approval <input type="checkbox"/>	Discussion <input type="checkbox"/>	Information <input checked="" type="checkbox"/>
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Meetings attended by John Mortimer, SWLEP Chairman, between 23 March and 14 May 2018

23 March	Attended Dorset LEP Rural Productivity meeting at Kingston Maurward College, Dorchester
26 March	Attended the Rural Productivity Commission at Midas House, Exeter
27 March and	
6 April	Attended Salisbury Recovery meetings in Salisbury
11 April	Chaired the SWLEP Pre-Board meeting in Corsham
12 April	Attended VisitBritain meeting in Melksham
18 April	Met with Stephen North at Dept for Education in London
19 April	Chaired the SWLEP Future Operating Structures meeting in Chippenham
23 April	Met with Jeff Thomas of Hartham Park in Corsham
24 April	Participated in SWLEP Higher Education event at STEAM in Swindon
25 April	Participated in a Digital Strategy Workshop in Royal Wootton Bassett
1 May	Attended the South West LEPs Chairs' and CEOs' meeting in Poole
2 May	Met separately with Sally Burnett and Susie Kemp from Swindon Borough Council in Chippenham
9 May	Chaired the Commissioning Group meeting in Chippenham
10 May	Chaired the Business Representative Organisations Group (BROG) meeting in Swindon
11 May	Attended the Hydrogen Hub Executive meeting with Claire Perry, MP in Swindon

Various meetings with SWLEP team members and Director over the period



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 Swindon & Wiltshire LOCAL ENTERPRISE PARTNERSHIP	Board Meeting 24 May 2018 Paper Number 5.3
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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 Meeting – Thursday, 24 May 2018		
Subject:	Director's Report		
Attachments:	Appendix I – SWLEP Communications progress update		
Author:	Paddy Bradley	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 Chairman has requested that a report of this nature be included in each Board meeting agenda to keep members fully informed of the varied activity of the Swindon and Wiltshire Local Enterprise Partnership (SWLEP).
- 1.2. This report updates members of the Board on current activity of the SWLEP.

2. Summary

- 2.1. The report summarises activity concerned with SWLEP areas of focus:
 - 2.1.1. Institute of Technology
 - 2.1.2. Marketing and Communications
 - 2.1.3. Continuing to develop the evidence base for our Local Industrial Strategy:
 - 2.1.3.1. Energy Strategy, including the Hydrogen Hub
 - 2.1.3.2. Rail Strategy
 - 2.1.3.3. Cyber Resilience Alliance – science and innovation audit
 - 2.1.4. Better Business for All
 - 2.1.5. Business and Stakeholder Engagement

3. Recommendations

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

- 3.1. Note the update on current activity.



4. Detail

4.1. Institute of Technology (IoT)

- 4.1.1. The bid based around Swindon, North Wiltshire and South East Gloucestershire and supported by the SWLEP and GFirst LEPs is seeking £13.4m to develop facilities mainly at Swindon College, but to include some capital investment at delivery partner sites including Cirencester College. The Government is keen to see its money invested in refurbishing existing facilities. The supporting partners are providing land and building to close the funding gap to make this £17.2 million development possible. By re-cycling existing space we will provide excellent value for money and can invest £5.0 million in the specialist equipment and resources needed to meet growing employer demand.
- 4.1.2. The first stage bid was submitted on 28 February 2018. The outcome will be known in May 2018. If we are successful, we will be invited to enter stage 2 which involves detailed planning. The outcome of stage 2 will be known in September 2018, with new IoTs opening in 2020.
- 4.1.3. Another bid was also submitted using business links at Boscombe and educational provision by Bournemouth College and Bournemouth University and supported by Dorset LEP. The SWLEP has not seen the bid and is not involved in it.
- 4.1.4. The announcement of the outcomes of the Stage 1 submissions is anticipated in the week of this Board meeting.

4.2. Marketing and Communications

- 4.2.1. Marketing and Communications report attached as Appendix I.

4.3. Continuing to develop the evidence base for our Local Industrial Strategy

4.3.1. Energy Strategy, including the Hydrogen Hub

- 4.3.1.1. The Steering Group, which includes Mark Smith as the Board Sponsor, has worked closely with the appointed consultants. The evidence base and emerging issues have been tested at stakeholder events involving 27 representatives from 15 different businesses in the sector. The task is on track to produce a draft strategy by June.
- 4.3.1.2. The Hydrogen Hub had a very successful meeting on 11 May attended by the Rt Hon Claire Perry MP, Minister for Energy. The Minister was impressed by the work of the Hub and the potential for the area to lead the UK in the development of hydrogen technology. Her quote from the meeting is below:

“The Hydrogen Hub is a great example of how our modern Industrial Strategy can work in practice bringing together industry, local authorities and businesses to collaborate in developing hydrogen and fuel cell technologies which aim to meet the energy needs of a local community.

This technology has the potential to secure clean, reliable and flexible energy for families and local businesses, whilst creating a new innovative sector in the UK, growth, and high-quality jobs.

As hydrogen and fuel cell technology continues to commercialise, I look forward to seeing how the Hydrogen Hub will continue developing its key role promoting innovation to bring down costs and driving future investment into hydrogen the UK.”

Energy and Clean Growth Minister, Rt Hon Claire Perry MP

4.3.2. Rail Strategy

4.3.2.1. There has been a delay in commissioning this work, with final interviews of prospective contractors on 16 May. Outcomes of the work are anticipated in the autumn.

4.3.3. Cyber Resilience Alliance – science and innovation audit

4.3.3.1. This work is the only audit of cyber capabilities in the country. We are carrying out the analysis with GFirst, The Marches and Worcester LEs. We have a draft strategy, with a final report due in June.

4.4. Better Business for All

4.4.1. Staff members from the statutory services in Wiltshire Council such as Planning, Environmental Health and Health and Safety have been trained in the principles and opportunities of the Better Business for All Partnership. The same training is planned for Swindon Borough Council staff.

4.4.2. A survey of businesses to ascertain their needs has so far produced a very low response. We will instigate a social media campaign to support the take up of the survey. A neighbouring LEP held a survey open for five months and had a response rate of less than 1%.

4.5. Business and Stakeholder Engagement

4.5.1. Since the last Board meeting in March 2018, the Director has had meetings with the following :

4.5.1.1. Construction Excellence – presenting on the SWLEP’s economic strategy to a regional forum on off-site manufacturing.

4.5.1.2. 17 meetings involving work on the Salisbury Economic Recovery

4.5.1.3. Meetings with the following businesses, individuals and organisations:

- Woods Group, Chippenham
- Our Wilton CIC, Wilton, Salisbury

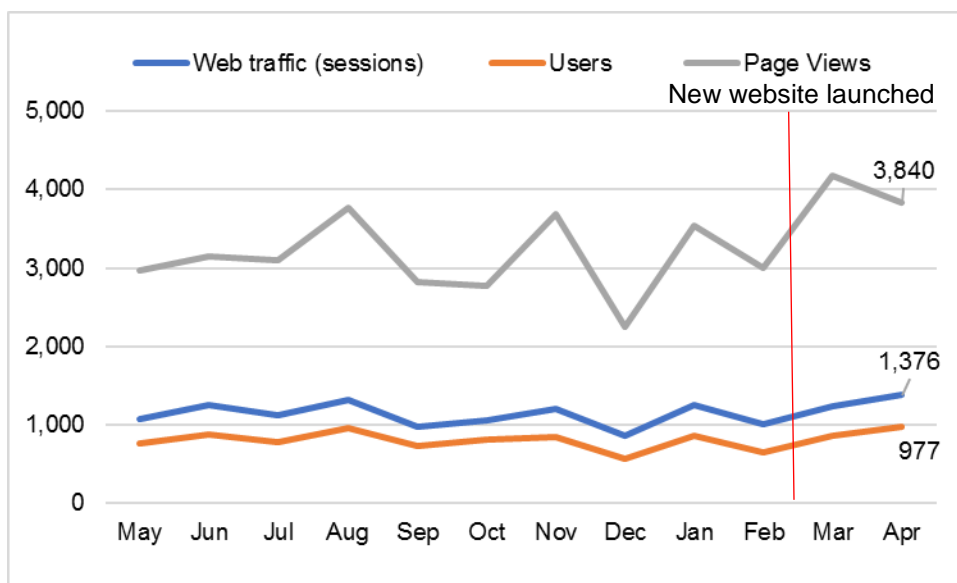
- Salisbury BID
 - Cranfield University
 - QinetiQ
 - Hydrogen Hub
 - Royal Artillery Museum
 - Swindon Museum and Art Gallery
 - Institute of Coding
 - Business and Economy meeting organised by Business West
 - Barclays Bank
 - GWR Stakeholder event
 - Developers with an interest in land in North Wiltshire
 - BT
 - Salisbury Young Chamber
 - Wessex Water
- 4.5.1.4. Attended the national meeting of LEP CEOs / Directors and a regional meeting of the south west LEPs (accompanied by the Chairman)
- 4.5.1.5. Meeting with a start-up manufacturer developing a digital ID product and then signposting to potential customers and sources of development finance.
- 4.5.1.6. Chairing the meeting of the Inward Investment Group of officers from Swindon Borough Council, Wiltshire Council and the SWLEP Head of Investment and Export to co-ordinate activity including the use of EU funding.
- 4.5.1.7. SWLEP Board working groups covering Skills and Talent, the Industrial Strategy, Digital Capabilities, Growing Places Investment Fund, Place-Shaping, the Business Representative Organisation Group, Future Operating Model for the SWLEP and the Energy Strategy.
- 4.5.1.8. Commissioning the Rail Strategy and attending the steering group for the local economic assessment.
- 4.5.1.9. Chaired four meetings of the SWLEP Secretariat and weekly “keep-in-touch” meetings of the SWLEP Core Team.

5. Appendix I

SWLEP Communications – progress update

5.1 Online Engagement

5.1.1 SWLEP Website



	Jan-Feb	Mar-Apr	
Web traffic (sessions)	2,260	2,621	16%
Users	1,521	1,838	21%
Page Views	6,552	8,018	22%
Avg. Session Duration	00:02:56	00:03:26	17%

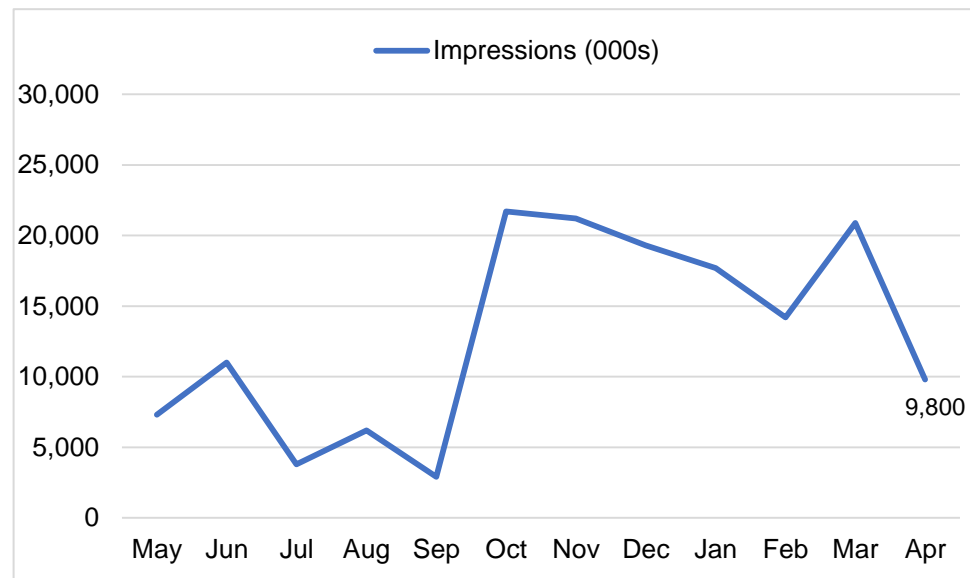
- The new SWLEP website launched on 28 February 2018
- Website traffic increased 16% in the period March-April 2018 with 2,621 sessions (period of time a user is actively engaged in the site)
- The average session time (time spent on the website) increased by 17%

In Progress

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



5.1.2 Social Media




	Jan-Feb	Mar-Apr		Followers
Tweets	22	47	53%	2,229
Retweets	72	96	25%	
Impressions	31,900	30,700	-4%	

Twitter activity spiked in March 2018 with 20.9k impressions. The tweet with the highest impressions (4,714) was on 15 March as part of the #SalisburyIsOpen campaign



Top Tweets

SWLEP @SWLEP · Mar 15 1,779
 Salisbury is a vibrant, commercially strong & thriving city. Businesses are united and we stand with them supporting the spirit of enterprise [#SalisburyIsOpen](#) for business [@journalupdate](#) [@SalisburyCity](#) [@salisburyhour](#) [@salisburybid](#) [@SalisburyDCCI](#) pic.twitter.com/gSPxw6t5FZ
[View Tweet activity](#)

SWLEP @SWLEP · Mar 9 1,718
 Are you a business embracing digital technology opportunities? Shape the Digital Strategy for [#Swindon](#) and [#Wiltshire](#) at our Business Breakfasts on 22nd March crwd.fr/2Ddk4Xi [@swindonlink](#) [@CorshamChamber](#) [@SalisburyCity](#) [@salisburyhour](#) [@WiltsHour](#) pic.twitter.com/zwcFptJzlp
[View Tweet activity](#)

SWLEP @SWLEP · Mar 13 1,587
 [#Swindon](#) & [#Wiltshire](#) is a hub of life sciences expertise, creating future jobs & opportunities for local people. Join the [@SW_GrowthHub](#) community now for free advice: crwd.fr/2FxlhOn [#IndustrialStrategy](#) [@HigherFuturesUK](#) [@GCSSouthWest](#) pic.twitter.com/bvvIOZqtQX
[View Tweet activity](#)

SWLEP @SWLEP · Apr 9 1,306
 What are the emerging Digital Investment Priorities for Swindon & Wiltshire? Join us for breakfast or lunch on 25th April to find out crwd.fr/2loGvf9 [@Inspire_Biz](#) [@smeforgrowth](#) [@TEN4biz](#) [@TValleyChamber](#) [@chippenhamBID](#) [@salisburybid](#) [@devizeschamber](#) pic.twitter.com/5VGZg7zj44
[View Tweet activity](#)

SWLEP @SWLEP · Mar 12 1,212
 What opportunities and challenges do you see from digital tech in [#Swindon](#) and [#Wiltshire](#)? Join us on 22nd March at our Business Breakfasts and help shape our Digital Strategy crwd.fr/2lmRXso [@wiltscouncil](#) [@Swindonnews](#) [@SW_GrowthHub](#) [@HigherFuturesUK](#) [@SOTSwindon](#) pic.twitter.com/DUPBoiBd3H
[View Tweet activity](#)

Our LinkedIn audience and engagement continues to grow with regular connection requests. Our audience currently stands at 1,368 connections.

5.2 Marketing

- 5.2.1 The second in a series of [e-books](#) has been published, showcasing how The Swindon and Wiltshire Local Enterprise Partnership sets the strategic economic thinking and drives the growth of our local economy.
- 5.2.2 Strategic Marketing support for Higher Futures, including the development of an integrated email and telemarketing campaign which will start in June 2018 for an initial three-month pilot.

