

AGENDA

Board Meeting

Date: Wednesday, 20 March 2019
Venue: Kennett Room, County Hall, Bythesea Road, Trowbridge, BA14 8JN
Time: 9.30am – 12.30pm

Membership:		Attendance
Board Members:	Amanda Burnside (AB) Col Andrew Dawes (AD) Doug Gale (DG) John Mortimer (JM) - Chairman Alex Reed (AR) David Renard (DR) Adam Schallamach (AS) Baroness Scott of Bybrook OBE (JS) Mark Smith (MS) Peter Wragg (PW) – Deputy Chairman	Apologies
Advisors to the Board:	Alistair Cunningham (AC) Susie Kemp (SK)	
Observers to the Board:	Cllr Pauline Church (PCh) Cllr Oliver Donachie (OD)	
In attendance:	Paddy Bradley (PB) Ian Durston (ID) Parvis Khansari (PK) Tim Martiensen (TM) Leanne Kendrick Philippa Venables (PV) Karen Leigh, BEIS Representative	
Guest(s):	Tom Dobrashian (TD) Richard Walters (RW)	
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	
2.1	9.35am	Draft Board Minutes of 23 January 2019	Paper 2.1	JM	
2.2		Matters Arising not covered in the agenda	Verbal	JM	

Item	Timing	Topic	Paper No.	Lead	Type of Report
		<ul style="list-style-type: none"> • Incorporation - AC and SK and respective legal teams to meet with PB to ensure clarity about governance arrangements in the transition from the “old” SWLEP to the “new” SWLEP Ltd. • Spending plan for additional funding - PB and AB to draft a proposal to take to the Skills & Talent Subgroup for discussion on SAP vs Employment Boards • Rail Strategy – postponed until May Board. 			
3.0	9.45am	Submitted Questions	Paper 3.0	JM	
4.0	10am	Strategic Developments			
4.1	10am	<ul style="list-style-type: none"> • SWLEP Incorporation progress report 	Paper 4.1	PB	For approval
4.2	10.15am	<ul style="list-style-type: none"> • Governance Framework 	Paper 4.2	PB	For approval
5.0	10.30am	Local Growth Deal			
5.1	10.30am	<ul style="list-style-type: none"> • South Wiltshire Recovery Plan – Proposals for the reallocation of funding from the Local Growth Deal 	Paper 5.1	TD	For approval
	11.05am	Comfort Break			
5.2	11.20am	<ul style="list-style-type: none"> • Project to develop the next phase of Porton Science Park 	Paper 5.2	RW	For approval
5.3	11.40am	<ul style="list-style-type: none"> • Wiltshire College Salisbury Campus Business Case – updated following procurement of building contract 	Paper 5.3	ID	For approval
5.4	11.55am	<ul style="list-style-type: none"> • Commissioning Group Project Highlight reports 	Paper 5.4	ID	For information
5.5	12.05pm	<ul style="list-style-type: none"> • Finance and Outputs Report – Programme budgets 	Paper 5.5	ID	For information
6.0	12.15pm	SWLEP Core Activity			
6.1	12.15pm	<ul style="list-style-type: none"> • Chairman’s update 	Paper 6.1	JM	For information
6.2		<ul style="list-style-type: none"> • Director’s Report 	Paper 6.2	PB	For information

Item	Timing	Topic	Paper No.	Lead	Type of Report
7.0	12.25pm	<p>AOB Date of next Board meeting:</p> <p>Thursday, 23 May 2019 The National Self-Build and Renovation Centre, Lydiard Fields, Great Western Way, Swindon, SN5 8UB</p>		JM	
		<p>Future meeting dates:</p> <p>Wednesday, 24 July 2019 Ceres Hall, The Corn Exchange, Market Place, Devizes, SN10 1BN</p> <p>Thursday, 26 September 2019 Auditorium, Aspire Business Centre, Ordnance Road, Tidworth, SP9 7QD</p> <p>Wednesday, 27 November 2019 Committee Room 6, Civic Offices, Swindon Borough Council, Euclid Street, Swindon, SN1 2JH</p>			
		Meeting Close at 12.30pm			

In attendance:	Board Members: Amanda Burnside (AB) – left at 3.55pm Doug Gale (DG) John Mortimer (JM) – Chairman Alex Reed (AR) David Renard (DR) Adam Schallamach (AS) Mark Smith (MS) Peter Wragg (PW) – Deputy Chairman	Board Advisers and Observers: Paddy Bradley (PB) Cllr Pauline Church (PCh) - representing Baroness Scott of Bybrook OBE (JS) Alistair Cunningham (AC) – arrived at 1.25pm and left at 3pm Ian Durston (ID) Karen Leigh, BEIS Tim Martienssen (TM) Philippa Venables (PV)
Apologies:	Baroness Scott of Bybrook OBE (JS) Col Andrew Dawes (AD) Susie Kemp Cllr Oliver Donachie	
Guest(s):	Tim Dobrashian (TD), Wiltshire Council, Interim Director Economic Recovery Sam Howell, Swindon Borough Council, NEV Project Lead Debby Skellern (DS), SWLEP Rick Kavanagh – representing Col Andrew Dawes (left at 3pm) Leanne Kendrick - Wiltshire Council Paul Redford, Wiltshire Council, Growth & Investment Programme Manager Alan Richell, Wiltshire Council, Interim Growth & Investment Programme Director Leanne Sykes (LS), Wiltshire Council	
Chairman:	John Mortimer	
Minutes:	Deborah House (DKH)	
Location:	Committee Rooms, Wiltshire Council Offices, Monkton Park, Chippenham, SN15 1ER	

Item	Narrative	Deadline
1.0	Welcome / Apologies / Conflicts of Interest	
	<p>The meeting opened at 1.10pm. JM welcomed attendees to the meeting. In particular, welcomes were extended to Rick Kavanagh, who was representing Col Dawes, Karen Leigh, the area representative from BEIS, various officers from both Swindon Borough Council and Wiltshire Council who would be presenting items later in the agenda, and members of the public. Apologies were noted.</p> <p>JM reminded attendees of the Conflict of Interests policy:</p> <ul style="list-style-type: none"> and re-iterated his Conflict regarding Junction 17, and his previous Conflict with a recipient of a GPIF loan was no longer valid, as the loan had now been issued; 	



Item	Narrative	Deadline
	<ul style="list-style-type: none"> • PW stated his Conflict regarding the LGF project for the Royal Artillery Museum (RAM); • AR stated his Conflict regarding the IoT, as Catalent was a named partner; • AB stated her Conflict regarding LGF3 and the ongoing projects for Wiltshire College at the Salisbury and Lackham campuses; and • Cllr Church stated her Conflict regarding potential allocation of £1.1m of funds for Salisbury, Item 4.3, as she operated a shop in the City. 	
2.0	Review of Minutes and Matters Arising	
2.1	The minutes of the Board Meeting held on 28 November 2018 were reviewed and approved with a minor amendment under Item 4.3.	
2.2	<p>Matters Arising not on the agenda:</p> <ul style="list-style-type: none"> • letters to Homes England re Yarnbrook / West Ashton – letters sent by the Chairman and KL and awaiting further response. The meeting was advised that there had been a change of personnel in the role and KL was to hold a meeting with the new incumbent w/c 28 January 2019; • Southern Connector Road Homes Infrastructure Fund (HIF) – process agreed between SBC and Homes England – Homes England advised submission in March. This would be discussed later in the agenda under Part 2 of the meeting. • The Maltings Outline Business Case (OBC), delayed to a later meeting. This was deferred as work was still in progress. • Briefing on Area Plans – deferred to a later meeting. Part 2 today covers some of the points of interest. Confidential briefing would be given to Board Members on current interest. <p>The Board: NOTED that Zurich had now been confirmed as the Anchor tenant for the Kimmerfields development.</p>	
3.0	<p>Submitted Questions</p> <p>A question had been received from Charmian Spickernell of CPRE, but not in time to give a written response. Mrs Spickernell stated that the Rail Strategy was strongly welcomed and was an important aspect of planning, but she raised a question regarding consultations. The first phase had consulted rail people, but this had been focused on only one specific issue. Mrs Spickernell wanted to know what the next steps were for consultation, as the environment and social issues affected everyone.</p> <p>ID responded to the question and explained that two stages, written and a workshop, had been carried out which included businesses and business</p>	

Item	Narrative	Deadline
	<p>representative organisations. A consultation session was held in January at STEAM, which included extensive representation from town councils, unitary authorities, rail user groups and transport provider companies. The strategy document for rail would come to the Board in March and there would be further consultation with representation from planners, town and unitary councils with responsibility for rail and road. The Rail Strategy would also be an important part of the Local Industrial Strategy.</p> <p>The strategy would be available to the general public via the SWLEP website as would all the strategies. Once all the information had been gathered, an independent panel of experts would test the evidence base and a rigorous case would be produced jointly with government. There would be opportunities along the way for input from interested parties. The public was advised to register on the Swindon & Wiltshire Growth Hub to obtain communications and maintain links. As this was Government-funded, consultation was an important aspect of the work to show openness and transparency.</p> <p>The Chairman thanked Mrs Spickernell for her continued interest in SWLEP activities.</p>	
4.0	Local Growth Deal	
4.1	<p>Commissioning Group Project Highlight Reports</p> <p>ID spoke to the paper and advised that the link to the individual highlight reports was on the SWLEP website, but he would be speaking in particular about the focus projects.</p> <p>Chippenham Station Hub</p> <ul style="list-style-type: none"> • Phase 5, the station forecourt - consultation had been held in Chippenham the previous week for input from the public; • 1b, northern access lift – initial work had begun on this part of the project; • Phase 2, multi-storey carpark and Sadlers Mead - planning application had been submitted and would come before the strategic planning committee on 20 February. As seen from previous Board meetings, this part of the project was contentious with some local residents. An update would be available at the next Board Meeting; and • Phases 3 and 4, car parks to the north and south of the railway - Network Rail was investigating what was feasible within the timescales. An update would be available at the next Board Meeting. <p>Yarnbrook</p> <p>A Housing Infrastructure Fund (HIF) application had been submitted, with the announcement of the appointed contractor due shortly once final negotiations with Wiltshire Council and Persimmon Homes had been completed.</p> <p>The Maltings and Central Car Park, Salisbury</p>	<p>Mar '19</p> <p>Mar '19</p>