In Progress

- Open Access Government quarterly special reports focused on Skills & Talent and Inward Investment (June, September and December 2018)
- National promotion of our economy through ModernGov (May 2018) to include a 2-page article and featured advertising. This is the only publication targeting director-level decision-makers across the Government & Public Sector
- Ongoing print and online campaign with Newsquest as part of our sponsorship of the Wiltshire Business Awards
- Growth Hub Marketing Campaign, including online and print working with Business Biscuit, The Business Exchange and Insider Media
- The third in a series of e-books - Talent Development Through Higher and Degree Apprenticeships

5.3 Event and Awards Sponsorship

5.3.1 SWLEP is sponsoring the following awards and events:

- Headline Sponsor of [The Techies](#) Swindon & Wiltshire 2018 organised by The Business Exchange Swindon & Wiltshire (May 2018)
- Headline Sponsor of the [South Wilts Business of the Year Awards](#) (21 June 2018)

5.4 Engagement

5.4.1 2018 Annual Conference

- Date confirmed as 4 October 2018 and the venue will be The Longhouse, Longleat
- Project group to be established
- Procurement underway to appoint an event marketing company on a two-year contract to secure sponsorship, design, market and deliver our 2018 and 2019 conferences.



5.4.2 Business Engagement Events

- Digital marketing to engage businesses in a series of Business Breakfast and Lunch events on the Grand Challenges of the Industrial Strategy.

5.4.3 Annual Report

- Working group established, including Peter Wragg as the Board Champion, to deliver the 2018 Annual Report. Final draft to be presented at the July 2018 Board Meeting.

5.5 Communication

5.5.1 The following press releases were issued to local media:

- [Local Employers Urged to Rethink Apprenticeships](#) (6/3/18)
- [Is Your Business Embracing Digital Technology Opportunities?](#) (13/3/18)
- [£80million fund to help SMEs engage in apprenticeships](#) (15/3/18)
- [£8m Loan Fund for Business Growth in Swindon & Wiltshire](#) (27/3/18)
- [Digital Investment Priorities Emerging](#) (3/4/18)
- [£210k to Support Businesses in Salisbury](#) (26/4/18)

5.6 Media Strategy

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



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

 Swindon & Wiltshire LOCAL ENTERPRISE PARTNERSHIP	Board Meeting 24 May 2018 Paper Number 5.5
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Security Level:	Confidential <input type="checkbox"/>	Restricted <input type="checkbox"/>	Unclassified <input checked="" type="checkbox"/>	Commercially Sensitive <input type="checkbox"/>
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Meeting & Date:	SWLEP Board Meeting – Thursday, 24 May 2018		
Subject:	Swindon and Wiltshire Economic Assessment 2017/2018		
Attachments:			
Author:	Debby Skellern	Total no of sheets:	Paper: 8 pages

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 production of the Swindon and Wiltshire Economic Assessment 2017/18 (SWEA).
- 1.2. The SWEA forms part of the evidence base from which the Swindon and Wiltshire Industrial Strategy will be developed. This paper highlights some of the key policy considerations identified by Regeneris. A summary of strengths and weaknesses of can be found in appendix I.

2. Summary

- 2.1. In October 2017, Regeneris Consulting was appointed to produce the Swindon and Wiltshire Economic Assessment 2017/18 (SWEA). The final draft of the SWEA was submitted on 16 May 2018. The production of the SWEA has been overseen by a steering group comprising officers from Swindon Borough Council, Wiltshire Council and the SWLEP.
- 2.2. The SWEA comprises seven chapters which have been written as standalone documents plus a statistical appendix and economic asset audit. To add additional depth to the economic assessment, Regeneris were asked to look at the potential impact of Brexit on the local economy as well as to understand in greater detail the value of rural areas to the local economy. The chapters in the SWEA comprise:
 - 2.2.1. Chapter 1: Introduction
 - 2.2.2. Chapter 2: Economic geography
 - 2.2.3. Chapter 3: Business and enterprise

- 2.2.4. Chapter 4: People and communities
- 2.2.5. Chapter 5: Sustainable economic growth
- 2.2.6. Chapter 6: Growth trajectory
- 2.2.7. Chapter 7: Policy analysis

- 2.3. A policy summary has been included in chapters 2 to 6 as well as being presented collectively as chapter 7 as a standalone document. This paper focusses on the policy analysis presented in the economic assessment.
- 2.4. Where possible the SWEA compares the performance of Swindon and Wiltshire economy with the following comparator LEs: Dorset, Heart of the South West; West of England; GFirst; Oxfordshire; Enterprise M3; Thames Valley Berkshire; and Buckinghamshire Thames Valley.

3. **Recommendations**

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

- 3.1. Note that the SWEA has been submitted and is available for review and consideration by Board Members as part of the evidence base for the development of an industrial strategy for Swindon and Wiltshire.

4. **Detail**

- 4.1. Key policy conclusions identified by Regeneris are presented in Chapter 7 of the SWEA. The main policy conclusions include those presented below.

4.2. **Chapter 2: Economic geography**

- 4.2.1. Swindon and Wiltshire is an outward facing economy and its relationship with domestic and foreign markets inherently means it is exposed to macroeconomic shocks.
- 4.2.2. Each of the growth zones needs a nuanced policy response to manage the consequences of Brexit on performance.
- 4.2.3. There are opportunities to work with the Department for International Trade to develop the local supply chains of foreign owned businesses particularly those which are dependent on EU supply chains.
- 4.2.4. The SWLEP has a role to play in facilitating investment in the delivery of housing; education; retail; leisure; and culture to accelerate economic growth.

4.3. Chapter 3: Business and enterprise

- 4.3.1. The Swindon and Wiltshire economy has grown on a par with national levels but lags comparator LEPs in terms of productivity and output is driven by lower value sectors. There may be further productivity losses linked to Brexit.
- 4.3.2. Business growth levels have been encouraging across the piece and have exceeded comparator areas. Employment growth has been comparably strong, particularly in Wiltshire although the latter is more reliant on part-time employment. Swindon and Wiltshire has experienced lower levels of expansion and sector analysis suggesting restructuring in the economy.
- 4.3.3. Growth Zone employment growth has been impressive especially Swindon-M4 and A350, growth for Salisbury-A303 has been encouraging.
- 4.3.4. The priority and watch list sectors remain important to the economy.
- 4.3.5. The economy has distinct specialist strengths and there will be mixed prospects for growth. Sector specialisation in employment varies across the Growth Zones:
 - 4.3.5.1. Swindon-M4 - advanced manufacturing and life sciences especially but also enviro-tech, energy, ICT/telecoms, knowledge economy and professional business services.
 - 4.3.5.2. A350 – energy, life sciences, advanced manufacturing and ICT/telecoms
 - 4.3.5.3. Salisbury-A303 – energy and life-sciences especially but also agri-tech, the knowledge economy and tourism.
- 4.3.6. Rural areas have the ability to accommodate growth; sector specialisation in employment comprises agri-tech and life sciences in particular but also energy, advanced manufacturing, health and social care, ICT/telecoms and tourism.
- 4.3.7. Sector specialisms offer opportunities to work cross-border with neighbouring LEPs where there are shared strengths. A balance should be sought in terms of sector prioritisation and the scope for future development.
- 4.3.8. Businesses continue to have strong survival rates, the challenge is around the potential for new businesses to develop and grow. There is the opportunity to enhance support for scale-up businesses and the use of local assets.
- 4.3.9. Swindon and Wiltshire is more reliant on export intensive employment and EU trade than comparator LEPs so its exposure to Brexit trade impacts may be considerable.
- 4.3.10. R&D activity on some measures is high (but weaker on others) and there is a strong platform from which to build innovation assets. Action is required to support the growth of innovative sectors whilst boosting other measures of innovation capacity to remain competitive.
- 4.3.11. Local challenges include skills shortages and gaps, transport connectivity, rural community access and the availability of commercial property.

4.4. Chapter 4: People and communities

- 4.4.1. There is evidence of good growth which is place-based and balances economic and social outcomes but there is strong competition from neighbouring LEPs.
- 4.4.2. The population of the area is growing but the share of the working age population is shrinking and the labour market is tightening. The area has been successful in attracting migrant labour, particularly in Swindon which may be an issue subject to Brexit negotiations.
- 4.4.3. There are some challenges associated with labour market participation compared to comparator LEPs related to the number of people not seeking work or unable to work. Although unemployment is higher than comparator LEPs, it is lower than the national average.
- 4.4.4. Given the flow of labour through travel to work patterns, there is the case for cross border partnership working for example Oxfordshire, West of England and GFirst LEPs.
- 4.4.5. There are increased levels of self-employment, the causes for this include the rise of the gig economy and short term contracts; technological advances; reducing the costs of self-employment; and the postponement of retirement.
- 4.4.6. Home working plays an important role in the local economy, especially in Wiltshire. It is an indication of entrepreneurial activity but there are questions over productivity and scale-up potential.
- 4.4.7. The occupation structure of Swindon and Wiltshire reflects its sectoral composition and reinforces messaging around the productivity challenge for example, in relative terms lower level occupations are more pronounced compared to the other comparator LEPs which benefit from occupations with higher levels of economic output.
- 4.4.8. The supply of higher level skills is currently healthy but the area lags other LEPs with its strengths being in intermediate skills base. In the future however, Working Futures projections anticipate a greater demand for higher level skills which we will need to meet.
- 4.4.9. Apprenticeship start levels have shown encouraging growth but they may not be translating into desired achievements.
- 4.4.10. Higher education participation is a challenge and varies between Swindon (36%) and Wiltshire (46%) and is below the national average (51%) along with graduate retention which is limiting the supply of skilled labour, particularly in rural areas which is influenced by the perceptions of employment opportunity and transport accessibility challenges.
- 4.4.11. Skills shortages, gaps and hard to fill vacancies are preventing local businesses from fulfilling their growth potential. How local institutions respond to this



requires attention. Skills shortages and gaps could become more acute with a reduction in the supply of EU labour.

- 4.4.12. Income and earnings levels are lower than comparator LPEs and reinforce the productivity challenge. There are also questions around the amount of retained value in the local economy.
- 4.4.13. Deprivation remains a local issue, particularly in Swindon but there are also rural deprivation challenges.

4.5. Chapter 5: Sustainable economic growth

- 4.5.1. Brownfield sites are contributing to growth but a larger proportion of growth comes from greenfield sites.
- 4.5.2. The planning system appears to be functioning well and supporting economic growth. Permitted development rates need to be viewed in the context of housing delivery against the loss of valuable employment land so that prospects for growth and inward investment are not marginalised.
- 4.5.3. The quality of the natural environment supports a valuable tourism sector, land-based industries and attracts investment. There is scope to unlock further capital from the natural environment.
- 4.5.4. Transport connectivity remains a key challenge for the economy and more is needed to tackle north-south routes, connect new developments, improve access to key employment sites, and enhance public transport services in rural areas and lower car dependency.
- 4.5.5. Broadband coverage has continued to improve and prospects for further development are strong; continued investment is needed to deliver universal superfast coverage, plug non-spots and tackle the digital divide. Mobile coverage is improving but it is patchy and hinders productivity.
- 4.5.6. Swindon and Wiltshire has seen considerable renewable energy investment including specialist hydrogen facilities and government backed renewable heat installations. There is scope to increase the demand for renewable energy and reap the economic benefits for greater operational business efficiencies.
- 4.5.7. The delivery of new housing is a strong signal of physical growth meeting housing targets and the economic benefits are significant including the expansion of the labour market, supply chain opportunities and establishing high quality communities. There are issues with affordability and supply pressures are accentuated by future demand.
- 4.5.8. There is the need to ensure commercial property supply meets demand in terms of quality, flexibility and where possible, employment land is retained and upgraded in order to support sector growth prospects and inward investment.

Chapter 6: Growth trajectory

- 4.5.9. The population of the area is projected to grow by 11.4% between 2016 and 2039; however the share of the working age population is expected to decrease by 5 percentage points. This has implications in terms of the meeting the demands for labour and also placing pressure on service provision.
- 4.5.10. 145,000 jobs openings are expected between 2014 and 2024 due to replacement demand with a further 24,000 created through expansion. Meeting this level of demand will be a significant challenge.
- 4.5.11. There needs to be a focus on reskilling and upskilling the workforce and resident population to meet future employer demand for higher level skills: by 2024, 51% of employees are anticipated to hold a QCF of level 4 or above. There will be 8 percentage points more employees in high skill occupations with a decrease in middle-skilled occupations (4 percentage points).
- 4.5.12. In terms of priority and watch list sectors, there are particularly good growth prospects for financial and professional services, education, health and construction. Accommodation and food services and ICT are also well placed.
- 4.5.13. Prospects for manufacturing and land based industries are mixed in terms of employment growth and employment in the public sector and defence is anticipated to shrink across the Swindon-M4 and A350 functional economic market areas.
- 4.5.14. There is the need to deliver 3,650 new dwellings p.a. between 2016 and 2036 which will be a challenge in the context of historic completion rates.
- 4.5.15. In terms of employment land, 12.4-14.9 hectares p.a. are required to accommodate forecast demand.

5. SWLEP analysis of the productivity gap

- 5.1. Although the value of the Swindon and Wiltshire's economy continues to grow, its relative decline per head compared to the national average is an on-going trend falling from 109% of the UK in 1998 to 97% by 2016 (ONS Regional Accounts 2017). A preferred measure locally is to look at GVA per hour worked rather than per head and analysis has commenced to determine the productivity gap for the area on this basis and comparing performance with the England average given that LEPs operate across England.

6. Appendix 1: Summary of strengths and weaknesses of the economy in Swindon and Wiltshire

Strengths	Weaknesses
Proximity to major centres of economic activity and relatively high levels of self-containment with an embedded workforce.	Productivity challenge: the area is lagging in terms of GVA performance and growth compared to comparator LEPs.
Higher levels of business growth than comparator LEPs.	Lower levels of employment growth and business turnover.
Sizeable and growing population.	Proportionally small working age population and share set to decline with a growing dependant population.
High levels of economic activity at 84% of residents and corresponding low unemployment (although higher than comparator LEPs).	Reliant on migrant labour accounting for 50% of the change in the working age population. This may be an issue with regard to Brexit.
Higher level skills are present at above the national average but are behind some comparator LEPs. Increased demand for higher level skills is anticipated at Level 4 or above in the future (with a decrease in the demand for mid-level occupations projected).	The occupational profile reflects the employment levels by sector with a large number employed in mid-level occupations. The number employed in lower level occupations in Swindon reflects the relative dominance of retail and administration-based sectors.
Growing self-employment rate in-line with national trend.	Mixed messages whether apprenticeship starts are translating into higher achievement rates.
Strong further education system.	Higher education participation rates are variable between Swindon and Wiltshire and are lower than England average.
NEET levels have declined.	Graduate retention is a major challenge for the labour market and employers.
Economy is delivery 'good growth' (PWC good growth index) based on economic and social outcomes although neighbouring areas generally score better.	Skills gaps are a key concern for employers locally and nationally and there are signs of a mismatch between skills supply and demand with 50% of vacancies regarded as hard to fill across the SWLEP area. Replacement need is driving the demand for labour especially in the service sector.

Strengths	Weaknesses
Low levels of crime.	Earning power for residents and workers are behind comparator LEPs and impact on housing affordability. A significant increase in housing delivery is required.
Shrinking carbon footprint with a narrowing gap between the Swindon and Wiltshire's performance and that of England.	Concentrated deprivation in certain locations most apparent in urban areas but also somewhat hidden in rural areas.
Prominent low carbon economy in terms of employment and business share. Strong renewable energy production including sustainable travel (electric vehicle charging and hydrogen).	Permitted development rights have led to a loss of employment space especially in Wiltshire.
Good progress in extending the digital infrastructure in terms of fixed and mobile connectivity although not-spots remain.	Transit challenges are holding back economic potential: <ul style="list-style-type: none"> • north-south road and rail links are not fit for purpose; • number and quality train stations in Wiltshire; • poor key infrastructure has compromised improved rail connections; • providing transit links to new development and employment sites; and • road usage is increasing and congestion is a growing concern.
Favourable long term economic prospects for employment growth at 0.5% p.a. to 2036. Largest growing sector is predicted to be in the financial and business services sector (15,000 new jobs 2016-36).	Commercial property rental yields are variable and are rising in Wiltshire but falling in Swindon.
	Limited high quality office development, especially in Swindon which can act as a deterrent in attracting high value businesses.