Item	Narrative	Deadline
	<p>The £6.1m of LGF monies were now allocated to an amended version of the project as agreed by the Board. Planning had been submitted before Christmas for Phase I of the scheme, which included the new hotel and library. The Outline Business Case (OBC) was due to come to this Board Meeting, but there was still work being carried out by the scheme promoter and Independent Technical Advisor. The SWLEP Programme Manager would be meeting the team regarding this on 29 January and the OBC would be brought to the March Board Meeting.</p> <p>Swindon Bus Boulevard The upfront work was progressing as planned, although the risk of wider project costs were noted.</p> <p>Southern Connector Road (SCR) The SCR formed part of the New Eastern Villages scheme. The NEV project was a series of different projects interdependent on each other, which elevated the risks involved. The land assembly was still in progress and was complicated owing to the large number of land developers/owners. Any problems would mean a delay to timescales.</p> <p>HIF funding was needed to bridge the funding gap of £23m, with the application being submitted in March 2019 as proposed by Homes England. If the HIF application were unsuccessful, timelines could be affected and put the project at risk of closure. As the funding gap was so large, it would put a high degree of pressure on the scheme Promoter, Swindon Borough Council to cover the shortfall and no further LGF would be forthcoming. As this was a DfT retained scheme, the SWLEP Board was not the key decision-maker about the use of the funding. Swindon Borough Council's Leader and Chief Executive had met with the Chairman of Homes England recently to emphasise how important the scheme was to the area.</p> <p>A420 Gablecross The land acquisition work was still on-going. The Business Case was tied in with this and the SCR. Approval would be sought at the March Board or ex-committee.</p> <p>Wichelstowe Southern Access The procurement process was underway for a contractor to be appointed by April 2019.</p> <p>The Chairman commented that it would be preferable for the Business Cases to come to the Board Meeting if time allowed, rather than ex-committee, but appreciated that he would not want this to be the reason for holding up progress on these projects.</p> <p>ID also mentioned projects which were now completed, these being:</p> <ul style="list-style-type: none"> • Corsham Mansion House, completed since last board meeting. £2.5m monies from LGF had produced a nice facility with a mix of the old and the new with 50 desk spaces. SWLEP was talking with Wiltshire 	<p>Mar '19</p> <p>Mar '19</p>



Item	Narrative	Deadline
	<p>Council on its day-to-day operation;</p> <ul style="list-style-type: none"> • A350 dualling now completed; and • LGF Sustainable Transport now completed with additional cycle routes around Swindon. <p>ID also noted progress on a non-focus LGF project:</p> <ul style="list-style-type: none"> • the Wiltshire College Salisbury campus project where the cladding was going up ahead of schedule. <p>The Board: AGREED that the highlight reports are an accurate representation of current status of all LGF projects.</p>	
4.2	<p>Finance Report – Programme budgets</p> <p>ID spoke to the paper. The situation for the pure LGF projects had worsened slightly by £0.5m because of the ultrafast broadband project. It has been identified that the Superfast deployment in Wiltshire through 2017, by both Wiltshire Online and commercial providers, has exceeded original expectations. A State Aid due diligence exercise is therefore now required to ensure that the Ultra Fast deployment does not affect premises which already have a service. While this exercise is carried out, there is a pause in implementation, causing the delayed spend profile.</p> <p>Therefore, the spend would show in the next financial year 2019/20. All projects were forecasting spend by March 2021.</p> <p>For DFT projects, the spending was broadly in line with forecasts. Great Stall Bridge funding had been moved into the Gablecross and SCR projects as agreed at the last board meeting.</p> <p>The Chairman commented that the Programme Manager was working constantly with scheme promoters to ensure the monies were spent and this was stressed strongly in both the Commissioning Group and at the Board. All promoters were very clear that SWLEP could cancel the funding for projects with Board approval if the projects were such that they were reaching the point that SWLEP believed they could not be delivered within the LGF programme allowed timescale.</p> <p>The Board: APPROVED the paper as an accurate summary of the current LGF financial position.</p>	
4.3	<p>Proposals for project funding in the South Wiltshire Recovery Plan</p> <p>PB introduced the item and explained the background to the availability of £3.7m from the LGF fund. SBC officers working with Highways England had developed an alternative method of funding an enhanced improvement project for J15 on the M4, so releasing the £3.7m to re-allocated by the SWLEP Board.</p>	

Item	Narrative	Deadline
	<p>£1m had been allocated to ultrafast broadband and £1.35m each to Royal Artillery Museum (RAM), which was going ahead, and Swindon Museum & Art Gallery (SMAG), which was not. £200k had been allocated for SBC to come up with some alternative concepts for SMAG and the Council had stated that it supported the allocation of the remaining £1.1m to the South Wiltshire Recovery. As a result, Wiltshire Council was submitting two projects for consideration.</p> <p>TD spoke to the paper and explained that the footfall in Salisbury was down and that the cumulative impact on businesses was still stark. The SWLEP and Wiltshire Council were organising a major event for the business community on 20 February at The Guild Hall to communicate the extent of intervention to help grow the economy and to gain views about proposed future plans.</p> <p>Porton Science Park The first stage of Porton Science Park was almost fully let and we were now looking to future expansion plans involving a much larger development. Some preliminary activity was needed to give momentum to this development:</p> <ul style="list-style-type: none"> • assess the need for further provision of utilities (electricity, water, gas) and the timeframes involved; • analyse the market to understand what types of businesses from which sectors would be attracted to an enhanced science park; and • develop proposals for financial models to enable the concept of the new development to be brought to the market. <p>£200k was requested to pay for initial development work. The SWLEP would be an integral part of the project team to take forward this work.</p> <p>The Chairman requested a paper back to the board on the creation of team for Porton and business terms and development. He considered further development of the Porton site a fairly obvious thing for SWLEP to want to do and the pre-project planning activity would have to be done at some time in the future anyway. He queried what the best vehicle for engaging the private sector would be. AC advised the meeting that examples from past experience were available and suggested preparing a positioning paper in time for Lord Henley's visit on 7-8 February 2019.</p> <p>The SWLEP Board: SUPPORTED a project for further development at Porton and requested a revised proposition for funding the development work at the March Board meeting.</p> <p>Illuminating Salisbury TD proposed that adding a tourism attraction would add value to the evening-time economy and increase overnight stays, with audiences on a regular basis, who would spend money in the City. This would feature in a potential bid to the Government's High Street Fund, alongside a Gateways project in Fisherton</p>	<p>Mar '19</p>

Item	Narrative	Deadline
	<p>Street, which was to be submitted by 22 March. Illuminating Salisbury if funded by the LEP at this stage would be an ‘oven-ready’ project, and would be part of an integrated economic development strategy for Salisbury. Wiltshire Council was requesting a relatively small amount of money from the SWLEP Board, as it saw most of the funding coming from the High Street Fund. £150k would pay for the feasibility work and content ideas. It needs to be put against a project leading to capital spend, which this would be. The overall project cost was estimated at £1.5-£2m and could be ready in time for the Cathedral 800 years celebrations next year if we moved swiftly.</p> <p>The Board was informed of a number of examples of cities using creative illuminations to attract visitors and the significant benefit it brought to the local economy.</p> <p>The Board sought clarity on the cost of the two phases and was told that £100k would be to assess the viability of the infrastructure, for example lasers etc and £50k for proof of concept. The infrastructure would remain constant, with the content changing at regular intervals.</p> <p>There was discussion about the risks involved in the project if the High Street funding was not forthcoming and the sort of private sector support available. AC commented that the Salisbury Business Improvement District (BID) had been very supportive.</p> <p>Cllr Church’s opinion was sought because of her knowledge of the area, but owing to her already declared Conflict of Interest, AC responded on her behalf. He said that WC hoped that the cultural body, Wiltshire Creative, would oversee the long-term cultural delivery of this project and there was strong grass roots support.</p> <p>Wiltshire Council would look to underwrite the funding if the project did not materialise and therefore could not be funded by the LEP and find the revenue. Ultimately it was anticipated that delivery funding would come from the High Street fund.</p> <p>The Chairman requested that Board Members had sight of the overall South Wiltshire Recovery Plan at the next Board Meeting, in order for Board members to have a whole system view of the Recovery rather than making decisions on individual projects.</p> <p>The Board: AGREED to fund £100k for the second phase of the research into proving the concept on the condition that Wiltshire Council would repay the £100k from their revenue if full funding for the project could not be achieved from elsewhere.</p> <p>The Board: AUTHORISED the Director to re-allocate £1.1m from the Local</p>	<p>Mar ‘19</p> <p>Mar ‘19</p>



Item	Narrative	Deadline
	<p>Growth Deal to support projects proposed by the South Wiltshire Operations Board which meet the economic outcomes sought by the Swindon and Wiltshire Local Enterprise Partnership, subject to approval of individual elements by the Board; REQUIRED a report from the Director to the Board meeting on 20 March 2019 on the definitive list of projects seeking Board support and the timescale for the use of the funding for those with developed proposals.</p>	
5.0	Strategic Developments	
5.1	<p>SWLEP Incorporation progress report</p> <p>PB spoke to the paper giving an update on progress, advising the meeting that the SWLEP had become a not-for-profit company limited by guarantee on 14 January 2019 and that it was progressing with plans for SWLEP Limited to take over current operations by the end of March 2019.</p> <p>Action: AC and SK and respective legal teams to meet with PB to ensure clarity about governance arrangements in the transition from the “old” SWLEP to the “new” SWLEP Ltd.</p> <p>The Chairman stressed that the submission of our amended assurance framework was crucial by the end of March and that this would be brought to the March Board Meeting for approval.</p> <p>PB advised that all existing business Board Members had indicated that they were content to continue on the Board of SWLEP Limited. Both Local Authorities were finalising who would take their allocated places on the new Board.</p> <p>The Board: NOTED the progress made in the incorporation process</p>	Mar '19
5.2	<p>Spending plan for additional funding</p> <p>PB spoke to the paper. £280,300 had been allocated to help towards the costs of the development of the Local Industrial Strategy and incorporation and was made up as follows:</p> <ul style="list-style-type: none"> • £200k confirmed funding from BEIS against a provisional spending plan; • £75k from DfE, in return for the submission by Friday 25 January of a Memorandum of Understanding which meets the governance and membership requirements of Skills Advisory Panels and the development of a fine-grained analysis of skills and employment data; and • £5,300 from ESRC to support Local Industrial Strategy (LIS) research and the evidence base. 	

Item	Narrative	Deadline
	<p>The idea was to use more money from the BEIS pot by using researchers to test three big ideas. That internal resource could be flexed and adapted as the ideas emerge.</p> <p>DR commented that he would like to extend the proposed M4 hydrogen-enabled corridor to include the A420 corridor from the M4 into the Cambridge-Milton Keynes-Oxford arc. PB agreed to add this reference. AB believed there was a need to review the remit of the Local Authorities' separate employment and skills boards in the light of the single LEP-wide group the DfE was looking for to fulfil the role of the Skills Advisory Panel (SAP). The SWLEP's Skills and Talent Subgroup could fulfil the role of the SAP with some minor changes to its terms of reference. This matter had also been raised at the Commissioning Group, including the need to maintain knowledge and expertise from Local Authority Skills and Employments Boards, which could involve inviting some members to join the revised Skills and talent Subgroup.</p> <p>Action: PB and AB to draft a proposal to take to the Skills & Talent Subgroup for discussion.</p> <p>The Board: APPROVED the spending plan for the additional funding.</p>	05/03/19
5.3	<p>Economic Planning</p> <ul style="list-style-type: none"> • Energy Strategy key performance indicators <p>PB spoke to the paper and explained the measures to be used.</p> <p>The Board: APPROVED the use of the key performance indicators for the Energy Strategy as indicated in section 3.7; and REQUESTED an annual report in the May of each year, commencing in May 2020 on the extent of achievement of the key performance indicators.</p>	
5.4	<ul style="list-style-type: none"> • Rail Strategy Position Statement <p>As Chairman of the working group, PW introduced the paper. ID was leading on the work and stated that an extremely successful well-attended workshop had been held on 16 January led by Systra and SLC Rail. This strategy would feed into the LIS. It would show where economic opportunities for the SWLEP would be generated from the latest UK government funded rail investment and where new provision could be proposed by the SWLEP which could support further economic growth. The intended outcomes of the Rail Strategy include a list of investment priorities in descending order according to potential contribution to the economy. The main emerging line options were:</p>	



Item	Narrative	Deadline
	<ul style="list-style-type: none"> • Bristol – Swindon - Oxford – Cambridge • Southampton – Swindon – Oxford – Birmingham • Swindon – Gloucester – Birmingham – Manchester <p>with the following emerging station options:</p> <ul style="list-style-type: none"> • Swindon East • Swindon West / Moredon Bridge • Devizes Parkway • Porton Parkway • Corsham • Ashton Park • With Further investigation needed regarding a parkway station at Wilton. <p>DR commented that he would like Swindon strengthened, for example, the line through to Didcot, where work was needed for four-tracking.</p> <p>Questions were raised about how this strategy overlapped with that of GWR and Network Rail, as their project plans were complicated and long-term and discussions would have to be held now to ensure our priorities were built into their Phase plans. This needed to focus on integration of transport planning, including access to and from main hub stations through a range of public transport methods and the provision of adequate parking at these new stations</p> <p>JM commented that no change would happen in the area, unless we promoted it ourselves, and that there could be no reliance on further central government funding for such additional schemes, although that should not stop the SWLEP from making proposals. The quickest way to achieve new station delivery would be to generate private sector funded schemes for delivery.</p> <p>The Strategy would be brought to the SWLEP Board Meeting in March for approval.</p> <p>The Board: APPROVED the draft position statement, with suggested amendments, as an acceptable direction of travel for the SWLEP Rail Strategy.</p>	<p>Mar '19</p>
6.0	SWLEP Core Activity	
6.1	<ul style="list-style-type: none"> • Chairman's update <p>The list of meetings the Chairman had attended since the last meeting was in the published Board pack. No additional questions were raised.</p>	
6.2	<ul style="list-style-type: none"> • Director's Report <p>The activities were listed in the published Board pack. No additional questions</p>	



Item	Narrative	Deadline
	were raised. The Board: NOTED the contents of the Chairman's and Director's reports.	
7.0	AOB	
	None.	
	Date of next meeting / Closing remarks	
	The next meeting was scheduled for Wednesday, 20 March 2019 at 9.30am in the Kennet Room, County Hall, Bythesea Road, Trowbridge, BA14 8JN.	
	Close of Public Meeting at 3.15pm.	
	PART TWO	
8.1	Chippenham developments Relevant Conflicts of Interest were noted. Alan Richell and Paul Redford presented to the meeting on a proposed scheme in Chippenham. This Housing Infrastructure Fund bid will be submitted by 1 March 2019. Letters of support had been received from most landowners and a Business Case was being developed for the Ministry of Housing, Communities and Local Government. The Board: SUPPORTED this scheme in principle subject to being provided with a confidential document setting out the details of the proposal, mapped against the SWLEP strategy, together with a draft covering letter which would allow Members to consider any of the implications prior to making decisions ex-committee. Action: AR to provide Board Members with the necessary documentation.	31/01/19
8.2	New Eastern Villages (NEV) PV introduced the presentation and Sam Howells spoke to the meeting explaining the importance of the Southern Connector Road to the overall NEV scheme and the submission of a HIF bid in March. The Board: NOTED the contents of the presentation. The Chairman thanked the presenters for their contributions.	
	Close of Part Two of Meeting at 4.15pm	

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

Security Level:	Confidential <input type="checkbox"/>	Restricted <input type="checkbox"/>	Unclassified <input checked="" type="checkbox"/>	Commercially Sensitive <input type="checkbox"/>
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Meeting & Date:	SWLEP Board Meeting – Wednesday, 20 March 2019		
Subject:	SWLEP Incorporation update		
Attachments:	None		
Author:	Debby Skellern	Total no of sheets:	Cover paper - 2 Appendix – 13 pages

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

- 1.1. This paper updates the SWLEP Board on the progress made on SWLEP incorporation.

2. Summary

- 2.1. Work has continued to support the incorporation of SWLEP as a company limited by guarantee and to enable it to be operational from 1 April 2019 including:
- 2.1.1. identifying which Board members would like to become Directors of the SWLEP Limited;
 - 2.1.2. reviewing the Accountable Body Agreement and agreeing the costs for this function 2019/20;
 - 2.1.3. setting up a bank account;
 - 2.1.4. securing accountancy services; and
 - 2.1.5. discussions regarding the TUPE of staff and access to the Wiltshire Council Local Government Pension Scheme continue.

3. Recommendations

The SWLEP Board is recommended to:

- 3.1. note the progress made on SWLEP incorporation;
- 3.2. agree to delegate the approval of the final draft of the accountable body agreement to the SWLEP Chairman; and
- 3.3. agree to delegate the approval of the Accountable Body costs to the SWLEP Chairman.

4. Detail

- 4.1. On 14 January 2019, the Swindon and Wiltshire Local Enterprise Partnership Limited was registered by Companies House as a company limited by guarantee. An account with Companies House is now available which means that additional board members can be registered as directors of the company. The two local authorities, which have reserved places on the Board have to identify their representatives. All remaining board members of the unincorporated SWLEP have indicated their wish to become directors of the new SWLEP. In order to become directors, they will need to be voted onto the Board by SWLEP Limited's founding directors. The next round of board recruitment should enable the SWLEP to meet or exceed the minimum board size required (fourteen) and improve the diversification of the Board membership.
- 4.2. Work has been undertaken with the legal representatives at Wiltshire Council acting as accountable body and Swindon Borough Council, to agree amendments to the accountable body agreement, the business and assets transfer agreement and the revised draft Governance Framework 2019. A meeting was held on 5 March to discuss and agree arrangements as well as the timeline for next steps. Legal representatives from Swindon Borough Council, Wiltshire Council, S151 Officer at Wiltshire Council, Corporate Director at Wiltshire Council, Head of Economic Regeneration, SWLEP Director and SWLEP Policy Manager were involved in the meeting. Appendix I sets out the latest draft Accountable Body agreement which is being finalised with the S151 Officer and legal team at Wiltshire Council for operation from 1 April 2019. Text which is highlighted in red represents wording which is still under review at the time that the paper was issued. The annual cost of this service is also currently also under negotiation. Additional work is underway in relation to the business transfer agreement and the identification of contracts and assets.
- 4.3. Work has also progressed to set up a bank account for the company with Santander and registration information required from the bank is being collated.
- 4.4. A request for quote has been issued to three accounting firms, and to Wiltshire Council and Swindon Borough Council, for the provision of accounting services and tax advice to the incorporated SWLEP. Shortlisting is currently underway to select which organisation will provide these services going forward.
- 4.5. Correspondence has been exchanged with the Wiltshire Pension Fund to arrange discussions with it and Clark Holt (SWLEP appointed solicitors) on the requirements for transfer of staff pensions to the incorporated SWLEP with SWLEP being granted admitted body status to the scheme. A view from the Wiltshire Pension Fund has formed that if SWLEP were to become an admitted body, then both Swindon Borough Council and Wiltshire Council would need to guarantee the pension liabilities (rather than just Wiltshire Council). Wiltshire Pension Fund is now discussing this with Swindon Borough Council.



5. Appendix I: Working draft Accountable Body Agreement April 2019

G Accountable Body Agreement

Dated

2019

(1) WILTSHIRE COUNCIL

(2) SWINDON BOROUGH COUNCIL

**SWINDON AND WILTSHIRE LOCAL
ENTERPRISE PARTNERSHIP LIMITED**

ACCOUNTABLE BODY AGREEMENT

This Agreement made on

2019

BETWEEN:

1. **WILTSHIRE COUNCIL** of County Hall, Bythesea Road, Trowbridge, Wiltshire, BA14 8JN (“Wiltshire”);
2. **SWINDON BOROUGH COUNCIL** of Civic Offices, Euclid Street, Swindon, SN1 2JH (“Swindon”); and
3. **SWINDON AND WILTSHIRE LOCAL ENTERPRISE PARTNERSHIP LIMITED** (registered number 11766448) of Wiltshire Council Offices, Monkton Park, Chippenham, SN15 1ER (“SWLEP”)

(being either a “Party” or together “the Parties”)

BACKGROUND

- A. SWLEP was established in 2011 with the aim of stimulating growth in the economy across the Wiltshire and Swindon area. In part it aims to do this by playing a central role in determining local economic priorities and undertaking activities to drive economic growth and the creation of local jobs. It is a primary partnership between the business community and the two local councils; Wiltshire and Swindon.
- B. Central government has requested that all Local Enterprise Partnerships (“LEPs”) develop a single assurance framework to cover all devolved government funding received by LEPs. SWLEP has been allocated Funding from central government which can only be paid to a local authority nominated as an accountable body. Wiltshire has agreed that it will act as the accountable body in respect of Funding received by SWLEP.
- C. The purpose of this Accountable Body Agreement is to set out the respective roles and responsibilities of Wiltshire acting as the accountable body for the SWLEP and Swindon and associated matters in relation to the application and allocation of devolved Funding by government to relevant projects and programmes.
- D. Swindon and Wiltshire are empowered under Section 1(1) Localism Act 2011.

IT IS AGREED AS FOLLOWS:

I Definitions

1.1 In this Agreement the following terms shall have the following meanings:

Accountable Body means Wiltshire;

Agreement means this Accountable Body Agreement and any schedules;

Chief Executive means the Chief Executive of Swindon;

Corporate Director means the Corporate Director with responsibility for economy and enterprise in Wiltshire or in his absence one of the other corporate directors in Wiltshire.

EIR means the Environmental Information Regulations 2004;

FOIA means the Freedom of Information Act 2000;

Financial Year means during the continuance of the Agreement any period commencing on 1st April and ending on 31st March or part thereof

Funding means all and any devolved government revenue and capital funding which government specifies should only be held by the accountable body and to be allocated by SWLEP pursuant to the Governance Framework;

Projects/Programmes the schemes allocated the Funding;

Scheme Promoters means Wiltshire or Swindon or such other organisation which supports and promotes any of the Projects or Programmes;

The SWLEP Governance Framework means the Swindon and Wiltshire Local Enterprise Partnership (SWLEP) Governance Framework dated [March 2019].

- 1.1 Headings contained in this Agreement are for reference purposes only and should not be incorporated into this Agreement and shall not be deemed to be any indication of the meaning of the clauses to which they relate.
- 1.2 References to any statute or statutory provision include references to:
 - 1.2.1 all Acts of Parliament and all other legislation having legal effect in the United Kingdom;
 - 1.2.2 any subsequent statutes directly or indirectly amending, consolidating, extending, replacing or re-enacting that statute and also include any orders, regulations, instruments or other subordinate legislation made under that statute;

2 Duration

- 2.1 This Agreement shall commence on the date hereof and shall continue in effect until either Wiltshire or Swindon or SWLEP terminates the Agreement in accordance with Clause 13 of this Agreement.

3 Roles and responsibilities

- 3.1 It is the overriding responsibility of SWLEP to ensure that SWLEP allocates or otherwise deals with the Funding in such a way which does not breach the terms and conditions upon which Wiltshire as Accountable Body has received the Funding for the purposes of the SWLEP and is in accordance with the SWLEP Governance Framework.
- 3.2 The roles and responsibilities of the Parties are set out in the Schedule I to this Agreement.