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 Swindon & Wiltshire LOCAL ENTERPRISE PARTNERSHIP	SWLEP Board Meeting 24 May 2018 Paper Number 5.6
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Meeting & Date:	SWLEP Board Meeting – Thursday, 24 May 2018		
Subject:	SWLEP Higher Education (HE) Strategy		
Attachments:	SWLEP HE Strategy Consultation Draft (Short Version)		
Author:	Sally Burnett / Amanda Burnside	Total no of sheets:	One plus HE Strategy (7 pages)

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

- 1.1. The purpose of this paper is to share the evidence base and emerging draft strategy with the Board and to gain a clear steer on the vision, aims and actions.

2. Summary

- 2.1. The paper sets out a clear vision for the HE strategy along with high level strategic aims and priority actions
- 2.2. The evidence base report completed by Buckman Associates in April has been used to inform and support these actions
- 2.3. Early findings from the evidence base was presented to the Skills & Talent Subgroup members and SWLEP board members in February 2018.
- 2.4. Stakeholders have been consulted on the findings of the evidence at two workshops in April and over 120 delegates from employers, providers including colleges and HEIs, and schools provided their feedback which has been incorporated into the strategy
- 2.5. A full stakeholder consultation will take place following Board approval of the consultation draft.

3. Recommendations

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

- 3.1. Provide specific feedback on: the vision, overall strategic aims and the emerging strategy and actions.



SWLEP Higher Education Strategy

May 2018

Consultation Draft

Short Version

DRAFT

1. Introduction

1.1 Background

This strategy builds on the [Direction of Travel](#) agreed by the SWLEP Board in May 2017. It is driven by the requirement for skills set out in the Strategic Economic Plan¹ (SEP) as well as key national policy and legislation including the [Industrial Strategy](#), the Higher Education (HE) and Research Act and the government vision for apprenticeships. The strategy has been written at a time when numerous local strategies are being developed.

1.2 Context

Swindon and Wiltshire is the only LEP area in the country without a physical university presence. The role of universities in increasing productivity including through research development and innovation are recognised in the Industrial Strategy, and national research highlights the wider socio-economic benefits of having a university in the area. The main providers of higher education within the SWLEP are the three Further Education (FE) colleges which are working with a number of university partners along with the Open University and private training providers. There are sites in the SWLEP area where specialist provision is delivered by providers from outside the area. These include the Oxford Brookes Swindon campus, Cranfield University COTEC facility and Bath Spa University at Corsham Court. From the four designated touch points of Salisbury, Swindon, Trowbridge and Chippenham, there are universities within 50 miles commutable distance. There are also a number of developments in train, including FE College growth strategies for HE, plans for the University of Wales Trinity St David to deliver Cultural Heritage provision in Swindon and a bid for an Institute of Technology to serve the Swindon, North Wiltshire and South East Gloucestershire area. The SWLEP has supported Local Growth Fund investment to increase HE provision through the FE College sector. Higher Education has long been seen as a priority for Swindon Borough Council and Wiltshire Council. The post-16 area review of education 2017 recommended that local higher education provision in the area should be developed in collaboration with universities

2. Strategy overview

2.1 Strategy Vision

By 2028, Swindon and Wiltshire will meet employer demand for higher level skills through targeted provision and enabling opportunities for all residents to access higher education with clear pathways. The benefits of studying and working in the area will be clearly outlined and a strong university presence will attract students from outside the area and provide wider economic benefits. There will be enough skilled workers to fill job vacancies, making the area attractive to investors, retaining local talent and improving both productivity and social mobility.

¹ The SEP identifies a shortfall in workforce qualified to L4+ and a forecast increase in higher level occupations

2.2 Strategy Aims

The aims of the strategy are to have sufficient and appropriate HE provision that will:

1. Increase productivity:

- the area will have a sufficiently qualified workforce at higher levels
- employers will report fewer skills shortages
- the area will attract and retain talent and investment
- there will be a workforce pipeline at graduate level
- SWLEP will benefit from increased HE provision including a multi campus university and growth through the FE sector.

2. Raise aspirations and increase social mobility:

- residents will be inspired by strong local HE provision to continue their learning journey through to higher level
- higher education will be accessible that is, flexible, affordable and close by
- residents will be able to relate the benefits of pursuing higher education to labour market opportunities, particularly in relation to Science, Technology, Engineering and Maths (STEM)
- the route to higher education will be navigable and seen to be achievable.

2.3 Outcomes

This SWLEP-wide strategy seeks to achieve the outcomes highlighted in the SEP as follows:

- ***Ensure an appropriately skilled and competitive workforce to meet the needs of employers (in relation to higher level skills)***
- ***Increase the proportion of the workforce qualified to level 4 and above (target of 52%)***
- ***Achieve a higher proportion of individuals employed in higher skilled and higher value-added roles (Level 4 and above) in priority sectors***
- ***Increase the participation of residents in Higher Education (particularly young people)***
- ***Raise aspirations and attainment of young people by age 19***

3. Evidence

3.1 Developing an evidence base

The [evidence base](#) commissioned by the SWLEP and delivered by Buckman Associates in 2018 includes qualitative and quantitative data and bespoke data purchased from HESA. The final report includes analysis of surveys conducted with students in years 11 to 13, adult learners and local employers. It should be noted that the evidence presents a complex landscape accentuated by the distinct geographic differences. Below is a summary of the key findings from this research. It is recommended that the full strategy version² and evidence base report and appendices are referred to for more detail. A

² Available on the SWLEP website from 18 May 2018

comprehensive presentation of the evidence base was given to stakeholders at events held in April 2018, and to the SWLEP Skills & Talent Subgroup and SWLEP board members in February 2018.

3.2 Key findings and considerations from the research

HE Provision

- Below average percentage of workforce qualified to L4+ in some of the SWLEP area
- Current local provision not sufficiently meeting employer and student needs
- Low percentage of students progressing to STEM HE courses (despite average participation in STEM courses at level 3)
- Few STEM courses offered locally
- Lack of part-time provision in neighbouring Higher Education Institutions (HEIs)
- Few local foundation level courses
- Net loss of graduates
- Very low numbers of students both SWLEP registered and taught by a university (unlike comparator LEPs)
- Young people prefer to study at a university
- Only LEP in country without a university
- Strong employer appetite for involvement in developing provision
- Student choice not matching employer need
- Challenges of rurality, accessibility and cohort viability
- Role of universities in increasing productivity

Awareness of current HE offer

- A high proportion of survey respondents were unaware of higher level provision already on offer within the SWLEP

Swindon and Wiltshire as a place

- The employer survey revealed that employers have difficulty recruiting to the area, and they are not confident of being able to recruit in the future
- The survey of young people indicated that people want to leave area
- Graduate flows remain an issue in this area in that a higher than average proportion of learners leave the area and do not return. Graduates are attracted to the area from elsewhere, but overall the SWLEP currently experiences a net loss of graduate talent.

Attainment

- Attainment is below average, particularly in Swindon. Attainment at aged 16 is strongly correlated with progression to HE and closely related to productivity

HE Progression

- Below average progression to HE, low participation in HE in certain areas for some groups

The current workforce

- Employers are reporting skills gaps and recruitment challenges and not confident about recruiting to higher skilled occupations
- Forecast skills shortages as identified in the SEP
- The adult survey indicates appetite to learn with support from employer

Work and learn options

- A high percentage of learners prefer work options
- There is a low percentage of employers participating in apprenticeships
- 72% of employers felt that any new provision should involve employers in its development

4. Focus of the strategy

4.1 High level actions to meet the strategic aims of increasing productivity and raising aspirations and social mobility

1. Grow and promote local HE Provision:

- Work with current providers to develop their provision to meet the needs of residents and employers and raise awareness of their current offer
- Commission a feasibility study to develop a multi campus university in the SWLEP which will: supplement and complement FE provision; meet the needs of residents; be employer-led, strengthen STEM provision and align with the principles of Institutes of Technology; and attract people from outside the SWLEP.
- Work with employers on a sector basis to develop provision to meet their needs
- Ensure a strong focus on the growth of higher and degree apprenticeships
- Ensure there is access to HEIs to meet the needs of employers in the area eg for those with niche requirements building on the work of Higher Futures

2. Ensure the strategy links to the emerging local industrial strategy and future research and investment opportunities

- Evidence from this strategy will feed into the wider SWLEP local industrial strategy work and the SWLEP-wide task group

3. Improve educational attainment and progression to higher education:

- Continue focussed work through Swindon Challenge
- Through the SWLEP strengthen the work of the Enterprise Adviser Network to improve employer engagement in Careers Education Information and Guidance (CEIAG), including the importance of STEM and maths and local labour market information
- Ensure a comprehensive programme of activity is in place to raise aspirations, working with key stakeholders including addressing barriers for all residents and for specific groups
- Further understand and address barriers to progression
- Develop pathways to HE taking into account learner starting point and including flexible and part-time options

4. Promoting SWLEP as a great place to live, work and study
 - Identify and promote key strengths of the area
 - Target campaigns to promote the key strengths of the area
 - Develop a wider student offer
 - Address the negative perceptions of place evidenced by some groups
5. Developing our approach to an employer-led skills infrastructure, reflecting the national and local industrial strategies
 - Take a sector and targeted approach to higher apprenticeships
 - Employers and universities providers to work together in a more systemic way to develop provision and ensure innovation in design/delivery
 - Work with SMEs and narrow the gap between learner choice and employer demand
 - Support employers to harness research and innovation opportunities with universities
 - Proactively engage employers in any new design or delivery so that provision is employer-led

5 Next Steps

5.1 Implementation Plan

An implementation plan will be developed through continued work with stakeholders following the submission of this paper to the board.

5.2 Consultation timeline

When the consultation version of this strategy is finalised, we will enter a consultation period (July-August 2018) during which stakeholders including the wider general public, educational establishments, politicians and the SWLEP employer base will be invited to respond via consultation questions. These responses will contribute to the development of the final strategy which will be submitted to the LEP Board in September 2018.

The involvement of key stakeholders is essential in order to ensure successful implementation of the strategy, therefore a full range of stakeholders will also be consulted with and engaged in the delivery of the implementation plan. Employer engagement is paramount to moving this agenda forward and focussed work to engage employers by sector will be carried out.



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 Swindon & Wiltshire LOCAL ENTERPRISE PARTNERSHIP	Board Meeting 24 May 2018 Paper Number 5.7
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Meeting & Date:	SWLEP Board Meeting – Thursday, 24 May 2018		
Subject:	Swindon and Wiltshire Digital Capabilities Strategy update		
Attachments:			
Author:	Paddy Bradley	Total no of sheets:	4

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

- 1.1. This paper updates the SWLEP Board on the progress made to date on the production of the Swindon and Wiltshire Digital Capabilities Strategy which will form part of the evidence base for the development of an industrial strategy for Swindon and Wiltshire.
- 1.2. The strategy is 50% part-funded by ERDF Technical Assistance 2014-2020 and 50% by the SWLEP.

2. Summary

- 2.1. In January 2018, SQW was appointed as consultants by the Digital Subgroup to produce the Swindon and Wiltshire Digital Capabilities Strategy; the core outputs from the specification can be seen in appendix I.
- 2.2. The production of this strategy has been overseen by a steering group comprising the Digital Capabilities Subgroup with additional broadband lead officer representation from Swindon Borough Council and Wiltshire Council.

3. Recommendations

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

- 3.1. Note the progress made on the production of the Swindon and Wiltshire Digital Capabilities Strategy.



4. Detail

- 4.1. The first draft of the strategy will be presented to the Digital Subgroup at its meeting on 17 May; this is a working draft of the findings and recommendations to date. The draft strategy has been built around three themes which have been developed and tested in consultation with business:
- 4.1.1. Digital creation: enabling the growth of those businesses at the 'leading edge' of digital innovation;
 - 4.1.2. Digital adoption: ensuring that across the economy, businesses remain ahead of the curve in using digital technology to stay competitive and resilient; and
 - 4.1.3. Digital foundations: making sure that our future success is underpinned by the right infrastructure and the right skills as technology advances.
 - 4.1.4. In addition to the three themes, public sector transformation will play an important role in driving digital change across all three priorities.
 - 4.1.5. Two business consultation events were held in Royal Wootton Bassett¹, the first focussed on infrastructure provision and a SWOT analysis of the area; 20 business representatives attended this session on 22 March 2018. A follow-up business event was held on 25 April 2018 looking at the future impacts of digital technology and business' views on strategy priorities; 24 businesses representatives attended this second consultation session, some of which attended both sessions.
- 4.2. The next draft of the strategy is expected to be submitted at the end of May and will be circulated to SWLEP Board Members for their review and consideration.

¹ Business consultation events were organised to take place in Salisbury but both events were cancelled due to lack of business registrations.





5. Appendix I - Digital strategy core outputs set out in the specification

5.1. The specification for the strategy comprised the following pieces of work:

- 5.1.1. Undertake gap analysis in the provision of superfast and ultrafast broadband including 4G and 5G wireless connectivity compared to national provision working with Wiltshire Online and with Superfast Swindon in order to influence plans for the rollout of ultrafast broadband delivery to the business community. This should include the production of maps to illustrate gaps in provision.
- 5.1.2. Identify key contacts within superfast and ultrafast providers and Government regulators and Government policy makers to support lobbying activity in order to maximise the roll out of superfast and ultrafast rollout for businesses across Swindon and Wiltshire. This should include engaging with providers, local authorities and business to understand the real and perceived barriers to delivery and capacity for Swindon and Wiltshire and build on the national evidence developed by the Broadband Stakeholder Group's report 'Lowering Barriers to Telecoms Deployment' (May 2017) in proposing a local response to overcome identified barriers.
- 5.1.3. Identify those digital technologies skills which businesses lack which can support competitiveness and productivity improvements and propose how these can be effectively addressed in Swindon and Wiltshire drawing on national or international examples of best practice to inform the further development of a Swindon and Wiltshire Skills and Talent Plan.
- 5.1.4. Identify the strengths and constraints of Swindon and Wiltshire in terms of:
 - the application of digital technologies to transform the economy and drive productivity growth;
 - developing the existing digital technologies business base;
 - digital technology hubs (virtual or physical) as identified as a priority in the Science and Innovation Audit; and
 - skills gaps and future needs.
- 5.1.5. Drawing on the analysis of items above, set the framework and priorities for a digital technologies business networking group to maximise local investment opportunities.
- 5.1.6. Identify Swindon and Wiltshire's unique selling points in digital technologies which the SWLEP could use in the development of its investment proposition to attract UK and internationally mobile projects.





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





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 Swindon & Wiltshire LOCAL ENTERPRISE PARTNERSHIP	Board Meeting 24 May 2018 Paper Number 5.8
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Meeting & Date:	Board Meeting – Thursday, 24 May 2018		
Subject:	Regional Collaboration		
Attachments:	Appendix I – South West LEPs’ areas of activity		
Author:	Paddy Bradley	Total no of sheets:	4

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

- 1.1. The paper is within the realm of the SWLEP’s overall strategic priorities and development. It is written as part of the development of the Local Industrial Strategy.

2. Summary

- 2.1. Economic growth is not dependent on the boundaries of LEPs. The paper provides some points for discussion about the range of work and partnerships the SWLEP is currently involved in and identifies areas of collaboration which are aligned to our local industrial strategy and wider economic plan. One effect of structured, regional collaboration is to gain the attention of central government and its agencies, resulting in greater and more sustained support.

3. Recommendations

- 3.1. The paper is produced for discussion at this stage, with the Board’s views sought on the range of regional collaborations identified in paragraphs 4.4, 4.6 and 4.7.

4. Detail

- 4.1. The table in Appendix I provides an overview of the recent collaborative activities involving the LEPs in the south west. To this can be added the development of proposals for sub-national transport authorities. This work is led by the local authorities and the LEPs are interested observers. All LEPs will be involved in one way or another in the sub-national transport bodies or body created for this region. Swindon Borough Council has already joined the English Heartlands sub-national

- body and, at the time of writing, is determining its role with any transport body covering all or part of the south west.
- 4.2. The SWLEP has been an active collaborator in projects which have to varying degrees supported the SWLEP's economic agenda. However, the south west has not found a method to speak with one regional voice on economic matters.
 - 4.3. The issue which has exercised most discussion time between the LEPs is whether to be part of a Great South West identity and branding. The West of England and GFirst have made clear their position, which is not to be part of the exercise. The SWLEP has shown willingness to join in projects of common interest, but has not subscribed to the brand positioning.
 - 4.4. Most recently, the three strong advocates of the Great South West brand, Dorset, Heart of South West and Cornwall and Isles of Scilly, have dropped their emphasis on an overarching brand and identified four areas of collaboration: rural; trade; transport and innovation. This is a framework within which the SWLEP could work. For example, the south west has a large and vibrant aerospace cluster and so collaboration within the region around marketing, trade visits and investment opportunities makes sense. Similarly, the Rural Productivity Commission is the concept developed by the LEPs from Cornwall and the Isles of Scilly, Dorset, Heart of the South West and Swindon and Wiltshire. It also makes eminent sense for the SWLEP to work closely with Dorset LEP on north-south connectivity along the A350 corridor and with LEPs involved in the route of the A303.
 - 4.5. The sectors which are strong now and into the medium-term future are:
 - 4.5.1. Advanced manufacturing within the automotive sector and particularly new energy vehicles;
 - 4.5.2. Hydrogen manufacture, storage and use to deliver clean growth;
 - 4.5.3. Aerospace technology related to Defence capabilities and unmanned commercial air vehicles;
 - 4.5.4. Aspects of cyber security – further definition required; and
 - 4.5.5. Aspects of Life Sciences – further definition required.
 - 4.6. Taking this sectoral approach, the Board is asked to consider regional collaboration to help develop economic opportunities in the following areas of focus:
 - 4.6.1. Oxfordshire and the Cambridge – Milton Keynes – Oxford arc provides natural collaboration and competition over new energy vehicles, hydrogen and life sciences. This area also has wider economic ties. The hydrogen links also extend to the West of England and the Thames Valley.
 - 4.6.2. Partnership with GFirst, The Marches and Worcester LEPs around cyber security is emerging as a potential alliance following the science and innovation audit work we are carrying out.



- 4.7. In addition, to support wider economic ambitions, the Great West Way is a concept gaining traction in the region. There is the strong likelihood of a comprehensive tourist route taking in major attractions between London and Bristol and delivering a good boost to our visitor economy. The delivery of the concept will involve collaboration with LEPs from London, through the Thames Valley, Swindon and Wiltshire to the West of England.

5. Appendices

5.1. Appendix I - South West LEPs' areas of activity

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



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 Swindon & Wiltshire LOCAL ENTERPRISE PARTNERSHIP	Board meeting 24 May 2018 Paper Number 5.9
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Meeting & Date:	Board meeting – Thursday, 24 May 2018		
Subject:	Determining the future operating model of the SWLEP		
Attachments:			
Author:	Paddy Bradley	Total no of sheets:	6

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

- 1.1. At its meeting on 21 March 2018, the SWLEP Board confirmed the Commissioning Group's decision to establish a working group to produce a recommended option for a future operating model for the Board's consideration.
- 1.2. This report outlines the work underway to plan the route to the future operating model of the SWLEP and includes outcomes of discussions at the first meeting of the Future Operating Model working group.

2. Summary

- 2.1. The report describes the work underway to appraise options for a future operating model of the SWLEP. It considers the current governance structures across the 38 LEPs in the country and settles on an appraisal of three options – no change and two variations of a company structure. The proposal is that the SWLEP plans for a new operating model based on an incorporated status, whilst awaiting the outcome of the Ministerial Review into the future role of LEPs. The report identifies an indicative timeline to move to incorporated status.

3. Recommendations

- 3.1. The SWLEP Board is recommended to:
 - 3.1.1. endorse the presumption that the Swindon and Wiltshire LEP changes its operating model from a voluntary partnership without legal status to one of an incorporated status with a legal identity;



- 3.1.2. require the Director of the SWLEP, working with the Commissioning Group, to report back to the Board on a full analysis of options and seek Board approval for a preferred option; and
- 3.1.3. approve the indicative timeline to determine the future operating model of the SWLEP as shown in paragraph 4.6.

4. Detail

4.1. What are the options?

- 4.1.1. We have reviewed five models, three of which are currently used by at least one LEP.

- Voluntary partnership- 53% of LEPs including SWLEP
- Company Limited by Guarantee - 40% of LEPs
- Community Interest Company (CIC) [can be combined with a company limited by guarantee or shares] – 7% of LEPs
- Community Benefit Society [previously known as an Industrial and Provident Society] – 0% of LEPs
- Limited Liability Partnership (LLP) – 0% of LEPs

The working group has received a summary table describing the features of each of these operating models. These descriptions and subsequent advantages and disadvantages are the subject of further study.

- 4.1.2 Based on the analysis of the different operating models and how the options are spread across LEPs, it is proposed that we pursue three lines of enquiry.

- Maintain the steady state, that is, no change and remain as a voluntary partnership. This is the model that most LEPs originate as and constitutes over half of current LEP incorporation status. A Voluntary Partnership has no legal personality and therefore has no regulatory body. However, this option may not be feasible after the Ministerial Review outcomes are published before the Parliamentary summer recess.
- Establish the SWLEP as a company limited by guarantee. Most guarantee companies are not-for-profit – as such, most companies need their articles to be drafted to reflect this. This model currently makes up the rest of LEP incorporation status. Registered at and regulated by Companies House. Governed by the Companies Act.
- Establish the SWLEP as a Community Interest Company (CIC). This model can be combined with a company limited by guarantee or shares. A CIC is a limited company with extra features to mark it out as a social enterprise. A number of LEPs have taken on this model. The regulatory body is the



Office of the Regulator of Community Interest Companies, which is part of Companies House. It is established by the Companies (Audit, Investigations and Community Enterprise) Act 2004 and regulated by The Community Interest Company Regulations 2005 as well as the Companies Act. The company structure will depend on whether the company is limited by guarantee or by shares.

- 4.1.3 As we develop the options appraisal, we will take into account other considerations, such the development of local and regional partnerships and government policy which may have an impact on the sustainability of the SWLEP.
- 4.1.4 The view of the working group and the Commissioning Group is that the incorporation model is the most likely outcome to pursue. Incorporation does provide a range of advantages, including:
- independence, enabling a business to business relationship with the community that drives our strategy;
 - ability to act to directly support and deliver economic growth which is beyond our current capabilities as a voluntary partnership with no legal status; and
 - speed and nature of response to economic circumstances which provides greater agility than our local authority partners are able to achieve.
- 4.1.5 When reviewing the incorporated status options, there are challenges to overcome in addition to the advantages to grasp:
- delivering an incorporated model which is financially sustainable when operating costs will be higher than now and there is no indication at the moment from Government that the core operating grant of £500,000 will increase; and
 - achieving a meaningful new relationship with local authority partners in the context of membership of the Board of Directors of a new SWLEP company. In particular, this relates to the relationship with elected members, who are voted in by residents to promote the interests of their democratic area, but as Directors of a SWLEP company would be obliged to act in the interests of the company, which may be at odds with elected official responsibilities.
- 4.1.6 These challenges have been addressed in other LEPs which have moved to incorporated status. The SWLEP Director is in contact with other LEP colleagues and has access to their documentation and processes which will be



assessed as part of the options appraisal. For example, a neighbouring LEP includes on its Board a Director from each of the local authorities in the area of the LEP. Currently, they are all Leaders of their Councils.

- 4.1.7 It is proposed that the Board supports a presumption of a move to incorporated status, which would result in the Board receiving a full options appraisal and a recommended course of action at a meeting in 2018, with the July or September meeting being the likely target dates. The timing of the report back will be influenced by the outcome of the LEP Ministerial Review, described in paragraph 4.2.

4.2 LEP Ministerial Review

- 4.2.1 The text below summarises the output from the first three meetings of the Local Enterprise Partnerships Strategic Review, led by Ministers.
- 4.2.2 In the Industrial Strategy White Paper Government committed to a review of LEPs' roles and responsibilities, leadership, governance, accountability, financial reporting and geographical boundaries, such that they have a clearly defined set of activities and objectives.
- 4.2.3 In order to take external advice on the review, Ministers Jake Berry (MHCLG), Lord Henley (BEIS) and Robert Jenrick (HMT) have convened an advisory panel. The panel provides a broad perspective from leading figures in business, local government, academia, business representative organisations and LEPs. The panel has now met four times, in December 2017, January 2018, March 2018 and May 2018. It is not anticipated it will meet again to consider evidence as it is planning to deliver its report before the Parliamentary Recess in July 2018.
- 4.2.4 The advisory panel has considered a number of key principles that are summarised below, and will be used to guide further policy considerations:
- That clarifying the mission of LEPs is integral and that this must be kept simple.
 - Strong business leadership and effective partnership working is a key determinant of a successful LEP.
 - LEPs need to have arrangements that enable them to set a strategy for long term change and economic improvement.
 - LEPs must have clarity on their roles and responsibilities, and on how to effectively measure their output and impact.
 - More must be done to ensure LEPs have a small number of targeted objectives rather than an expansive list of activities.
 - The review could consider increasing the proportion of private sector representatives that sit on LEP boards and that promoting a diverse and representative private sector voice in LEPs is essential to their success.



- The review should agree approaches for promoting effective leadership, including fixed terms for chairs.
- That LEPs must be clearly distinct and that the review should explore in detail how local government provides support to LEPs, such that LEPs are able to provide a strong and independent private sector voice.
- LEPs should provide an independent business voice in MCA areas, with clarity over their distinct roles and responsibilities.
- That overlapping geographies can cause confusion for business and undermine accountability in decision making. Local areas could work collaboratively to identify issues with current boundaries and bring forward proposals for resolving.
- More can be done to identify best practice LEP performance. Organisations such as the LEP Network could have a greater role sharing best practice and in activities such as peer review and regulation.
- That increasingly objective measurement of LEP performance should be welcomed. This strengthens governance and promotes best practice across the sector.
- Government could consider a more nuanced range of actions and support with regards underperforming LEPs.

4.2.5 In addition, advisory panel members also agreed the review should be mindful that:

- LEPs should have a broad remit in driving growth and should not be restricted to allocating funding alone.
- LEPs should not be reduced to a support function for the economic development arm of a local authority.
- Imprecision on LEPs' role risks 'mission creep' and impedes their ability to focus on driving local growth.
- That in setting out any revised expectations, these should reflect LEPs' strategic role and be precise when describing LEPs' outputs and activities.
- That whilst Government could be more prescriptive in setting out some of its expectations of LEPs, it should recognise that LEPs are local organisations and should retain local autonomy.
- Reform of overlapping geographies should primarily be led locally to achieve success.
- LEPs, the LEP Network and Government should work together to identify existing best practice and share this across all LEPs.

4.2.6 The outcomes of the review are important considerations for our discussions about a future operating model. It is quite possible that the strategic review will recommend two types of operating model for LEPs; one defining the relationship between a Mayoral Combined Authority and the other an incorporated model for all other LEPs.

4.3 Operating costs of a limited company

- 4.3.1 We have begun work on assembling costs in discussion with the finance team of the Accountable Body. The work is led by Ian Durston. The cost categories we have begun to analyse are:

Salaries	NI & Pension	Premises	IT
Legal Services	Accounting Services	HR Support	Compliance

- 4.3.2 Within these categories, the cost to the SWLEP of assuming the role of an employer is the most significant financial risk. We are exploring with other incorporated LEPs the opportunities for sharing back office costs. In addition, there are discussions with the Accountable Body about the accrual of interest from the annual Local Growth Deal (LGD) capital allocation, which will be circa £20m in 2018-19, and £16m in each of the two following years. Currently, the Accountable Body makes a charge of £50,000 for its services and this is paid for from the interest accrued, but the SWLEP is not credited with any other interest payment from the LGD capital grant.

4.4. Legal Framework

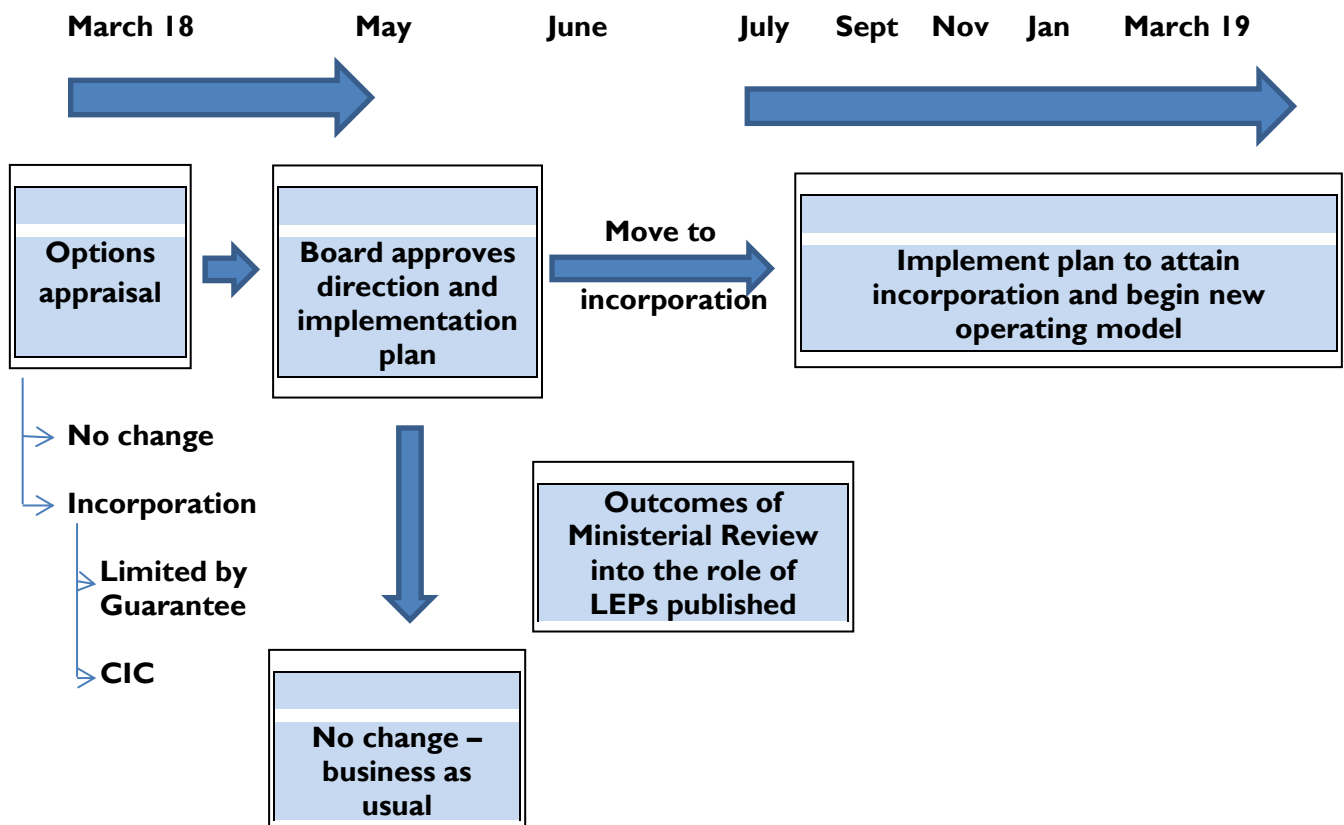
- 4.4.1. We currently hold examples of Articles of Association and, if necessary, By-laws from existing incorporated LEPs and businesses established by both Councils. If the route to incorporation is determined, then the production of the required legal documentation will be made easier. Debby Skellern is leading on this work and developing a future group structure to support a new operating model.