4 Governance and decision making

- 4.1 The governance and working arrangements between the Parties shall be in accordance with the SWLEP Governance Framework.

5 Financial Arrangements

- 5.1 Unless otherwise agreed, Swindon and Wiltshire is each solely responsible for Projects or Programmes for which either are the Scheme Promoter in their respective administrative areas and in respect thereof for compliance with any grant conditions which shall include the obligation to repay in whole or part the Funding in the event of non-compliance with any conditions.
- 5.2 With the approval of the S151 Officer, SWLEP will enter into any required grant funding or loan agreement with a Scheme Promoter in relation to any part of the Funding allocated to such Scheme Promoter which shall substantially be in the form of **Grant Agreement attached** in Schedule 2.
- 5.3 In the event that a Scheme Promoter who is a recipient of any part of the Funding granted by SWLEP fails to comply with the terms and conditions or any other aspect of any grant funding or loan agreement, SWLEP will use reasonable endeavours to recover such sums as may be due and to enforce such terms.
- 5.4 Wiltshire as the Accountable Body shall:



- 5.4.1 establish and maintain a financial system to account for all Funding received and disbursed on behalf of SWLEP;
- 5.4.2 transfer, subject to due diligence, the Funding for the Projects/Programmes on behalf of the SWLEP;
- 5.4.3 receive Funding and make timely payments in respect of such Funding for and on behalf of SWLEP;
- 5.4.4 maintain proper records of all Funding received and disbursed for SWLEP and make such records available for inspection by both internal and external regulators;
- 5.4.5 arrange regular audit examination of SWLEP activities with regards to use of Funding and, following each audit, present a report to SWLEP with recommendations to strengthen their governance and management practices;
- 5.4.6 supply, as necessary, completed statements of Funding received, expenditure and disbursement to SWLEP, funding organisations, central government and external auditor.
- 5.5 Interest will be accrued annually based on a forecast cashflow provided in April. It will be applied to each month end balance at the lower of the current official Bank of England interest rate and the average interest rate earned by Wiltshire Council for the financial year.
- 5.6 Wiltshire will be paid a sum set and agreed each year for the reasonable costs of acting as the Accountable Body. This sum will be paid in arrears in equal amounts every six months
- 5.7 Where all the Parties agree, and in the event that there is a requirement to undertake any re-profiling of the Funding in any Financial Year, that part of the Funding which has been the subject of such re-profiling shall be available to either Wiltshire or Swindon for any of their respective capital projects. Such amount of such Funding utilised by either Swindon or Wiltshire in accordance with this Clause 5.6 shall be provided for in either of the Party's budgets for the next Financial Year and immediately reimbursed to SWLEP at the start of the next Financial Year.
- 5.8 SWLEP and Swindon shall:
 - 5.8.1 Co-operate with and assist Wiltshire acting in its role as accountable body in undertaking the day to day responsibility for Funding matters;

- 5.8.2 Co-operate with and assist Wiltshire in regular audit examinations of all operating systems;
- 5.8.3 Report any financial irregularity or suspected irregularity in the use of any of the Funding to Wiltshire.

6 Record Keeping and Communication

- 6.1 The SWLEP shall ensure that a proper record is kept of the proceedings of the SWLEP.
- 6.2 A communication protocol in relation to publicity and disclosure of information has been agreed between the Parties including the management and timing of such communications.

7 Freedom of Information

- 7.1 SWLEP and Swindon acknowledges that Wiltshire as Accountable Body is subject to the requirements of the FOIA and the EIR in respect to the Funding and shall:
 - 7.1.1 provide all necessary assistance and cooperation as reasonably requested by Wiltshire to enable Wiltshire to comply with its obligations under the FOIA and the EIR; and
 - 7.1.2 provide Wiltshire with a copy of all information belonging to Wiltshire requested in the Request for Information which is in its possession or control in the form that Wiltshire requires within 7 Working Days (or such other period as Wiltshire may reasonably specify) of Wiltshire's request for such information; and
 - 7.1.3 not respond directly to a Request for Information unless authorised in writing to do so by Wiltshire.
- 7.2 SWLEP and Swindon acknowledges that Wiltshire may be required under the FOIA and the EIR to disclose Information concerning this Agreement without consulting or obtaining consent from either the SWLEP or Swindon. In these circumstances Wiltshire shall, in accordance with any relevant guidance issued under the FOIA, take reasonable steps, where appropriate, to give the SWLEP or Swindon advance notice, or failing that, to draw the disclosure to the SWLEP or Swindon's attention after any such disclosure.
- 7.3 The Parties acknowledge that where any of them receives a Request for Information not relating to Wiltshire as Accountable Body but otherwise in relation

to Projects and Programmes, such a Request for Information will be dealt with by the recipient in accordance with the provisions of the FOIA.

8 Data Protection

- 8.1 The Parties shall comply with their obligations under the Data Protection Act 2018 in the performance of their obligations under this Agreement.
- 8.2 The provisions of this Clause 8 shall apply during the continuance of the Agreement and indefinitely after its expiry or termination.

9 Confidentiality

- 9.1 Neither Party will use or disclose any confidential information provided by any other pursuant to this Agreement otherwise than for the performance of their obligations under this Agreement, save as may be otherwise agreed or required by law.
- 9.2 For the avoidance of doubt, confidential information shall not include:
- 9.2.1 any information obtained from a third party who is free to divulge such information;
 - 9.2.2 any information which is already in the public domain otherwise than as a breach of this Agreement; or
 - 9.2.3 any information which was rightfully in the possession of a Party prior to the disclosure by any other Party and lawfully acquired from sources other than any other Party.
- 9.3 Subject to Clause 9.2 the Parties shall not make any press announcement or publicise the Agreement or any part of the Agreement in any way, except with the agreement of the other Parties

10 Equality

- 10.1 The Parties shall perform its obligations under this Agreement in accordance with:
- 10.1.1 all applicable equality Law (whether in relation to race, sex, gender reassignment, age, disability, sexual orientation, religion or belief, pregnancy, maternity or otherwise);
 - 10.1.2 any applicable equality and diversity policy of the Parties from time to time; and

- 10.1.3 take all necessary steps, and inform each other of the steps taken, to prevent unlawful discrimination designated as such by any court or tribunal, or the Equality and Human Rights Commission or (any successor organisation).

11 Social Value

- 11.1 In performing their obligations in pursuance of these this Agreement the Parties shall comply with the requirements of Public Services (Social Value) Act 2012.

12 Environmental

- 12.1 In performing their obligations in pursuance of this Agreement the Parties shall at all times co-operate with each other to improve environmental performance where it is not detrimental to the interests of any Party to do so.

13 Termination on notice

- 13.1 This Agreement shall continue in full force and effect unless or until either Wiltshire or Swindon or SWLEP serve at least twelve months' notice to terminate to the other Parties or by mutual agreement of the Parties at any time.

14 Disputes

- 14.1 Prior to action under paragraph 80, Section F of the SWLEP Governance Framework, if any Party has any issues, concerns or complaints about any matter relating to this Agreement that Party shall notify the other Party/Parties and the Parties shall then seek to resolve the issue by a process of consultation. If the issue cannot be resolved within a reasonable period of time, the matter shall be escalated to the Corporate Director at the Accountable Body and the Chief Executive Officer of SWLEP to resolve such dispute negotiating on the basis of good faith.

- 14.2 If any Party receives any formal inquiry, complaint, claim or threat of action from a third party they shall notify the other Parties and co-operate with each other to respond, or take such action, as is appropriate and/or necessary.

15 The Contracts (Rights of Third Parties) Act 1999

- 15.1 The Contracts (Rights of Third Parties) Act 1999 shall not apply to this Agreement but this does not affect any rights which are available apart from this Act.

16 General



- 16.1 Each of the Parties represents and warrants to the others that it has full capacity and authority, and all necessary consents, licences and permissions to enter into and perform its obligations under the Agreement, and that the Agreement is executed by its duly authorised representative.
- 16.2 The Agreement cannot be varied except in writing signed by a duly authorised representative of the Parties.
- 16.3 The Agreement contains the whole agreement between the Parties and supersedes and replaces any prior written or oral agreements, representations or understandings between them. The Parties confirm that they have not entered into the Agreement on the basis of any representation that is not expressly incorporated into the Agreement. Nothing in this clause shall exclude liability for fraud or fraudulent misrepresentation.
- 16.4 Any waiver or relaxation either partly, or wholly of any of the terms and conditions of the Agreement shall be valid only if it is communicated to any other Party in writing and expressly stated to be a waiver. A waiver of any right or remedy arising from a breach of contract shall not constitute a waiver of any right or remedy arising from any other breach of the Agreement.
- 16.5 The Agreement shall not constitute or imply any partnership, joint venture, agency, fiduciary relationship or other relationship between the Parties other than the contractual relationship expressly provided for in the Agreement. No Party shall have, nor represent that it has, any authority to make any commitments on the other Parties' behalf.
- 16.6 Except as otherwise expressly provided by the Agreement, all remedies available to any Party for breach of the Agreement (whether under the Agreement, statute or common law) are cumulative and may be exercised concurrently or separately, and the exercise of one remedy shall not be deemed an election of such remedy to the exclusion of other remedies.
- 16.7 If any provision of the Agreement is prohibited by law or judged by a court to be unlawful, void or unenforceable, the provision shall, to the extent required, be severed from the Agreement and rendered ineffective as far as possible without modifying the remaining provisions of the Agreement, and shall not in any way affect any other circumstances of or the validity or enforcement of the Agreement.

17 Notices

- 17.1 Any notice to be given under the Agreement shall be in writing and may be served by personal delivery, first class recorded or e-mail to the address of the relevant



Party set out below, or such other address as that Party may from time to time notify to the other Party in accordance with this clause.

18 English Law

- 18.1 This Agreement and any dispute or claim arising out of or in connection with it or its subject matter or formation (including non-contractual disputes or claims) shall be governed by and construed in accordance with the law of England and Wales.



IN WITNESS WHEREOF the parties have signed this Agreement as a Deed on the day and year first before written.

EXECUTED as a DEED BY)
THE COMMON SEAL OF WILTSHIRE)
COUNCIL being affixed hereto and)
authenticated by the undermentioned person)
authorised by the Council to act for that purpose:)

.....
Authorised Signatory

EXECUTED as a DEED BY)
THE COMMON SEAL OF SWINDON BOROUGH)
COUNCIL being affixed hereto and)
authenticated by the undermentioned person)
authorised by the Council to act for that purpose:)

.....
Authorised Signatory

EXECUTED as a DEED BY)

.....

.....