4.5. Democratic Accountability for any change in SWLEP legal status

- 4.5.1. We have taken initial soundings from the Accountable Body's legal team and the current view is that if incorporation is the chosen direction, the Joint Strategic Economic Committee would be the appropriate forum for it to be discussed and endorsed. It was not thought at this stage to require a report to either Cabinet.



4.6. Determining the future operating model of the SWLEP – indicative timeline



4.6.1. Outline Plan

- 2.6.1.1 This is the plan which will take us from the May Board meeting and the publication of the Ministerial Review to establishment as an incorporated body if that is the decision of the SWLEP Board.
- 2.6.1.2 We are in the early stages of developing the content of the implementation plan.
- 2.6.1.3 We will take further iterations of this document through the review processes of the working group, the Commissioning Group and the Board.



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Meeting & Date:	SWLEP Board Meeting – Thursday, 24 May 2018		
Subject:	Highlight Reports		
Attachments:	None		
Author:	Ian Durston	Total no of sheets: (inc cover sheet)	14

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

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

https://swlep.co.uk/docs/default-source/programmes/programme-hlr-summary---mar-website.pdf?sfvrsn=c2b16149_14

2. Summary

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

Chippenham Station Hub

There have been delays to the production of the Full Business Case for phase 1b (lift access) due to the availability of Network Rail resource and timescales for this element of the work are at risk of slip. A letter has been sent from John Mortimer to GWR to request that this issue is addressed.

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

A350 Yarnbrook / West Ashton

Funding to cover the associated cost increase has been successfully granted by the Housing Infrastructure Fund (subject to final clarifications), so a major risk on this project has now been removed. Planning permission has also now been awarded. Discussions are taking place on progressing as a faster pace with development work and an associated acceleration of the LGF spend on the project.

Salisbury Central Car Park and Maltings

The Heads of Terms (HoT) for the land deal with THRE is now in mature state, but the recent incident in Salisbury has prompted a review between the developer and Wiltshire Council - discussions taking place with Central Government. Planning is due to be submitted in August 2018.

Swindon Bus Exchange (Swindon Bus Boulevard)

The application to the Housing Infrastructure Fund (HIF) to cover increased costs on this project was not successful. This leaves a financial viability gap on a project that is already running to tight timescales. However, the Commissioning Group has reviewed this project and recommends that it proceeds with LGF funding based on new plans and spend profiles submitted by Swindon Borough Council. This is discussed in more detail in a separate paper.

New Eastern Villages

Southern Connector Rd – costs have increased due to design requirements to mitigate archaeological discoveries (though are now £2.6m less than previously forecast). These will be covered by developer contributions but an application has also been made to Housing Infrastructure Fund (future funding element) – that is, the developer contributions can be released for other elements of the project if the HIF bid is successful. The result of the HIF application will be known in Summer 2018. Compulsory Purchase Orders (CPOs) may be necessary which have been approved in principle by the SBC cabinet.

A420/Gablecross - A design option has been selected and land assembly is now underway. Osborne appointed to provide early contractor involvement.

Wichelstowe Southern Access

The Outline Business Case is being submitted to the May 2018 Board Meeting. The procurement process for the project will be carried out in June 2018.

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

- There are 29 live projects covered by the highlight reports and two potential projects (the Salisbury Plain Heritage Centre and the Swindon Museum and Art Gallery).
- Six projects (21%) are completed
- Nine projects (31%) are rated GREEN
- Seven projects (24%) are rated AMBER GREEN
- Four projects (14%) are rated AMBER RED
- Three projects (10%) are rated RED (Swindon Bus Exchange, New Eastern Villages A420 Gablecross and the New Eastern Villages Southern Connector Road).
- No projects have improved their RAG ratings since the last report, and four have deteriorated.

3. Recommendations

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

4. Highlight Report Summaries

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

Local Growth Fund – Focus Projects					
Project Ref	Project Name	Lead Delivery Partner	Previous	Current	Notes
LGF/1617/004/CSH	Chippenham Station Hub	WC	AR	AR	Waiting for programme from Network Rail for phase 1b (lift) – letter sent from Chairman to chase. Planning application for phase 2 (commercial premises) under development. Discussions underway with prospective occupier.
LGF/1617/009/YWA	A350 Yarnbrook/ West Ashton	WC	G	G	£8.7m HIF application successful (subject to final clarifications). Planning permission now granted.
LGF/1718/003/CCPM	Salisbury Central Car Park and Maltings	WC	AG	AG	Heads of Terms for land deal with THRE in mature state, but being reviewed post Salisbury incident. Discussions taking place with Central Government. Planning due to be submitted in August 2018.
LGF/1617/008/SBX	Swindon Bus Exchange	SBC	R	R	Application to Land Release Fund (£400k) for St John St car park development successful but main application to HIF (£8.3m) not. SBC to present to Commissioning Group on proposed way forward.
LGF/1516/003/EV (iv)	New Eastern Villages Southern Connector Road	SBC	R	R	Overall scheme cost increase due to land assembly revised cost estimates, additional road length and structures to mitigate environmental and archaeological impact (though now £2.6m less than previously forecast). To be covered by developer contributions but submission to Housing Infrastructure Fund has also been made.
LGF/1516/003/EV (iii)	New Eastern Villages A420 Gablecross	SBC	R	R	Design option selected. Land assembly currently underway. Osborne appointed to provide early contractor involvement.
LGF/1617/002/WI	Wichelstowe Southern Access	SBC	AG	AR	The Outline Business Case is being submitted to the May 2018 Board Meeting. The procurement process for the project will be carried out in June 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	Complete	Complete	
LGF/1617/001/A350	A350 Dualling Bypass (Badger – Brook + Chequers)	WC	AG	AG	Forecast completion in September 2018.
LGF/1617/007/MH	Mansion House (Corsham)	WC	G	G	Construction work commenced. Updated Outline Business Case approved at LEP May Board. Construction completion forecast for November 2018. George Gill and Shahina Johnson to join working group for operation of facility.
LGF/1617/010/JNC17	M4 J17 Capacity Improvement	WC	G	Complete	Construction complete.
LGF/1617/009/UFB	Ultra Fast Broadband	WC	G	AG	Mobilisation and surveying is currently underway. Some technical issues in Malmesbury area. Way forward under discussion.
LGF/1516/005/LSTF	LGF Sustainable Transport Package	SBC	AG	AG	Detailed design of 18/19 scheme elements is being progressed. Completion by September 2018. Detailed project plan outstanding.
LGF/1617/003/SRT	Swindon Rapid Transit	SBC	AR	AR	FBC for Wichelstowe phase agreed by January Board subject to final price for Mannington element. Final price to be supplied in phases. Work in progress on Tadpole Farm and NEV schemes.

LGF/1617/006/JNC16	M4 Junction 16	SBC	G	Complete	Construction complete.
LGF/1617/010/SPHC	Salisbury Plain Heritage Centre	WC			Discussions taking place with trustees on LEP support for project. Highlight Report to be produced if project goes ahead.
LGF/1617/011/SMAG	Swindon Museum and Art Gallery	SBC			Heritage Lottery Fund application not successful. Highlight Report to be produced if project goes ahead.

Local Growth Fund (Growth Deal 3)					
Project Ref	Project Name	Lead Delivery Partner	Previous	Current	Notes
LGF/1718/001/WCS	Wiltshire College - Salisbury	Wiltshire College	G	G	Stage 3 design work due to complete in April 2018. No significant changes to requirements. Planning permission approved.
LGF/1718/002/WCL	Wiltshire College - Lackham	Wiltshire College	G	G	Stage 2 design work underway. Review of timescales being carried out to ensure fit with financial profiling.

Department for Transport – LGF (Growth Deal 1)					
Project Ref	Project Name	Lead Delivery Partner	Previous	Current	Notes
LGF/1516/003/EV (i)	New Eastern Villages - Great Stall Bridge	SBC	AG	AG	Preliminary design work on track for completion in August 2018. Some issues with timescales of Highways England framework contract SBC are making use of. New slip bridge required involving discussions with Network Rail.
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	AG	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. Concept design not yet worked up.

Department for Transport - Retained					
Project Ref	Project Name	Lead Delivery Partner	Previous	Current	Notes
LGF/1516/003/EV (v)	New Eastern Villages White Hart Junction	SBC	G	AG	Dedicated design team is in place and is progressing design work – preliminary design due for completion in June 2018. Some issues with timescales of Highways England framework contract SBC are making use of. New slip bridge required involving discussions with Network Rail.
LGF/1516/003/EV (vi)	New Eastern Villages Business Case	SBC	G	G	OBC scheduled for July Board Meeting.

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

Careers and Enterprise Company (CEC)					
Project Ref	Project Name	Lead Delivery Partner	Previous	Current	Notes
LEP/GEN/001/CEC	Enterprise Advisor Network	WC & SBC	G	G	Project going well with 53 schools/colleges & 46 Enterprise Advisers engaged. Focussed on getting schools/colleges to assess their careers provision against the Gatsby benchmarks. Very positive feedback from CEC representative.

Department of Business Energy and Industrial Strategy (BEIS)					
Project Ref	Project Name	Lead Delivery Partner	Previous	Current	Notes
LEP/GEN/002/GH	Growth Hub	LEP	G	G	Growth Hub progressing well. Growth Hub used to promote support to Salisbury businesses and CRM system used to track businesses engaged with.

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 was scheduled for March 2018.
LEP/GPIF/002/WD	GPIF – Woods Group	Woods Group	G	G	£1,279,235 loan agreement signed. Repayment to SWLEP by end March 2021.




Key

Project Status

	Red	Amber Red	Amber Green	Green
	R	AR	AG	G

See below for RAG rating methodology

Direction of Travel

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

Milestones

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

RAG Rating

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

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

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

RAG Scoring

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

Principles of Overall Project RAG Status

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





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Meeting & Date:	SWLEP Board Meeting – Thursday, 24 May 2018		
Subject:	Swindon Bus Exchange (Swindon Bus Boulevard)		
Attachments:	None		
Author:	Ian Durston	Total no of sheets:	2

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

- 1.1 To update the Board on the status of the Swindon Bus Exchange project (now known as the Swindon Bus Boulevard project) and to request Board approval of the Commissioning Group's recommendation to continue SWLEP funding for the project.

2. Summary

- 2.1 The Swindon Bus Exchange was identified as a 'focus' project as part of the Steer Davies Gleave LGF project review. As a result 'trigger' milestones were identified that would prompt a SWLEP review of the project if not met. One of these milestones for the Swindon Bus Boulevard project was the award of Housing Infrastructure Fund (HIF) monies to address a funding gap in the project.
- 2.2 The application for this funding was not successful, so a review of the project has been carried out by the Commissioning Group.

3. Recommendations

- 3.1 Having reviewed the project, the Commissioning Group recommends that the Board approves that the LGF allocation of £3m to the Swindon Bus Boulevard project remains in place.

4. Detail

- 4.1 In 2017, a review of all LGF projects was carried out by Steer Davies Gleave (one of the SWLEP Independent Technical Advisors) to identify any projects that were at risk of not delivering within the Central Government timescales of March 2021. The Swindon Bus Exchange project (now known as the Swindon Bus Boulevard project) was identified

as having particular risks around the outstanding need to secure planning approval and also the need to identify additional funding to address cost increases that have arisen – partly as a result of combining the project with the upgrade of the Fleming Way area.

- 4.2 An application was made by Swindon Borough Council to the Housing Infrastructure Fund (HIF) for £8.3m to address the cost increases. This application was not successful, which triggered a review of the project by the SWLEP Commissioning Group, in particular whether the £3m of LGF funding allocated to the project could be spent by March 2021 and whether SWLEP support for the project should be continued.
- 4.3 The project team has presented at the March and May 2018 Commissioning Group meetings.
- 4.4 The project team has articulated a strong strategic case for the project and demonstrated its importance to the overall regeneration of Swindon town centre.
- 4.5 The team is also in discussions with Homes England, as a major partner in the town centre regeneration programme, on other potential funding packages to take the project forward.
- 4.6 The SWLEP funding would be used for ‘enabling works’ for the project, with other funding streams being used for downstream elements of the project construction. The project team will develop more detail of what is included in the enabling works element, but is committed to ensuring that the LGF money will be spent by March 2021 and that the original outputs of the overall project will still be delivered.
- 4.7 Overall, the Commissioning Group felt that while there are still significant risks with the project, these are manageable, and the case for continuing SWLEP funding was strong. The agreed view was that SWLEP funding to the project should therefore remain in place.



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Meeting & Date:	SWLEP Board Meeting – Thursday, 24 May 2018		
Subject:	Wichelstowe Southern Access - Outline Business Case		
Attachments:	None		
Author:	Ian Durston	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 Wichelstowe Southern Access Outline Business Case (OBC) has been produced in line with the SWLEP Assurance Framework. The purpose of the OBC is to confirm the continued strong case for the scheme which is located to the south west of Swindon and straddles the M4 motorway to the east of junction 16. The paper is submitted for approval for development work to continue, including the production of a Full Business Case.

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 through the following link:

https://swlep.co.uk/docs/default-source/programmes/local-growth-fund-lgf/outline-business-cases/wichelstowe-southern-access/obc-wichelstowe-southern-access---final.pdf?sfvrsn=335470d4_4

The appendices are available in the resources section of the following page:

<https://swlep.co.uk/projects/project-detail/wichelstowe>

- 2.2 The Wichelstowe Southern Access scheme consists of the construction of an additional access to the Wichelstowe site crossing underneath the M4 motorway, together with associated infrastructure to the south and north of the crossing to connect to existing infrastructure (to the south) and the new development (to the north). The southern end of the scheme requires a new junction to be provided on the B4005 Wharf Road,

just to the east of the existing junction with Hay Lane. The route then travels in a north-easterly direction, with a new under-bridge provided where it will cross the M4 motorway. It will then travel in an east-north-east direction to tie in with infrastructure provided as part of the Wichelstowe development.

- 2.3 In line with the SWLEP Assurance Framework the OBC has been reviewed by a SWLEP Independent Technical Advisor (Systra) who has judged the OBC as to be in line with Treasury Green Book requirements and an appropriate document to be taken forward to Full Business Case. There are, however, some comments around the Financial Case of the OBC that will need addressing as part of the Full Business Case – in particular regarding the price base used, the use of inflation, and the true out-turn costs in the years of delivery.
- 2.4 It should be noted that as this scheme has been retained by the Department for Transport (DfT) it will also be required to sign off the Full Business Case. It has been recommended by the ITA that the project team engages the DfT as early as possible so it has full visibility of the contents of the business case.

3. Recommendations

- 3.1 Approving this OBC will enable the development work for the project to continue (detailed design and procurement) and a Full Business Case to be developed in order that construction work can commence in October 2019.
- 3.2 It is recommended that the Board approves the OBC.

4. Detail

Background

- 4.1 The scheme is located to the south west of Swindon and straddles the M4 motorway to the east of junction 16. It consists of the construction of an additional access to the Wichelstowe site crossing the M4 motorway, together with associated infrastructure to the south and north of the crossing to connect to existing infrastructure (to the south) and the new development (to the north). The southern end of the WSA requires a new junction to be provided on the B4005 Wharf Road, just to the east of the existing junction with Hay Lane. The route then travels in a north-easterly direction, with a new under-bridge provided where it will cross the M4 motorway. It will then travel in an east-north-east direction to tie in with infrastructure provided as part of the Wichelstowe development.
- 4.2 The main function of the scheme is to provide access to Wichelstowe and it is not designed as a relief road or expected to attract large volumes of through traffic. The road will be a standard two-way 30mph link. The scheme is required as part of Condition 42 of the planning permission for the Wichelstowe development. The condition restricts the number of dwellings to 2,500 until the scheme is complete.
- 4.3 The scheme will unlock the Wichelstowe development above the 2,500 residential units currently permitted without the scheme. The scheme will thus make it possible to support the full 4,500 new dwellings. It will also unlock 12.5 hectares of B1/B2/B8 employment land and will support around 2,000 new jobs. The scheme will result in a positive benefit derived from 'Planning Gain', through delivery of the additional housing and employment.
- 4.4 The purpose of the Outline Business Case is to provide evidence-based information to secure support from the Local Growth Fund for £22.9m through the SWLEP to progress the scheme. Swindon Borough Council (SBC) has successfully secured provisional funding of £22.9m to deliver the scheme earlier than would otherwise be the case, facilitating economic growth and improving the viability of the development. A further £5.29m in total will be provided by SBC through developer contributions, making up the anticipated full scheme cost of £28.19m

Strategic Case

- 4.5 The Wichelstowe site has been identified through the local plan process, as a strategic site for delivery of housing and employment in Swindon. This will form a key site for Swindon to meet its identified housing needs in the future. As part of delivering the housing needs, infrastructure requirements have been identified, including the Wichelstowe Southern Access scheme and junction 16 improvements. The latter is

required to assist in the wider delivery of housing and employment in Swindon and Wiltshire.

- 4.6 The Wichelstowe Southern Access scheme is intrinsically linked to the delivery of housing at this site, as identified within the local plan. The planning permission for Wichelstowe allows for 2,500 dwellings to be delivered prior to the WSA being built, but without the scheme the Local Plan targets and objectives cannot be met and the delivery of housing and employment at Wichelstowe will not be possible.
- 4.7 Without the scheme, the growth at Wichelstowe cannot proceed beyond 2,500 houses, resulting in the loss of up to 2,000 new homes and 12.5ha of employment land. This will stifle Swindon's growth and/or put pressure for growth in other less suitable areas.
- 4.8 The major objectives that have been identified are:
- Unlock the Wichelstowe development after the first 2500 units
 - Reduce congestion from Wichelstowe development on the wider network – the scheme will offer relief to Wharf Road and the roads to north and east of Wichelstowe, which would otherwise become congested without the scheme. These include Great Western Way, Mill Lane and Croft Road. Without the WSA scheme, these existing roads would have to accommodate Wichelstowe development from the south and west. A review of the future demand on the section of the M4 between junctions 16 and 17 was undertaken by the then Highways Agency (now Highways England - HE) in 2012. The assessment was on the premise that the scheme was to the south and that this provided the “agreed” scheme for Junction 16. If the scheme was altered, then the study's assumptions that the proposed Junction 16 improvements would be sufficient to accommodate future demand could be altered and HE would need to reconsider its policy/strategies for the area. The Wichelstowe Southern Access scheme will maximise use of the capacity provided by the M4 Junction 16.
 - Improve accessibility to new jobs at Wichelstowe from the south and west. As noted, access to and from the site is currently via Redposts Drive to the north, via Croft Road/Blackhorse Way to the east and via Mill Lane to the south. The scheme will provide a connection from the proposed Wichelstowe development to M4 Junction 16 located the west thus improving access to the development from the south and west and alleviating pressure that would otherwise have to be borne by the current three accesses. The scheme will facilitate more people moving to the area and spending money in the local economy. The jobs and housing can be accelerated by moving the scheme forward, which will be facilitated by the Local Growth Funding.

4.9 Work has been undertaken to look at four options as follows:

- Option 1 – Consented M4 Tunnel
- Option 1a – Straightened Alignment M4 Tunnel
- Option 2 – Western M4 Bridge (at location of tunnel)
- Option 3 – Eastern M4 Bridge

4.10 Option 1A has been considered the preferred option, as it is deliverable within the timescale of the available funding, will not require a large amount of planning work (as it is like the consented scheme and a similar alignment) and has lower construction costs than the consented scheme.

Economic Case

4.11 The economic, environmental, social, public accounts and distributional impacts of the scheme have been appraised using qualitative, and quantitative information, following the principles in the DfT's transport appraisal guidance (WebTAG). This has been done in a proportionate manner.

4.12 The BCR for the project is calculated at 1.629 which represents medium value for money. It's constituent parts are as follows:

Benefit	Value (£m) in 2010 Prices and Values
Business Users	6.158
Consumer Users - Commuting	20.124
Consumer Users - Other	9.225
Greenhouse Gases	0.578
Accidents	7.811
Delays During Construction	-0.483
Indirect Taxation	-1.274
Present Value of Benefits (PVB)	42.672
Broad Transport Budget	26.188
Present Value of Costs (PVC)	26.188
Net Present Value (NPV)	16.484
Initial BCR	1.629

- 4.13 In addition to the conventional transport appraisal benefits, the scheme will also deliver wider economic and social benefits, in line with the LEP's objectives. In particular, the scheme will support the Wichelstowe development (4,500 dwellings and 12.5 ha of B1/B2/B8 employment land). It will enable the dependent development of 2,000 dwellings to come forward. It will unlock 12.5 ha of employment with the creation of 2,000 new jobs at Wichelstowe.

Financial Case

- 4.14 The scheme costs have been estimated at £26.010 million in 2017 prices. Blue Reach Services Ltd, an experienced cost consultant has provided input to the scheme cost estimates, so that the costs are robust given current understanding. The scheme is bounded by land owned by SBC, therefore land acquisition is not a risk or cost factor in the overall scheme costs. A summary of the scheme costs are shown in the table below. These costs include quantified risk and real cost increases to account for inflation from year of estimate to year of expenditure and are therefore in outturn prices. Compound inflation was applied to the 2017 scheme costs to give outturn prices. General inflation of 2.5% per annum was assumed, while construction price inflation of 5% per annum was assumed.

Item	Cost (£m)
Preparation (design and survey work)	0.930
Preliminaries	3.402
Construction	16.205
Site supervision	2.065
Land	n/a
Quantified risk assessment budget	3.408
Inflation from year of estimate to Expenditure Year	2.181
Total	28.190

- 4.15 The scheme will be funded through the SWLEP, local and developer contributions. SBC as landowner and developer will contribute £5.29m, making up the anticipated full scheme cost of £28.19m. Furthermore, SBC as landowner and developer will be responsible for any additional costs if they exceed the anticipated total. This funding allocation runs through to early 2021, with a phased drawdown of funds from 2018 to 2021.

Commercial Case

- 4.16 The following issues are relevant to procurement:

- The scheme estimate is higher than the OJEU limit and, therefore, needs to be procured in accordance with the relevant EU rules.
- The most important criterion is to obtain the most economically advantageous tender.
- Funding will be fixed so price certainty is important.
- Due to the requirements of the development, the scheme must be delivered before the additional 2,000 dwellings and employment uses dependent on the scheme are built. Furthermore, the terms of the funding require the scheme to be delivered by early 2021. The funding allocation runs through to early 2021, with a phased drawdown of funds from 2018 to 2021. To secure this funding, full scheme details and a DfT-compliant business case needs to be prepared for approval by the SWLEP Board and the DfT.
- Provision needs to be made for season/weather/night time working and significant levels of traffic management.
- Minimising the impact on the travelling public during construction is a priority.

4.17 Given the type of scheme under consideration, establishing a contractor early in the process is considered important to influence the scheme design and construction methodology, reducing the potential level of impact associated with cost and time in comparison with the traditional form of contract.

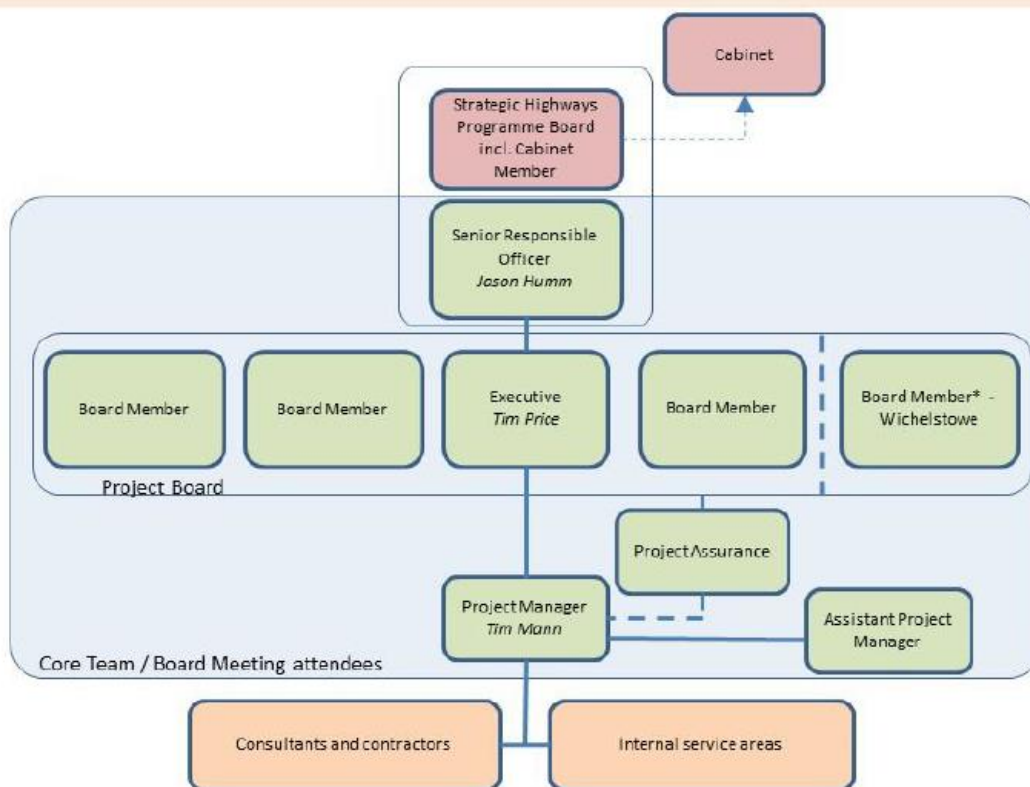
4.18 A design and build form of contract is proposed as the appropriate approach in this instance. It will allow a satisfactory level of control while ensuring the contractor is involved at an early enough stage to influence the design of a specialised scheme. Furthermore, it will allow the contractor to take full advantage of the available timescales to ensure the scheme is delivered in time.

Management Case

4.19 Swindon Borough Council is the delivery agent. The programme and governance is already in place to allow full delivery of the scheme. The structure is shown in the figure below.

4.20 Upon establishment of the Wichelstowe Joint Venture, the Council's Highway Project and Programme Delivery team has taken over delivery of the scheme, as it did previously for the M4 Junction 16 Improvements scheme. The key staff members have remained in place, including the Project Manager.

Wichelstowe Southern Access Project Structure



4.21 The 'Consultants and Contractors' set out in the organogram above consists of several organisations, including the following:

- Peter Brett Associates (design, contract management and supervision)
- Keystone (ecological advisors)
- A range of contractors for various survey and site investigation works
- The main construction contractor (not yet appointed)

4.22 The 'Internal Service Areas' set out in organogram above include the following:

- Highways Transport Development Management (approvals including technical approval, with Atkins as its partner)
- A range of advisors from the legal team
- Property, procurement and finance teams
- Additional project support from the Highways Project and Programme Delivery team.

- 4.23 A project plan has been developed setting out the key project tasks and milestones. Critical milestones set out below.

Milestone	Estimated Date
Full Business Case (FBC) submission	June 2019
Full Business Case (FBC) approval	September 2019
Issue Design and Build (D&B) tender	June 2018
Award Contract	December 2018
Finalise scheme design	January 2019 – August 2019
Technical Approval	September 2019
Start construction	October 2019
Complete construction	March 2021

SWLEP Independent Technical Advisor Comments

- 4.24 The ITA for the project (Systra) has reviewed the business case and has deemed it to be compliant with Treasury Green Book guidelines. There have been some issues raised around the Financial Case of the OBC that will need addressing as part of the Full Business Case – in particular regarding the price base used, the use of inflation, and the true out-turn costs in the years of delivery. Additionally, more information is required on project constraints in the Strategic Case, and the Economic Case requires a number of minor modifications. The ITA has specifically concluded that:

“In general, the OBC is well written and clear, and can be supported in moving forward into the development of a Full Business Case.

In view of the ultimate role that the Department for Transport will take in signing off the business case, it is also suggested that the Department’s transport economists be engaged in a technical discussion to ensure that no surprises around the technical analysis undertaken are likely much later in the process.”



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Meeting & Date:	SWLEP Board Meeting – Thursday, 24 May 2018		
Subject:	Wiltshire College, Salisbury Campus Phase I - Full Business Case		
Attachments:	None		
Author:	Ian Durston	Total no of sheets:	6

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

- 1.1 The Wiltshire College, Salisbury Campus Phase I Full Business Case (FBC) has been produced in line with the SWLEP Assurance Framework. The purpose of the OBC is to seek approval to proceed to invest £ 2,240,519 + VAT in the Phase I of the Salisbury Campus redevelopment works. This will enable construction work to begin at the Salisbury campus.

2. Summary

- 2.1 The FBC 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://swlep.co.uk/docs/default-source/programmes/local-growth-fund-lgf/full-business-cases/wiltshire-college-salisbury-campus---phase-1/2018-05-fbc-for-the-redevelopment-of-wiltshire-college-salisbury-v2.pdf?sfvrsn=aea56cab_2

- 2.2 The Phase I works comprise the reconfiguration and refurbishment of existing Buildings Block B (Avon) & C (Wyle) including external cladding replacement to the A36 road side elevations.
- 2.3 In line with the SWLEP Assurance Framework the FBC has been reviewed by a SWLEP Independent Technical Advisor (Steer Davies Gleave) who has judged the FBC as to be in line with Treasury Green Book requirements. In particular, they report that the alignment of the scheme with the wider skills and economic objectives for Wiltshire is very strong.

3. Recommendations

- 3.1 Approving this FBC will enable the construction work to begin in September 2018.
- 3.2 It is recommended that the Board approves the FBC.

4. Detail

Background

- 4.1 Wiltshire College is the main provider of further and higher education in Wiltshire with over 10,000 full time and part time FE and HE students. It is one of three Further Education Colleges within the Swindon and Wiltshire LEP area, the only LEP nationally not to have a dedicated HE institution. The College is one of the largest providers of apprenticeships in the South West of England. The College is already a major contributor to the economy – it directly employs over 950 staff (747 FTEs) and has an annual turnover of c£35m. The College operates from four main campuses in Salisbury, Chippenham, Trowbridge and Lackham and has a number of other physical presences across the SWLEP area. Each of these campuses has a unique offer and is critical to the provision of education delivery, particularly given the rural characteristics and geography of the SWLEP economy.
- 4.2 The College was established in 2000 following a number of mergers (with Salisbury being added in 2008) and inherited a legacy of major under-investment in all of its main campuses from a physical estates/buildings perspective. With significant funding support from the Skills Funding Agency, it has been able to enhance the built environment of its campuses in Trowbridge and Chippenham, the latter comprising a £21m campus redevelopment which was completed in November 2015 on time and to budget. It is now focusing on its Salisbury and Lackham Campuses where over 72% of the estate is in Condition Category C or worse (the national figure for 2014/15 is 28%; eMandate condition survey of FE Estate, SFA 2015). Its physical estate represents some of the worst of all FE colleges nationally in terms of its condition, as recognised by the SFA.
- 4.3 There is a compelling need to transform the College's offer at Salisbury to ensure that it remains a sustainable campus operationally and is also transformed into 21st century facilities in line with employer expectations and demand – in order to deliver the emerging skills requirements. The College recognises that it needs to invest in its facilities and to grow if it is to be sustainable. This is particularly the case at Salisbury where the campus needs re-configuring to deliver provision to current levels as well as the additional quantity and range of higher level skills as defined in the SWLEP's Strategic Economic Plan (SEP).
- 4.4 Phase I of the overall project will involve the reconfiguration/refurbishment of 2,200m² (23,680 sq/ft) of existing buildings, including the over-cladding of the existing Block B

(Avon) and Block C (Wyllye). This is the first of two phases of the overall project to deliver a new construction/engineering centre and a dedicated HE/University Centre, with longer term ambitions to redevelop the wider campus to provide an attractive and sustainable learning environment.