**Signed for and on behalf of
SWINDON AND WILTSHIRE LOCAL ENTERPRISE PARTNERSHIP LIMITED**

Schedule I

Roles & Responsibilities

I.1 Wiltshire shall take appropriate steps to:

- I.1.1** Ensure (through the Section 151 officer) that Funding is used appropriately using the same checks that Wiltshire Council would of its own funds and in line with any grant conditions in the grant condition letter through a Section 31 Grant Determination.
- I.1.2** Ensure that it will not use the Funding for its own purposes without consent of the SWLEP.
- I.1.3** Confirm that the SWLEP Governance Framework is being adhered to.
- I.1.4** Confirm that the SWLEP has in place the processes to ensure the proper administration of its financial affairs. Release funding against a SWLEP agreed contract providing that the requirements meet the terms of the grant and the overall safeguarding of public money requirements. **Take responsibility for the decisions of the SWLEP in approving schemes (e.g. if subjected to legal challenge) as per the Legal Frameworks and Agreements between the Accountable Body, SWLEP and Scheme Promoters.**
- I.1.5** Approve the release of Funding in consultation with the Accountable Body Section 151 Officer and in accordance with the Accountable Body Legal Agreement to the relevant scheme promoter in line with any grant conditions in the grant condition letter through a Section 31 Grant Determination.
- I.1.6** Ensure that all the requisite duties set out in s151 of 1972 Act are fully met including the safeguarding of public money, best value and value for money.
- I.1.7** Satisfy itself that arrangements for local external audit of Funding allocated by the SWLEP are comparable to Wiltshire Council's own arrangements for local authority spend.

I.2 SWLEP shall:

- I.2.1** Comply with the SWLEP Governance Framework.
- I.2.2** Develop strategic economic plans and policies.
- I.2.3** Identify a prioritised list of schemes within the available budget including under / over programming to enable prudent management.
- I.2.4** Make decisions based on the scrutiny of individual scheme business cases.
- I.2.5** Allocate funding which is approved by the Accountable Body.
- I.2.6** Using reasonable endeavours to ensure best value and value for money is achieved.
- I.2.7** Monitor progress of scheme delivery and spend.
- I.2.8** Use reasonable endeavours to ensure on-time delivery of schemes to the programme.

1.2.9 Actively manage the devolved budget and programme to respond to changed circumstances.

1.3 Swindon shall:

1.3.1 Comply with the terms and conditions of the Funding received by Wiltshire as the accountable body in relation to SWLEP pertaining to the administrative area of Swindon.

1.3.2 Comply with the SWLEP Governance Framework.

1.3.3 Provide all necessary assistance to SWLEP and Wiltshire in relation to Projects and Programmes which operate in the administrative area of Swindon.

Schedule 2: Grant Agreement



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Meeting & Date:	SWLEP Board Meeting – Wednesday, 20 March 2019		
Subject:	Review of the Governance Framework		
Attachments:	Appendix 1: Governance Framework amendments to be compliant with the National Local Growth Assurance Framework, 7 March 2019		
Author:	Debby Skellern	Total no of sheets:	Cover paper - 2 Appendix 1 -11

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 presents the revised draft Governance Framework 2019 to the SWLEP Board for approval.

2. Summary

- 2.1. On 8 January 2019, MHCLG published the latest National Local Growth Assurance Framework guidance compliance with which is required by 31 March 2019. This has required minor changes to be made to the Governance Framework to be compliant. The S151 Officer has written to the Principal Accountant at BEIS confirming that SWLEP has operated in compliance with its Governance Framework during 2018/19 and that revisions are underway to meet the new assurance requirements.
- 2.2. The SWLEP Governance Framework will need further amendment to reflect the final Accountable Body Agreement which is covered elsewhere on the Board agenda.
- 2.3. Additional work is also required to revise the Governance Framework so that it reflects the new operational model of Swindon and Wiltshire Local Enterprise Partnership (SWLEP) Limited from 1 April 2019. At the time this paper was issued, amendments were still work in progress.

3. Recommendations

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

- 3.1. Approve the changes which have been made to the Governance Framework so that it is compliant with the National Local Growth Assurance Framework guidance (January 2019);

- 3.2. Note the additional work required to the Governance Framework to support the operation of SWLEP Limited; and
- 3.3. Agree that the final version of the Governance Framework for SWLEP Limited is presented to the SWLEP Board at a future meeting and by July 2019 at the latest.

4. Detail

- 4.1. In light of the amendments made in February 2018 to reflect the Mary Ney recommendations and subsequent guidance that was issued, the draft Governance Framework presented to the Board has required modest amendment to comply with the latest National Local Growth Assurance Framework guidance (January 2019). These changes are presented in Appendix I.
- 4.2. Some further minor changes have also been made which are required to reflect the change in SWLEP from an unincorporated partnership to a company limited by guarantee. The reasons behind these changes are also presented in Appendix I.
- 4.3. In addition, work has taken place to review the Accountable Body Agreement with Wiltshire Council in association with the legal teams at Swindon Borough Council and Wiltshire Council. This revised agreement will form Section G of the Governance Framework and is covered elsewhere on the Board agenda.
- 4.4. Further changes to the Governance Framework for SWLEP Limited are required which are beyond the National Local Growth Assurance Framework guidance which are still in discussion with the legal teams and relate to:
 - The role of the Joint Strategic Economic Committee;
 - The role of the Commissioning Group;
 - Scrutiny arrangements for SWLEP Limited;
 - New operational structure for the company;
 - Checking that the Governance Framework is compliant with the Companies Act 2006.

5. Appendix 1: Governance Framework amendments to be compliant with the National Local Growth Assurance Framework, 7 March 2019

General amends (excludes abbreviations which may be written in full or vice versa)				
Ref	Page	Change from	Changed to	Reason for change
1.	Whole document	SWLEP Director	SWLEP Chief Executive Officer (CEO)	Reflect the change from 1 April 2019 due to incorporation
2.	Whole document	Assurance Framework	Assurance Procedure for the Award and Allocation of Funding. Also Assurance Procedure for short within the text	Remove any confusion regarding the use of 'Framework'. SWLEP has the overarching Governance Framework; how SWLEP allocates and awards funding which is one section within it.
3.	Whole document	Strategic Economic Plan SEP	Strategic Economic Plan/Local Industrial Strategy SEP/LIS	To reflect work in progress
4.	Whole document	Heads of Terms	Accountable Body Agreement	To reflect actual name and status of the agreement
Governance Framework introduction				
5.	1	Swindon and Wiltshire Local Enterprise Partnership	Swindon and Wiltshire Local Enterprise Partnership Limited. Company registration number and address added	The partnership has been registered as a company limited by guarantee but will not be operational until 1 April 2019

General amends (excludes abbreviations which may be written in full or vice versa)

Ref	Page	Change from	Changed to	Reason for change
			as a footnote.	
Section A: Board Constitution				
1.	2 and thereafter	Role of SWLEP changed from 'to drive economic growth and the creation of jobs	'to drive sustainable and inclusive economic growth'. Both terms defined in a footnote for clarification	Sustainable: to reflect the object in the articles of association and a responsible approach being taken. Inclusive: to reflect this from the national guidance on the development of local industrial strategies,
2.	4	Participating in regional and national LEP networks and activity	Participating in regional and national LEP networks and activity including peer review and sharing best practice.	Required by National Local Growth Assurance Framework
3.	5	produce a strategic economic plan in line with government guidance	produce a strategic economic plan in line with government guidance	To reflect the fact that SWLEP produces a range of strategic documents and not just the Strategic Economic Plan.
4.	6	Additional wording	SWLEP's annual delivery plan will be agreed by the Board by 31 March each year.	Production required by National Local Growth Assurance Framework

General amends (excludes abbreviations which may be written in full or vice versa)

Ref	Page	Change from	Changed to	Reason for change
5.	6	Additional wording	and the requirements of Company Law	Legal requirement for companies
6.	7	Additional wording	This is known as the 'Executive Group' of the Secretariat	Greater clarification, Executive Group referred to later in the document.
7.	8	Additional wording	Footnote added: during periods of Board Member recruitment the number of Board Members may fall below this lower limit temporarily.	To explain that during periods of Board recruitment the lower limit for Board representatives might not be met temporarily.
8.	8	Military's permanent status on the Board and specified job title removed	a Board Member representing the Military will be appointed on a 3-year basis (which can be extended in accordance with the company's articles of association).	Only the two UAs have permanent 'named' places on the new Board. SWLEP intends to continue to have a Military Board Director in the same way it wishes to have an Education representative.
9.	9	Decision making by email...and both members representing Swindon Borough Council and Wiltshire Council	Removal of 'and both members representing Swindon Borough Council and Wiltshire Council'	To reflect articles of association.
10.	13	Where the Board is considering a proposal to agree its annual	Text deleted: the Board members representing both Unitary Authorities	Not in the articles of association for the new company.

General amends (excludes abbreviations which may be written in full or vice versa)

Ref	Page	Change from	Changed to	Reason for change
		<p>business plan pursuant to paragraph 54 and a vote is required because consensus has not been achieved under paragraphs i and j, the plan shall not be regarded as agreed unless:</p> <p>the Board members representing both Unitary Authorities cast their votes in favour of accepting the plan; and</p>	<p>cast their votes in favour of accepting the plan; and</p>	
11.	14	<p>A Board working group is a group of Board members (minimum of two) and such other members as the Board considers appropriate.</p>	<p>A Board working group is a group of Board members (minimum of two) and such other members as the Board considers appropriate. It is a time limited task and finish group to consider or progress a particular issue or activity.</p>	<p>Additional text for clarification as to how it is different from a Subgroup</p>

Section C: Conflicts of Interest Policy

12.	16	New paragraph	Annual General Meeting text added	required by National Local Growth Assurance Framework and Company Law
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Section D: Scheme of Delegation

13.	23	paragraph 28 of the Board Constitution	paragraph 28 of the Board Constitution (Section B)	For reference within the document and clarification
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Section F: Assurance Procedures for the Allocation and Award of Funding

14.	27	The Swindon and Wiltshire Local Enterprise Partnership (SWLEP) is a non-statutory partnership between the public and private sectors, established to play a central role in determining local economic priorities and undertaking activities to drive economic growth and the creation of local jobs. The SWLEP is a partnership between Swindon Borough Council, Wiltshire Council, businesses in the area and	Text amended The Swindon and Wiltshire Local Enterprise Partnership Limited ¹ (SWLEP) is a company limited by guarantee established to play a central role in determining local economic priorities and undertaking activities to drive sustainable and inclusive economic growth. The SWLEP is able to access government funding to channel investment into the area – in	Reflect the change in status of the partnership and its role as above in rows 4 and 8.
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¹ The Swindon and Wiltshire Local Enterprise Partnership became incorporated as a company limited by guarantee on 14 January 2019. Registered number 11766448.

		the Military, with representatives from all these organisations on its Board. The SWLEP is able to access government funding to channel investment into the area – in particular to support its strategic objectives in skills and talent, transport infrastructure, digital capability, place shaping and business development.	particular to support its strategic objectives in skills and talent, transport infrastructure, digital capability, place shaping and business development.	
15.	30/31 and page 108	Organisation details amended for the local authorities, military and role title for advisers	‘Leader’ replaced with ‘representative’ Military representative to be voted onto the Board Advisers are clearly shown as non-Board Members	Representative may change in April Not tied to one role and not a permanent position Role of advisers TBC and are not Board Members. To reflect operation as a company.
16.	31	The development, review and refresh of the Strategic Economic Plan Strategic Economic Plan	The development, review and refresh of the Strategic Economic Plan (SEP) and the Local Industrial Strategy (LIS)	To reflect work in progress