Strategic Case

- 4.5 There has been no major investment in the Salisbury campus estate for over 20 years and curriculum delivery is hindered by the fact that a large proportion of the built estate comprises wholly of dysfunctional buildings dating back to the 1950's/60's which are now in a poor condition and are no longer suitable for modern teaching/learning needs. The College needs to ensure that its facilities and learning environment as a whole reflect modern modes of curriculum delivery and workplace environments and, critically, local employer and economic needs. It is currently having to rely upon sub-standard facilities and this in time will have a negative impact upon student recruitment, educational attainment and employer engagement. If the College does not provide educational provision in curriculum areas required by employers in facilities that reflect modern day workplace environments, its ability to attract learners and employers will decline and the skills attainment of the current and future local workforce could follow suit.
- 4.6 The overall project design fully aligns with policy/strategy at all spatial scales particularly the SEP, which places a major focus on the need to develop higher level skills attainment across the SWLEP area to meet the strong jobs growth that is forecast. Skills are a key driver of economic competitiveness and investment to enhance skills attainment is therefore fully aligned to LEP priorities.

Economic Case

- 4.7 The economic case for development has been reviewed and remains valid. Wiltshire College is a major economic asset within, and contributor to, the SWLEP economy. This project will enhance its economic contribution and provide education for 1,500 additional FTE learners each year (building up over three years post practical completion) with a focus on higher level skills provision. It will result in the creation of around 650 new apprenticeships in addition to this, many of which will be higher/degree level and will create 80 direct gross jobs at the College campus itself, comprising a mix of teaching and support roles. The SWLEP economy faces particular challenges around higher level skills attainment and the educational attainment and employability of young people. It is also projected to experience significant population and employment growth which will have major educational and skills implications. The proposed project will directly address these challenges.

- 4.8 A review of the options appraisal has been undertaken and the costs and deliverables are in line with the original OBC workings. This identified a positive NPV for the preferred option of £48m. The project therefore represents very good public sector value for money. Further analysis of the likely net additional GVA impacts of the completed scheme over a 10 year period, based on the direct College jobs and wider GVA benefits of additional learner skills attainment, identified the potential to deliver a total discounted GVA impact of c£173m. Based on a discounted LGF request of £12.47m (£13.8m undiscounted), this results in a Benefit Cost Ratio of 14:1, again representing excellent public sector value for money.

Financial Case

- 4.9 The Phase 1 and Phase 2 total project costs are estimated to be £14.8m (including VAT, contingency and an allowance for inflation). Based on the OBC, the SWLEP has agreed to provide a £13.8m capital contribution, with the College providing a £1m contribution.
- 4.10 At this time, this FBC seeks £2,688,623 funding to proceed to contract for the Phase 1 works.

Commercial Case

- 4.11 Procurement of the Phase 1 works, in line with Wiltshire College's standing financial instructions for publicly procured works, is in the process of being completed. Once the preferred contractor and costs have been finalised, these will be submitted to the SWLEP Programme Manager.
- 4.12 The Phase 1 works Pre-tender Estimate (PTE) was established to be £2,240,519 plus VAT and therefore not subject to OJEU procurement. Five contractors were invited to tender for the project on the 20 March 2018 via the "Intend public procurement web-Portal" with the works being based upon on a single stage design and build agreement.
- 4.13 Two contractors submitted a compliant tender on Friday, 4 May which will be the subject of comprehensive evaluation. The preferred contractor will be appointed and then confirmed to the SWLEP Program Manager. If there is any significant variation between the tender returns and the PTE, then the College will liaise with the SWLEP Programme Manager before appointing.

Management Case

- 4.14 Wiltshire College has put in place a comprehensive governance structure to oversee the project delivery. The key components comprise:

- Corporation Board
- Development Programme Board
- SRO
- Project Board
- Senior User Group
- Project Manager

4.15 The College has prepared a detail Gantt chart programme for both Phase 1 and 2 works which is summarised in the table below.

4.16 This FBC stage programme has been structured to align the cash-flow with the SWLEP funding.

Activity	Phase 1 Completion Dates
RIBA Stage 1 Design Brief	Complete
RIBA Stage 2 Concept Design	Complete
RIBA Stage 3+ Developed Design	Complete
Planning	Complete
Tender (A&W Works)	July 2018
Stage 4 Contractor Technical Design	Sept 2019
Stage 5 Construction	April 2019
RIBA Stage 6 Handover	April 2019

SWLEP Independent Technical Advisor Comments

4.17 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. It has raised some questions over the methodology used for the BCR calculation, but have not deemed this a show stopping issue as the BCR will be greater than 2:1, irrespectively. The ITA has specifically concluded that:

“In particular, the alignment of the scheme with the wider skills and economic objectives for Wiltshire is very strong.

Overall, whilst there are weaknesses within the Economic Case, in our view making a more realistic adjustment to the GVA uplift would still result in a discounted, ten-year GVA uplift of £26.1 million, and produce a BCR of > 2:1. This would still represent good value-for-money.”



Swindon & Wiltshire
LOCAL ENTERPRISE PARTNERSHIP

**SWLEP Board Meeting
24 May 2018
Paper 5.13**



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Meeting & Date:	SWLEP Board Meeting – Thursday, 24 May 2018		
Subject:	LGF Finance Summary		
Attachments:	None		
Author:	Ian Durston	Total no of sheets: (inc cover sheet)	12

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

2. Summary

- 2.1. For LGF projects, the underspend at the end of 2017/18 has increased to £10.8m. The projects contributing to the underspend situation are detailed within this report. With the transfer of the Chippenham Station Hub project to the LGF portfolio, and the fact that this project underspent by £2.8m in 2017/18, this figure increases to £13.6m.
- 2.2. All projects still forecast that all LGF money will be spent by March 2021. Detailed forecast figures for years going forward are currently being revisited by project teams, taking into account the 2017/18 year end position, and will be included in the July Board report. As part of this exercise, projects have been asked to look at any acceleration opportunities in order to reduce the underspend situation as soon as possible. The Yarnbrook West Ashton Relief Road project have already indicated that this is possible.
- 2.3. LGF DfT projects and DfT Retained projects are broadly in line with expected spend.

3. Recommendations

- 3.1. The SWLEP Board is recommended to:
- 3.1.1. approve this paper as an accurate summary of the current LGF financial position; and

- 3.1.2. consider options for potential re-use of £2.7m currently allocated to cultural projects if the schemes are not viable.

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). The actual spend figures shown for 2017/18 are the final year end figures. At the bottom of the table is the total of all the project lines, plus the profile of the grant that we receive from BEIS (shown in the orange line). These total lines are shown graphically in Figure 1a.
- 4.3 Figure 1b also shows the position of total cumulative forecast profiled spend against the total cumulative grant.
- 4.4 As can be seen in figure 1a, the actual spend in 2017/18 was below the forecast spend for the year by a figure of £3.5m. This has therefore further worsened our underspend situation which we were already forecasting to deteriorate by £3.1m. 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, so the total underspend is now at a figure of £10.8m.

- 4.5 It has also now been agreed that the Chippenham Station Hub scheme can be removed from the Retained Scheme portfolio and moved to the LGF portfolio. This project is currently still shown in the Retained section for continuity at the year end, but given that this project also has an underspend of £2.8m, this will further add to the underspend situation and increase it to £13.6m.
- 4.6 Figure 1c summarises the contribution of each project to the underspend situation. The figure in the first column for each project shows the underspend against the original grant profile that was submitted by the project when the LGF bid was made (note that red minus numbers represent an overspend which in this context is beneficial). The second column shows any underspend against the last approved change control for the project.
- 4.7 Projects coloured green are either not contributing to the underspend situation, or are helping it by spending ahead of profile.
- 4.8 The three projects coloured amber are being measured against the original grant profile that was submitted for the M4 Junction 15 project. While these projects are theoretically contributing to the underspend situation, it is against an 'unfair' baseline.
- 4.9 The red projects are all contributing to the underspend to varying degrees, though the three LGF3 projects (Wiltshire College Salisbury, Wiltshire College Lckham and Salisbury Central Car Park and Maltings) are all on track against approved change controls.
- 4.10 All projects still forecast that all LGF money will be spent by March 2021. Detailed forecast figures for years going forward are currently being revisited by project teams, taking into account the 2017/18 year end position, and will be included in the July Board report. As part of this exercise, projects have been asked to look at any acceleration opportunities in order to reduce the underspend situation as soon as possible. The Yarnbrook West Ashton Relief Road project have already indicated that this is possible.
- 4.11 It should be noted that BEIS has awarded £89,630 of grant over and above the forecast profiling of all projects. How this money is to be used is to be determined.
- 4.12 The Board has previously allocated £2.7m to two cultural projects: £1.35m to each of the Salisbury Plain Heritage Centre (also known as the Royal Artillery Museum) and the Swindon Museum and Art Gallery. The funding was dependent on a successful bid to the Heritage Lottery Fund (HLF) or an alternative viable scheme. Neither project has been successful in bids to the HLF. There have been discussions with the Salisbury Plain scheme promoters during the year since their unsuccessful HLF application. It is proposed to raise potential alternative uses for the allocation of the funds at the Board meeting following further discussions. These options could include transferring the money to the GPIF loan account, adding funding to an existing project to boost delivery or funding a new "shovel-ready" project if one was available.

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 - COMPLETE	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	92,326	359,600				500,000
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	45,447	256,985	373,300				555,000
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	1,068,471	1,230,884	2,863,400				3,530,400
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	37,000	273,000	436,200	941,200				3,254,000
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	1,103,000	1,004,700	3,978,700				9,040,000
Rapid Transit	Original Grant Request		164,000					3,283,000	3,283,000	3,120,000		9,850,000
	Forecast Profile Spend	0	55,000	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	30,000	670,200	799,200				854,200
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	12,000	45,100	67,100				67,100
Wiltshire College - Salisbury	Original Grant Request							2,300,000	2,300,000	2,300,000	6,930,000	13,830,000
	Forecast Profile Spend	0	0			392,000	278,000	670,000	2,850,000	4,830,000	5,480,000	13,830,000
	Actual Spend to Date	0	0			340,000	330,000	670,000				670,000
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			29,000	208,000	237,000				237,000
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	9,018	7,860	219,443	46,779	283,100				283,100
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	1,844,309	3,233,555	3,311,361	4,321,174	12,710,400	0	0	0	26,178,100

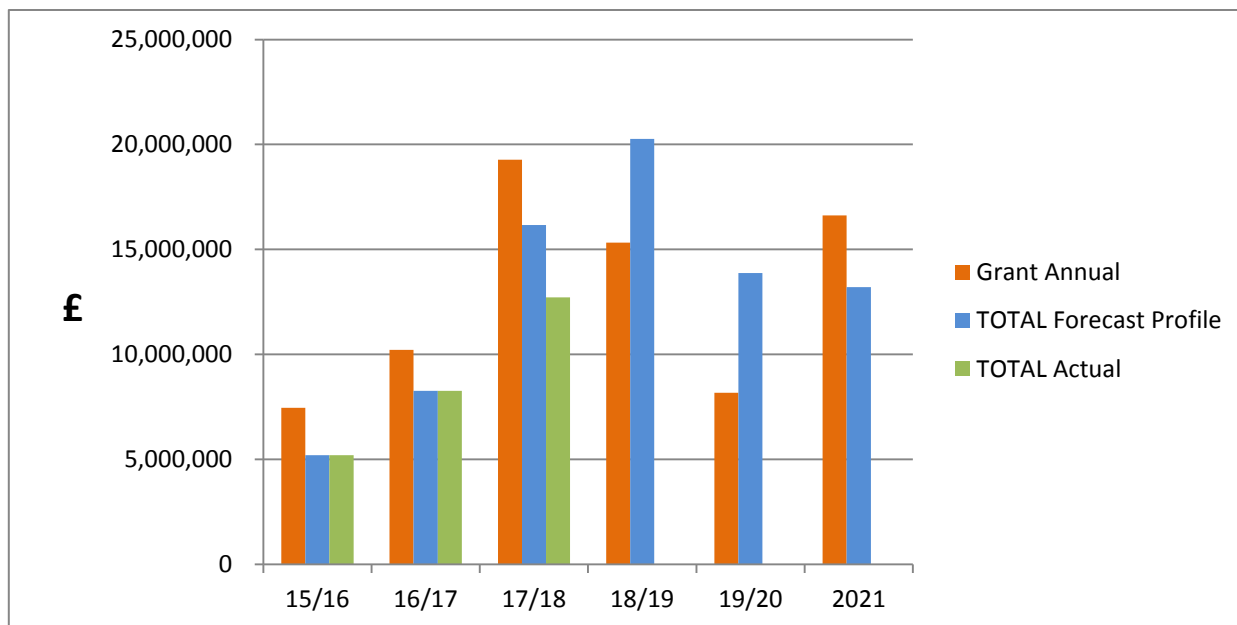


Figure 1a

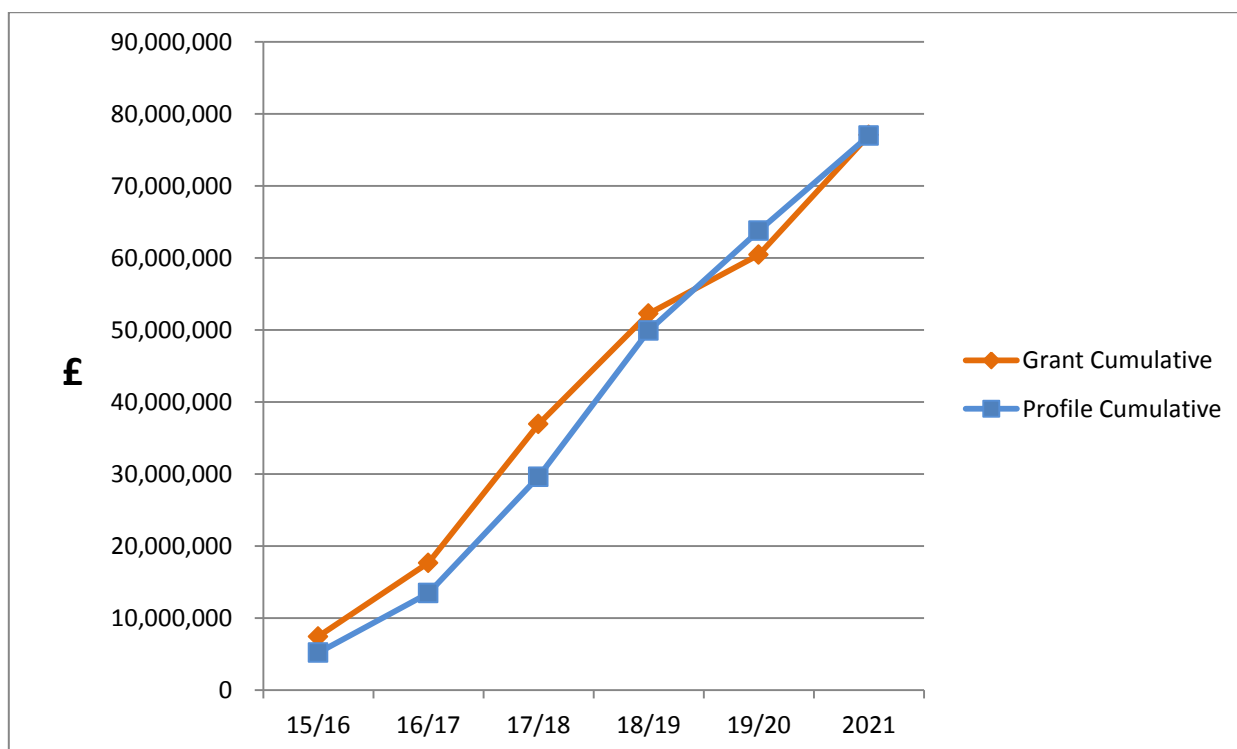


Figure 1b

	Underspend Against Original Profile (£)	Underspend Against Latest Change Control Profile (£)
A350 Bumpers Farm - COMPLETE	0	0
A429 Malmesbury - COMPLETE	0	0
Porton Science Park - COMPLETE	0	0
A350 West Ashton/Yarnbrook	-117,300	0
M4 Junction 17	-500,000	0
M4 Junction 16	0	0
A350 Dualling Chippenham Bypass	-1,160,400	1,187,600
Ultra Fast Broadband	1,000,000	0
Salisbury Plain Heritage Centre	425,000	0
Swindon Museum and Art Gallery	425,000	0
LGF Sustainable Transport (LSTF)	496,000	266,000
Corsham Mansion House	1,945,000	499,700
Rapid Transit	2,592,800	1,010,800
Swindon Bus Exchange	1,032,900	669,900
Wiltshire College - Salisbury	1,630,000	0
Wiltshire College - Lackham	1,123,000	0
Maltings & Central Car Park - Salisbury	966,900	-43,100
Chippenham Station Hub	2,780,000	2,190,000

Figure 1c

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). The actual spend figures shown for 2017/18 are the final year end figures. At the bottom of the table is the total of all the project lines, plus the profile of the grant that we receive from DfT (shown in the orange line). These total lines are shown graphically in Figure 2a.