Ref	Page	Change from	Changed to	Reason for change
17.	35	SWLEP is an unincorporated partnership	Text removed	Incorporated and operational from 1 April 2019
18.	35	The purpose of JSEC is to provide local democratic and financial accountability for the Swindon and Wiltshire Strategic Economic Plan	The purpose of JSEC is to provide local oversight of the Swindon and Wiltshire Strategic Economic Plan/LIS,	It can't take democratic and financial accountability with the change in status to a company. LIS reference added to reflect work in progress
19.	36	In the event of any circumstance where the Joint Strategic Economic Committee cannot reach agreement, or both Unitary Authorities disagree with the SWLEP Board on an issue pertaining to the Strategic Economic Plan or Local Industrial Strategy (LIS), the issue in hand will be referred back to the SWLEP Board for review.	In the event of any circumstance where the Joint Strategic Economic Committee cannot reach agreement on an issue pertaining to the Strategic Economic Plan or Local Industrial Strategy (LIS), the issue in hand will be referred back to the SWLEP Board for review.	Local Authorities are on the same footing as the other Board Directors of SWLEP Limited
20.	36	JSEC... Provide democratic accountability for the delivery of the Strategic Economic Plan/LIS	Provide local oversight of the delivery of the Strategic Economic Plan/LIS	SWLEP Limited Board has to be accountable so wording changed to 'oversight' to reflect scrutiny role

Ref	Page	Change from	Changed to	Reason for change
21.	36	A key role of the Joint Strategic Economic Committee will be to formally agree and sign off key decisions and actions of the SWLEP Board	A key role of the Joint Strategic Economic Committee will be to scrutinise key decisions and actions of the SWLEP Board	'Agreement' and sign off key decisions is no longer appropriate but scrutiny is to check that Assurance Procedures have been adhered to.
22.	36	SWLEP the Secretariat	SWLEP Executive Group of the Secretariat and the Secretariat	Title change for clarity and timings updated to reflect alternate meetings with the wider Secretariat.
23.	37	It ensures compliance with the legal and financial terms of the Assurance Framework and oversees strategy development and the forward plan for the SWLEP Board and agenda. 'Ensure'	It oversees compliance with the legal and financial terms of the Assurance Procedures for the award and allocation of funding and oversees strategy development. 'Check'	Can't take the responsibility for ensuring compliance, this rests with the Board. Too narrow a group/section of the Board to determine the forward plan or agenda for the Board. Reflect more of an oversight function for now
24.	39	The relationship between Accountable Body and the SWLEP Board will be included in a service level agreement agreed annually.	The relationship between Accountable Body and the SWLEP Board is set out in the Accountable Body Agreement (Section G) which will be reviewed and agreed annually.	Updated procedure

Ref	Page	Change from	Changed to	Reason for change
25.	40	Undertaking financial due diligence checks Annual conversation Cities and Local Growth Team	Ensuring financial due diligence checks...are undertaken Annual Performance Review Cities and Local Growth Unit	Updated to reflect requirements; latest terminology in use by government; and National Local Growth Assurance Framework terminology and requirements
26.	41	Updates on ESIF 'SWLEP Officers Group' replaced	Secretariat	To reflect actual practice
27.	42	The SWLEP Board will conduct its business in an open and transparent manner, comparable to the two Unitary Authorities, which will enable interested stakeholders and members of the public to scrutinise and participate in the SWLEP processes.	The SWLEP Board will conduct its business in an open and transparent manner, which will enable interested stakeholders and members of the public to scrutinise and participate in the SWLEP processes.	The new SWLEP as an incorporated body is subject to the Companies Act as its primary legislation.
28.	45	Additional paragraph	An Annual General Meeting of SWLEP Limited will also be held for members of the company.	A requirement of the Articles of Association of the new SWLEP Ltd. and the National Local Growth Assurance Framework

Ref	Page	Change from	Changed to	Reason for change
29.	45/46	Diversity New paragraph added	Equality and Diversity A member of the Board will have the additional role of Equality Champion whose responsibilities will include playing an active role in Board recruitment; monitoring the diversity of the Board to meet government targets and milestones in terms of representation and reporting this to the Board on an annual basis. This includes the requirement that by 2020 the women on the Board will represent least 30% of the total and 50% by 2023.	Reflect National Local Growth Assurance Framework terminology and requirements
30.	46	Business Development Subgroup	Reference to the Growth Hub added	To reflect the increasing role of the Growth Hub in terms of business engagement activity
31.	47	New section added	Data and privacy statement in use by SWLEP added to document	Reflect National Local Growth Assurance Framework requirements

Ref	Page	Change from	Changed to	Reason for change
32.	47	Gifts and Hospitality New text added	This information will be maintained by SWLEP and published on the SWLEP website.	Reflect National Local Growth Assurance Framework terminology and requirements
33.	47	Complaints and Whistleblowing Assurance Framework	Governance Framework	Complaints and whistleblowing applies to all areas of operation and not just the award and allocation of funding
34.	75	Review of Register of Interests and Conflict of Interest April 2017 Footnote	Removed footnote	Out of date reference.
Section K: SWLEP Board Recruitment				
35.	109	The Vice Chair of the SWLEP Board will be appointed from existing private sector Board Members	The Vice Chair of the SWLEP Board will be appointed from existing private sector Board Members to support succession planning and to ensure that SWLEP is private sector led at all times.	National Local Growth Assurance Framework wording included
36.	110	The Board will decide whether to reappoint the Board Member at its next meeting and the decision will be minuted. Reappointment will be limited to a maximum of three terms of office	The Board will decide whether to reappoint the Board Member at its next meeting and the decision will be minuted. Reappointment will be limited to a maximum of two terms of office	National Local Growth Assurance Framework requirement



Swindon & Wiltshire

LOCAL ENTERPRISE PARTNERSHIP

**Board Meeting
20 March 2018
Paper Number 4.2**



Security Level:	Confidential <input type="checkbox"/>	Restricted <input type="checkbox"/>	Unclassified <input checked="" type="checkbox"/>	Commercially Sensitive <input type="checkbox"/>
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Meeting & Date:	SWLEP Board Meeting – Wednesday, 20 March 2019		
Subject:	Proposals for re-allocation of funding from the Local Growth Deal		
Attachments:	Appendix I – Summary of Projects in the South Wiltshire Recovery Plan		
Author:	Tom Dobrashian	Total no of sheets:	18

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 Salisbury and South Wiltshire Recovery Programme and seek approval by the Board to draw down monies from the £1.1m, which the report seeks to be formally re-allocated from the Local Growth Deal funding.

2. Summary

- 2.1 Salisbury and South Wiltshire are still being impacted by the Novichok attack last year. Footfall remains persistently below 2017 levels in Salisbury. Since the incident in March, there has been a 12% decrease in visits to the city, compared to a 2.4% decrease in footfall nationally through 2018. Salisbury has seen a drop of circa 1.1 million in footfall to the city centre, a drop of around 100,000 per month, with a significant impact on business performance.
- 2.2 A strong partnership has been established to develop a long-term recovery strategy and programme of interventions to drive economic growth in the sub-region. As outlined at the January SWLEP Board, there is a small dedicated team employed by Wiltshire Council to shape and deliver the programme, with the full engagement of staff members from the Swindon and Wiltshire Local Enterprise Partnership (SWLEP).
- 2.3 In September 2018, the Board agreed to allocate £1.1m for 'for support to be given where needed to the people and businesses of Salisbury and Amesbury'. The Board agreed in principle in January 2019 that SWLEP funding would be used as the catalyst to accelerate delivery, increasing scope and leveraging in further monies, both private and public. Immediate projects that the Board agreed to fund were Porton Science Park and Illuminating Salisbury (Son et Lumière). With the latter receiving a £100k allocation to assess the feasibility, business case and delivery plan. Porton

Science Park is a separate agenda item to this March Board and is seeking an allocation of £145k.

- 2.4 This paper outlines the current programme of projects being developed under the South Wiltshire & Salisbury recovery strategy umbrella. Projects have been included for their potential to support significant economic, cultural, community development and resilience. Further projects may be scoped and included as the economic development strategy is further developed.
- 2.5 The paper outlines a potential funding opportunity for Salisbury to respond to the impact of the nerve attack incidents last year and longer-term threats and opportunities – the Future High Street Fund. This report is seeking funding to develop projects that could be implemented with the support of this fund. The Expression of Interest ‘Eol’ for this fund will be strengthened with alignment and support from SWLEP.
- 2.6 Specific projects which SWLEP are being asked to fund include one entitled ‘Fisherton Gateway’, which is a holistic project to significantly improve the ‘shop-window’ of Salisbury – the gateway into the city, develop heritage residential living, improved access to river frontages and ‘artisan/maker’ work space. This would be the LEP supported flagship project. Secondly, to develop a ‘transformative’ transport accessibility programme to make the city centre easier to visit and to consider how to reduce traffic delays on the A36 college roundabout. These projects would support employment, business growth and retention.

3. Recommendations

The Swindon and Wiltshire Local Enterprise Board is recommended to:

- 3.1. approve £0.300m for the development of the Fisherton Gateway project, and indicative support for further funding subject to availability and progress;
- 3.2. approve £0.250m to develop a transformative transport accessibility programme to encourage residents and businesses to shop and spend their time and money in Salisbury and therefore support business activity and employment; and
- 3.3. in principle, allocate £0.100m to develop options to reduce congestion on Southampton Road and the A36 college roundabout contingent on Highways England’s willingness to work with Wiltshire Council.

4. Salisbury Economic Recovery Programme

- 4.1 Salisbury and South Wiltshire are still being impacted by the Novichok attack last year, with footfall remaining persistently below 2017 levels in Salisbury. Since the incident in March, there has been a 12% decrease in visits to the city, compared to a 2.4% decrease in footfall nationally through 2018. Salisbury has seen a drop of circa 1.1 million in footfall to the city centre, a drop of around 100,000 per month, with a significant impact on the businesses of Salisbury and South Wiltshire.