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

5.4 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 and year end actuals for 2017/18 were as forecast.

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	258,300	432,300				494,100
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	76,500	102,500				102,500
Grant Annual (Revised)		41,000	2,021,000					1,009,000	3,261,000	5,625,000	2,143,000	14,100,000
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	334,800	534,800	0	0	0	2,596,600

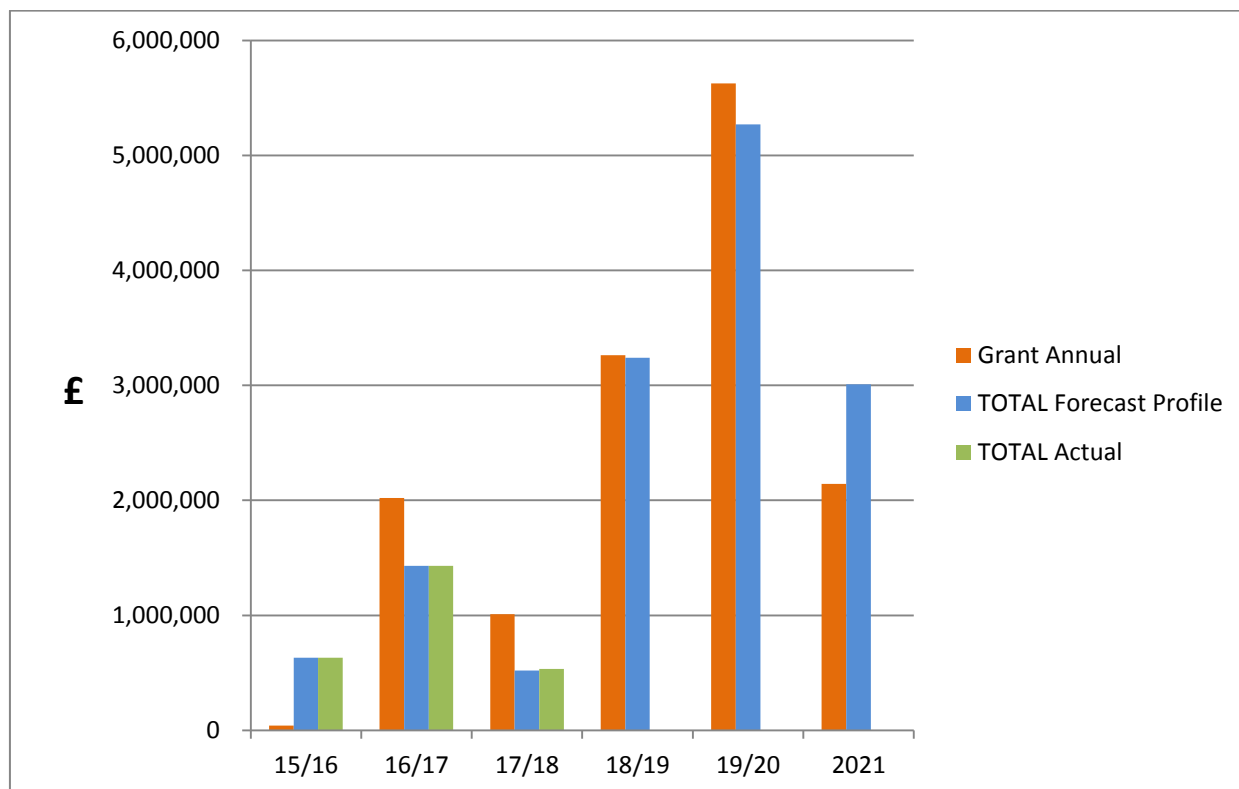


Figure 2a

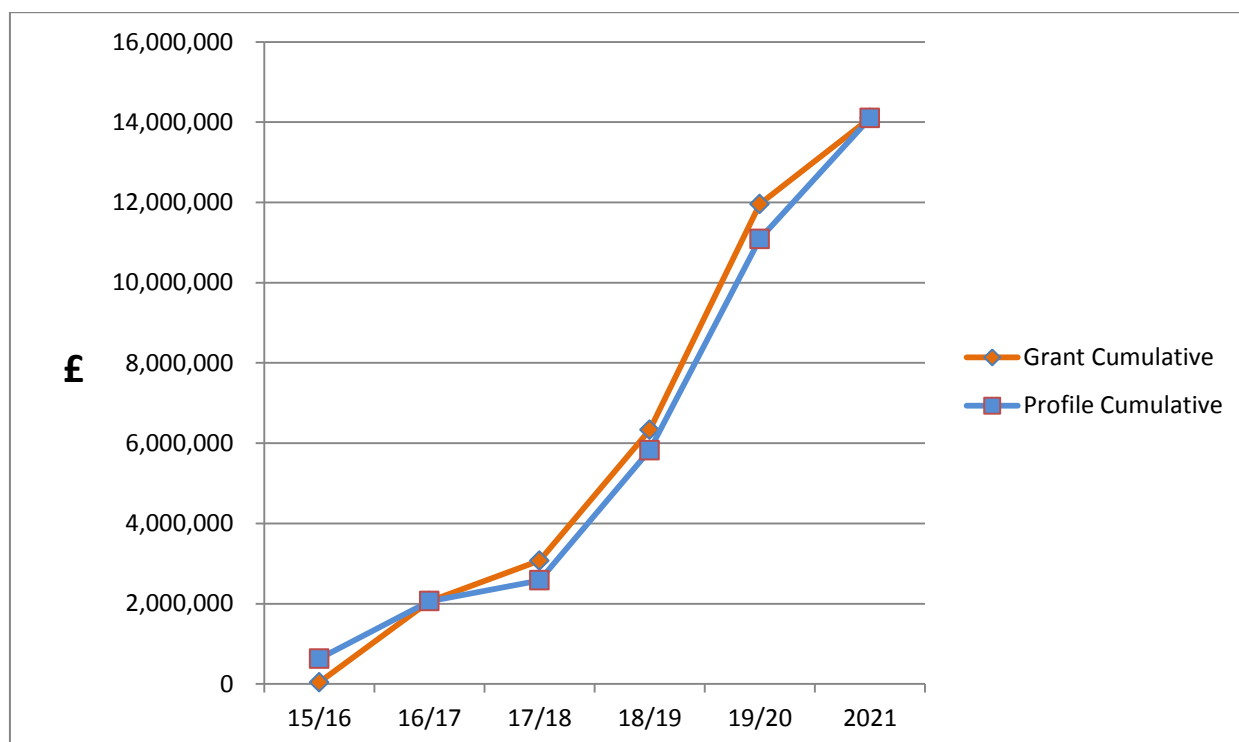


Figure 2b

6. DfT Retained Projects Summary

6.1 The following projects have been retained by the DfT which requires project status reporting as well as them controlling the grant payments. Chippenham Station Hub will be shown in the LGF section of this report from the July Board Meeting.

- 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). The actual spend figures shown for 2017/18 are the final year end figures. At the bottom of the table is the total of all the project lines, plus the profile of the grant that we receive from DfT (shown in the orange line). These total lines are shown graphically in Figure 3a.

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

6.4 As can be seen in figure 3a, there is a significant underspend in 2017/18 compared to the forecast figure. This is attributed to Chippenham Station Hub (£2.8m) and NEV White Hart Junction (£0.6m). As Chippenham Station Hub is no longer a retained project then discussions are being held with DfT on the White Hart Junction project only.

Table 3

Chippenham Station Hub	Revised Grant Request
	Forecast Profile Spend
	Actual Spend to Date
Wichelstowe Southern Access	Revised Grant Request
	Forecast Profile Spend
	Actual Spend to Date
New Eastern Villages - Business Case	Original Grant Request
	Forecast Profile Spend
	Actual Spend to Date
New Eastern Villages - White Hart Junction	Revised Grant Request
	Forecast Profile Spend
	Actual Spend to Date
New Eastern Villages - Southern Connector Road	Original Grant Request
	Forecast Profile Spend
	Actual Spend to Date
Grant Annual	
TOTAL Forecast Profile	
TOTAL Actual	

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
350,000						2,750,000	5,000,000	7,900,000		16,000,000
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
27,900	114,000		76,135	46,817	55,148	178,100				320,000
						200,000	2,700,000	10,000,000	10,000,000	22,900,000
0	0	23,000	50,000	127,000		200,000	2,470,000	10,230,000	10,000,000	22,900,000
0	0	23,000	50,000	64,000	63,000	200,000				200,000
500,000										500,000
381,900	118,100					0				500,000
381,900	118,100					0				500,000
	600,000					400,000		11,000,000	10,500,000	22,500,000
0	28,000	5,000	19,000	100,000	853,000	977,000		11,000,000	10,495,000	22,500,000
0	28,000	5,000	19,000	66,000	327,500	417,500				445,500
								5,800,000	5,800,000	11,600,000
0	0					0		5,800,000	5,800,000	11,600,000
0	0					0				0
850,000	600,000					3,350,000	7,700,000	34,700,000	26,300,000	73,500,000
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
409,800	260,100	28,000	145,135	176,817	445,648	795,600	0	0	0	1,465,500

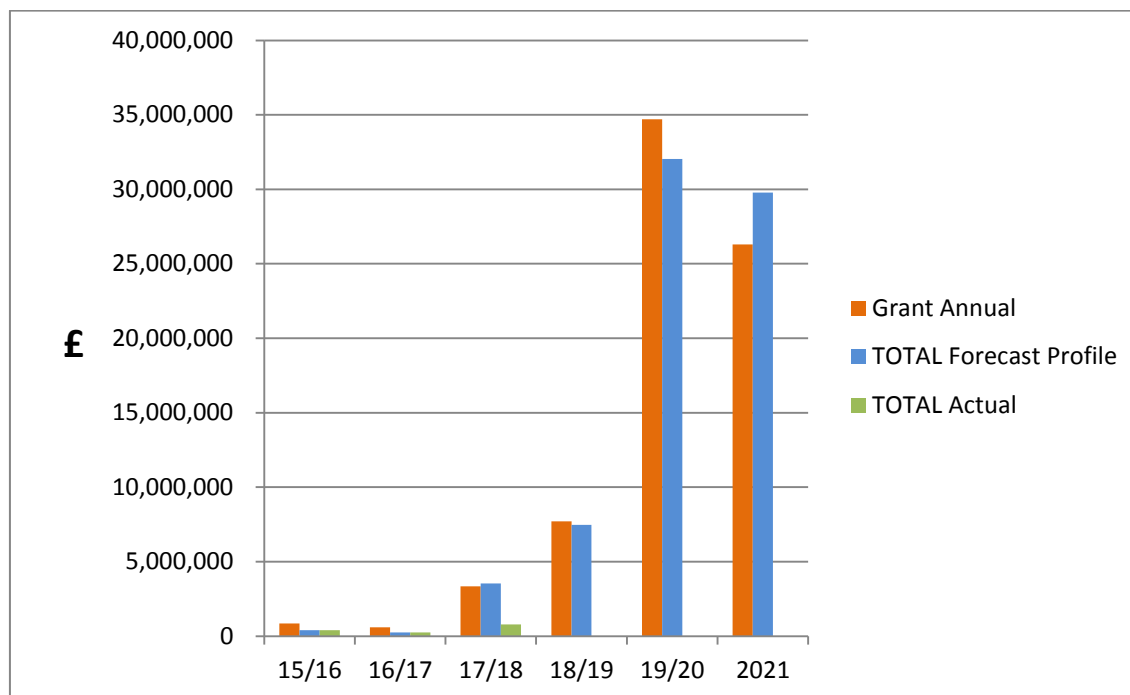


Figure 3a

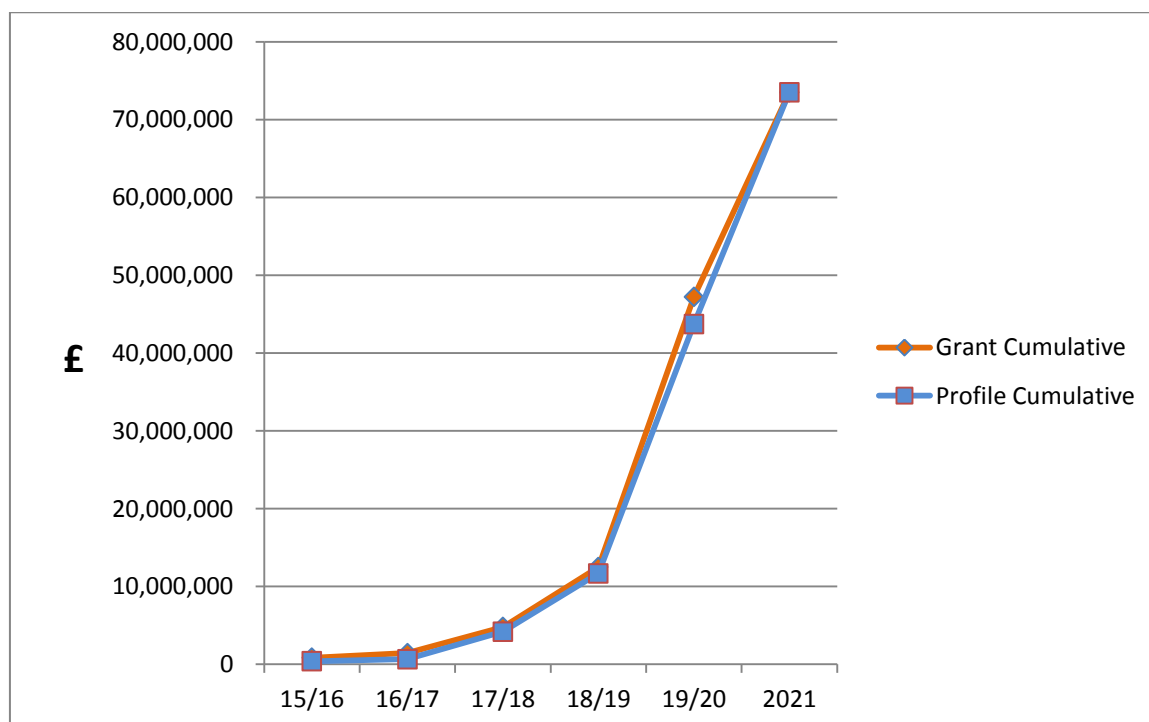


Figure 3b



Finance Report – SWLEP General Account and other Programmes to be provided separately.