- 4.2 Government agencies, Wiltshire Council and the SWLEP have provided support to businesses directly and indirectly. At the end of February, funding had delivered support to 135 businesses and safeguarded an estimated 304 jobs. Indirect support has been through managing and financially underpinning the Salisbury market and free car parking, to increase visitor numbers.
- 4.3 Government funding is now fully allocated. At present the recovery programme has only the proposed £1.1m of SWLEP capital funding with which to take forward new projects.
- 4.4 As outlined to the January Board, to deliver the medium to long-term economic recovery, a South Wiltshire Economic Recovery Operations Board (hereafter: Operations Board) has been established and has oversight of the following pillars of activity: Community & Wellbeing, Economic, Infrastructure, Tourism and Culture. An overview of the main projects is provided and depicted visually in Appendix I.
- 4.4.1 Within the economic pillar the following projects are being supported:
- 4.4.1.1 Porton Science Park, where there is existing planning permission for 355,502 sq. ft. of research and development accommodation, with the potential to deliver 2000+ direct jobs.
 - 4.4.1.2 At Boscombe, there is a major opportunity for the creation of an aerospace hub for commercial and defence operations providing employment and supply chain opportunities
 - 4.4.1.3 As discussed later in this report, even without the incidents of last year, there is a long-term threat to jobs and businesses in Salisbury city centre, due to competition from the internet and out of town shopping. A focus on experience and curation of place will be part of the answer, alongside wider plans discussed later within the report.
 - 4.4.1.4 The SWLEP and Wiltshire Council have been providing business support to businesses including the Enterprise Centres, Growth Hub, Wiltshire 100, Higher Futures and the ERDF funded SME Growth programme. With the SME Growth programme coming to an end, an application to the ERDF fund has been made by the Growth Hub to enhance its face to face service. The aim is to ensure a comprehensive suite of on-line and face to face services would be available to anybody in South Wiltshire wanting to start, run or grow a business.
 - 4.4.1.6 Alongside the promotion of fibre broadband, Wi-Fi and 5G coverage, the programme has an aspiration to support businesses and public-sector bodies to utilise 'smart technologies'. Potential funding out of the £1.1m available should be considered under this category if suitable projects are identified.
- 4.4.2 Within the infrastructure pillar the following projects are highlighted for the Board's attention:



- 4.4.2.1 partners want to accelerate the urban development of Salisbury city centre, strengthening its strong historic core and offer. To help achieve this, the Wiltshire Council has appointed a multi-disciplinary team to produce a 'Central Area Framework' that will raise the profile of Salisbury as an investment opportunity and guide the future development of the City;
 - 4.4.2.2 The Maltings is a key development in the heart of the City, whose development will have a key impact on the City, and is in receipt of LEP funding;
 - 4.4.2.3 Fisherton Street is described in more detail in this report. It is the important gateway into the City and is not a strong selling point for the City. We are seeking for the SWLEP to be a key partner in its transformation;
 - 4.4.2.4 likewise, the station is a poor reception into the city and the forecourt and wayfinding needs significant improvement. There are underutilised buildings and land, especially on the north side of the station, that provide potential for business use;
 - 4.4.2.5 there are buildings in the City Centre that are underutilised and/or could generate increased business activity or provide residential provision;
 - 4.4.2.6 transport and accessibility is identified by many businesses in Salisbury as a problem, and is discussed in this report;
 - 4.4.2.7 Salisbury NHS Foundation Trust and Salutem have ambitious plans, which the Salisbury and South Wiltshire Partnership wish to support; and
 - 4.4.2.8 the A303 forms a watching brief within the programme, and there are associated works that are directly associated such as a Boscombe link.
- 4.4.3 Within the visitor and tourism pillar the following projects are highlighted for the Board's attention:
- 4.4.3.1 VisitWiltshire has employed an external company to explore and make recommendations on Salisbury's brand position. When complete, this report will provide a strong foundation as to how future marketing of Salisbury can be taken forward;
 - 4.4.3.2 VisitWiltshire has played a leading role in the 'Great West Way' tourism initiative, supported initially through SWLEP funding and extra government funding has been promoting Salisbury post last year's incident;
 - 4.4.3.3 the programme team wish to support Amesbury's ambitions to attract an increase in the tourist trade; and
 - 4.4.3.4 it is believed that there is an opportunity to significantly strengthen Salisbury's tourist offer through diversifying attrac-

tions, improved evening and night time offer, an events programme and supporting the development of a stronger and more diverse hotel offer.

4.4.4 Within the cultural pillar the following projects are highlighted for the Board's attention:

4.4.4.1 Wiltshire Creative, on behalf of the wider partnership, has commissioned external consultants to develop, through a strong engagements process, an ambitious and wide-reaching Cultural Strategy for Salisbury, encompassing the performing and visual arts, museums and libraries, outdoor spaces and heritage. The report should be available mid this year;

4.4.4.2 the partnership has an ambition to establish a 'Creative or Cultural' Quarter for the City, which will be explored in more detail when the Cultural Strategy is finalised;

4.4.4.3 Illuminating Salisbury/Son et Lumiere received SWLEP funding at the last Board to undertake feasibility work and create a business case, to develop a significant new tourism offer for Salisbury;

4.4.4.4 next year will be the 800th anniversary of re-founding of the Cathedral and the city in 2020, the anniversary has new resonance and is a unique opportunity to boldly re-imagine the city, engage with the community and move on;

4.4.4.5 the programme would seek to support both the Cathedral deliver its masterplan and Salisbury museum's capital investment plans; and

4.4.4.6 we are looking forward to the Salisbury International Arts Festival.

4.4.5 Within the Communities and Wellbeing pillar, the attention continues to be on the individuals and communities impacted by the nerve attack. This focus continues at the Operations Board level.

5. Future High Streets Fund

5.1 Wiltshire Council, working with partners – the SWLEP, Salisbury BID, Salisbury City Council, Federation of Small Businesses, the Salisbury Chamber of Commerce and representatives of the Purple Flag committee, are developing a holistic strategy for the revitalisation and long term economic prosperity of Salisbury's City Centre. Salisbury's high street is a significant generator of employment, and the city's offer to consumers also attracts businesses and employees to Porton Science Park and Boscombe. Hence the performance of Salisbury's high street is important to the SWLEP.

5.2 The development of a strategy to support the City Centre retail and leisure offer has gained momentum since the government announced the Future High Street Fund in December. This is a £675m competitive fund designed to help high streets

- and town centres meet future economic challenges and safeguard vitality. The fund seeks to provide co-funding towards capital projects that bring transformative change through innovative proposals around physical infrastructure, land acquisition and assembly, access improvements, change of use and technology.
- 5.3 Individual grants are expected to sit between £5-10m, with a maximum of £25m. Bidding is open to unitary authorities, district councils and London boroughs and metropolitan councils. There are two stages to the application process. Stage one calls for places to come forward with Expressions of Interest (EOI) by 22 March 2019, setting out their challenges and strategic ambition to revitalising town centres. The SWLEP has provided a letter of support for the bid. During the second stage, shortlisted places will receive some revenue funding for specific project plans and associated business cases to support the development of their high street strategies.
- 5.4 Successful submissions that include “oven-ready” schemes (e.g., those with a feasibility study and that are well developed for implementation) could receive early capital funding. One such scheme that will be included in the EOI for Salisbury will be Illuminating Salisbury (Son et Lumiere). Wiltshire Council is now seeking SWLEP funding to bring three further projects to the oven-ready stage to increase our ability to draw in early capital funding. It should be emphasised that these projects would be an integral component of Salisbury’s economic development programme and hence are appropriate for funding by the SWLEP.
- 5.5 The Fisherton Gateway project and funding to develop a step improvement of the accessibility of the city are essential to enhance the vitality of the city. It is proposed that SWLEP allocate funding so these projects, alongside the Illuminating Salisbury proposal, would place Salisbury in a strong position to draw down early capital funding from the Future High Streets Fund. SWLEP funding will strengthen the Eol overall as submissions are asked to show alignment with, and co-funding of schemes.
- 5.6 Salisbury’s case for funding from the Future High Streets Fund will be made on the seriousness of the challenges faced and the ambition for transformational change envisioned.
- 5.7 Although Salisbury benefits from a large retail offer relative to its population size, Salisbury’s ‘high street’ confronts the same, well-documented challenges faced by high streets up and down the UK. Nationally, changing shopping and work patterns, including increased internet and out of town shopping, has led to an average decline in footfall of 2% per year and a significant increase in store closures.
- 5.8 In Salisbury, the nerve agent attacks last year amplified these challenges by a significant magnitude. Based on the Economic and Social Research Council’s estimate that the average town centre spend is £55.86 per visit, Salisbury’s economy has potentially lost more than £60m since the first incident.
- 5.9 Salisbury has well-documented strengths including creative industries, independent retailers, artists and artisans in a “sublimely British” city of inherent natural and heritage beauty. However, it is generally recognized that the city is not reaching its



potential and the following issues have been identified through engagement with businesses, residents and other stakeholders as holding back Salisbury's high street performance. (Note there will continue to be engagement with communities as proposals are developed.)

- 5.9.1 The tourism economy has the potential to grow with a stronger tourist offer that will entice tourists to make repeat visits and encourage them to dwell and stay and spend.
- 5.9.2 The city centre economy would be strengthened with greater access and permeability through the ring road for car, bus, cycling and walking modes of transport to key retail areas. For a compact city and hinterland, congestion and lack of accessibility is holding the performance of the high street back.
- 5.9.3 A disappointing "shop window" does not present the best first impression or entice visitors into the city. The station environment and Fisherton street should be welcoming gateways that encourage visitors to explore.
- 5.9.4 The cultural quarter of the Playhouse and City Hall would benefit from being better connected to the independent retail areas and could grow to be a hub of cafe culture, informal meeting spaces, a performance hub and creative spaces.
- 5.9.5 Salisbury's loss of significant office-based jobs which added to the vitality of the city.
- 5.9.6 Creative and knowledge-based businesses should be encouraged into the city with maker spaces (shared workshops equipped with technology such as laser cutters and 3-D printers), co-working spaces, and live/make/sell spaces available at different configurations and price points to attract entrepreneurs, start-ups and SMEs.
- 5.9.7 Today's consumers are perceiving and using their local high streets in new ways, seeking authentic experiences that are social, emotional, physical and sensory. Although Salisbury's independent retail sector partly meets these needs, the city lacks the experiential retail offer that will draw shoppers back from online and out of town.
- 5.9.8 Increased access to technology would support businesses to offer an enhanced physical shopping experience.
- 5.9.9 Salisbury is not yet benefitting from the wider trend to city centre living that attracts a younger demographic and underpins some of the UK's successful high streets. The re-purposing of retail to live/work/sell units, the opening of residential living above retail space would create accommodation and employment opportunities that are attractive to younger people.
- 5.9.10 A stronger evening and night time economy would help attract younger people to visit and live in the city centre as well as enhancing dwell time.
- 5.9.11 The existing pedestrian and cycle ways do not encourage access to Salisbury's green space and waterways and wayfinding in the city is confusing.

5.10 The vision that will be described in the Future High Streets Fund EoI will address these issues and describe a transformational ambition for Salisbury's high streets to become a thriving, modern, connected, mixed economy of retail, residential, employment and entertainment, attracting shoppers, visitors and residents with authentic and eclectic experiences that can't be replicated elsewhere.

6. Fisherton Gateway

6.1 Wiltshire Council, through its consultant framework arrangements, has scoped out an ambitious project that would transform the sense of arrival into Salisbury, create real estate value, support independent traders, improve accessibility, support the cultural offer and make a valuable contribution to addressing the challenges outlined above.

6.2 The railway station and its environment is a key gateway to Salisbury. A total of 2,248,695 passengers used the railway station in 2017/18. Using passenger surveys at least 35 % of these are for tourism and leisure forms and a further 20% is for business. The station opens out onto Fisherton Street, one of the main arteries into the city for pedestrians walking from the station and for those accessing the city from the west by car via the A36 and St Paul's roundabout. As such it is Salisbury's shop window but despite the presence of historic terraces of small shops and businesses, the approach is unprepossessing and does not reflect the beauty, history and uniqueness of the city.

6.3 The station forecourt does not provide wayfinding into the city and directions to buses are not clear. The facilities for transfer to Stonehenge tour buses and Fisherton Street's connection to the cultural quarter is poor. Fisherton Street itself could be enhanced as a Gateway to the city.

6.4 The Fisherton Gateway project will achieve these outcomes:

6.4.1 An enhanced entrance to the city from the west for those residents and visitors arriving on foot, by bicycle, car, bus or train. It will weave light, technology and cultural interventions through the Fisherton Gateway, connecting into a revived cultural quarter.

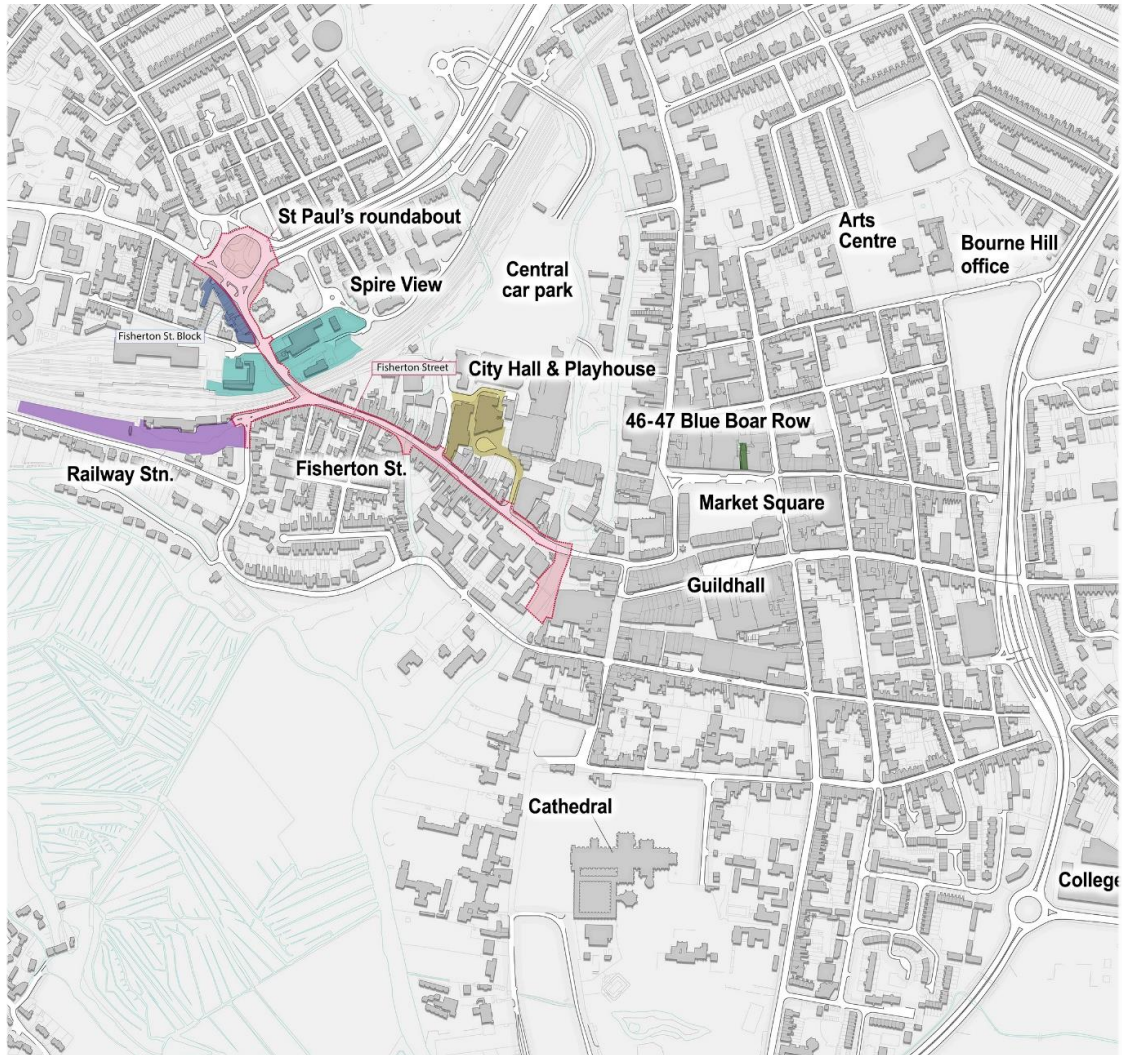
6.4.2 A strategic intervention to change the physical sense of arrival and create a new urban block/building footprint delivering development opportunities and real estate value around the old station buildings and railway land, in partnership with South Western Railway, Network Rail, Go South Coast and the Post Office.

6.4.3 A diverse independent retail experience along Fisherton Street, working with the Fisherton Street Traders to deliver small, medium and large interventions to improve the environment and retain a 'zero' empty shop vacancy rate, at the same time not sanitising the street, but keeping an independent/maker/arts spirit. If SWLEP funding is secured it is intended to work with traders on a number of small early 'quick wins'.

6.4.5 Bringing residential living into the city, looking at the upper floors of listed buildings in the historic core and encouraging over the shop living in Fisherton Street.



- 6.4.5.1 Addressing how the Fisherton Gateway would link to the cultural assets of the City Hall and Playhouse.
- 6.4.5.2 Potential strategic intervention to respond to reduced demand for retail space.
- 6.4.5.3 A concept to deliver a new building of commercial units small enough to entice 'makers' further into the city centre, which would be for businesses to operate and collaborate in and sell their product. This fits in well with ensuring that Salisbury's high streets are adaptable and remain a centre for work.
- 6.4.5.4 Develop proposals for connecting into and enhancing the blue and green infrastructure in the heart of the city, currently underused
- 6.4.6 These concepts and interventions support the Illuminating Salisbury proposals and other activities designed to draw people into the city.
- 6.5 Next steps
 - 6.5.1 Wiltshire Council approached its term contractor to develop a programme of work up to RIBA stage 3 for the Fisherton Gateway interventions.
 - 6.5.2 They have initiated scoping to provide an order of magnitude costing for this exciting project.
 - 6.5.3 To develop options, assess proposals and develop full schemes (RIBA stage 3), the likely cost will be significant, dependent on the preferred options.
 - 6.5.4 We are seeking an initial allocation of £300k to take projects to RIBA Stage 2, concept design, including an allowance for early work needed to check deliverability.
 - 6.5.5 It would be the intention to present these proposals to the Board for consideration of further funding later in the year if funding was available.



Map showing the components for the Fisherton Gateway: The station environment, the street from St Pauls roundabout into the city and a number of urban blocks.

7. Transport: city centre accessibility and A36

7.1 Overview

The transport projects that the Infrastructure Pillar are promoting in the longer-term recovery programme, closely related to the Salisbury 2018 Transport Strategy, approved in July. It includes the following objectives:

- 7.1.1 maintaining the strategic function of the A36 and key roads (including the Major Road Network); and



- 7.1.2 improving the accessibility and attractiveness of the city centre and other service centres.
- 7.2 The development and implementation of the proposed transport projects would help enable more people to enter the city centre, thus supporting the vitality, viability and resilience of Salisbury’s economy in a sustainable way.

7.3 Current situation

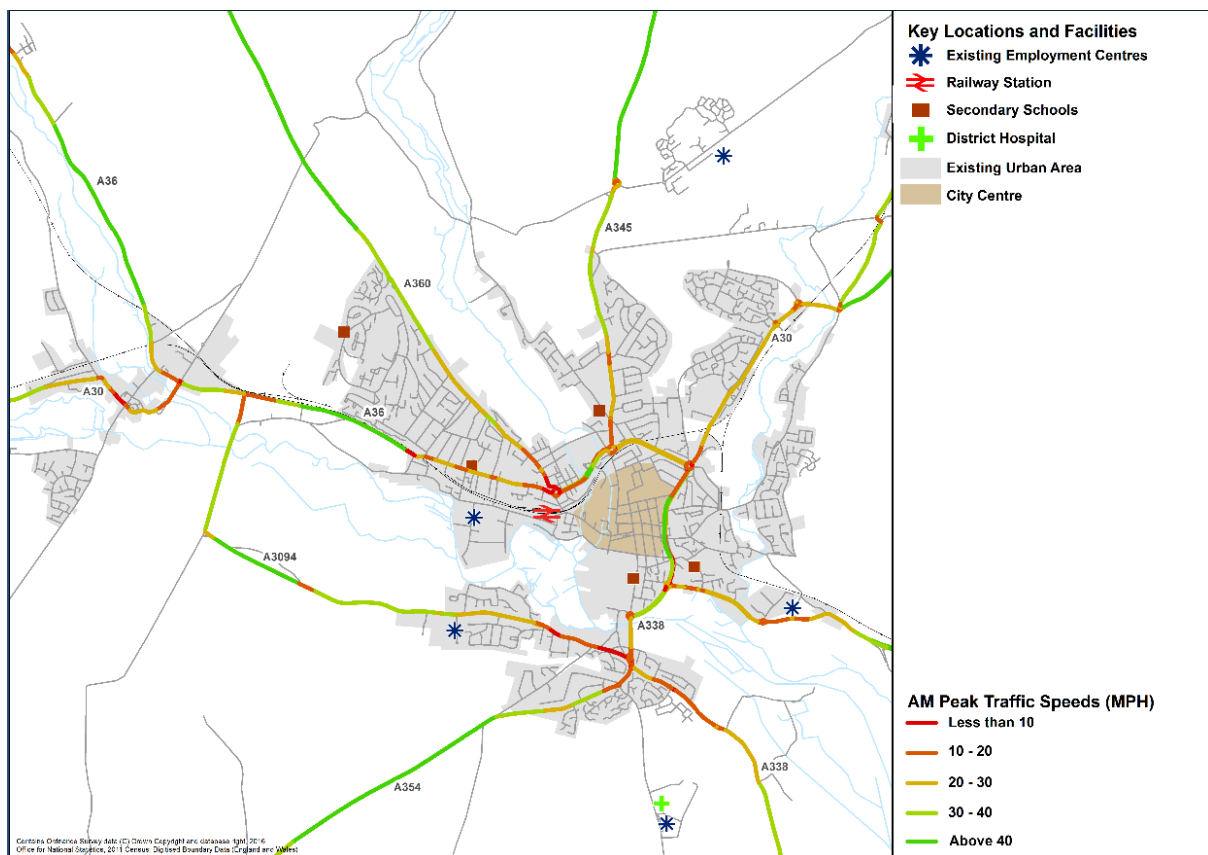
- 7.3.1 Informed by an understanding and assessment of current transport problems and issues, the Salisbury Transport Strategy sets out the main current transport-related challenges. These include:

Summary of Issue	Summary of Consequence
Traffic flow is constrained by poor junction performance.	Delays and congestion on key routes and access to these routes. Increased cost of transport, impact on performance of strategic routes and regional connectivity which has consequences for economic performance.
Congestion and delays on highway network are forecast to increase.	Demand on A36 and key routes increase because of planned development, resulting in further worsening highway network performance and overall accessibility.
Reliance on the car for journeys within, into and through Salisbury.	Contributes to congestion and delays on the network and levels of physical inactivity which has consequences for quality of life and health.
Transport continues to impact on air quality in Salisbury with its designated Air Quality Management Areas (AQMAs)	Negative impact of poor air quality on health and subsequent cost to NHS whilst also reducing the attractiveness of Salisbury as a place to visit, live and work.
Historic street layout is not designed for high volumes of traffic.	Contributes to congestion, resulting in poor accessibility by all transport modes.
Poor integration, connectivity and severance of the pedestrian and cycle network for journeys to key destinations including the rail station.	Health impacts due to decreased attractiveness of using active modes. Contributes to high car reliance, congestion and air quality issues.



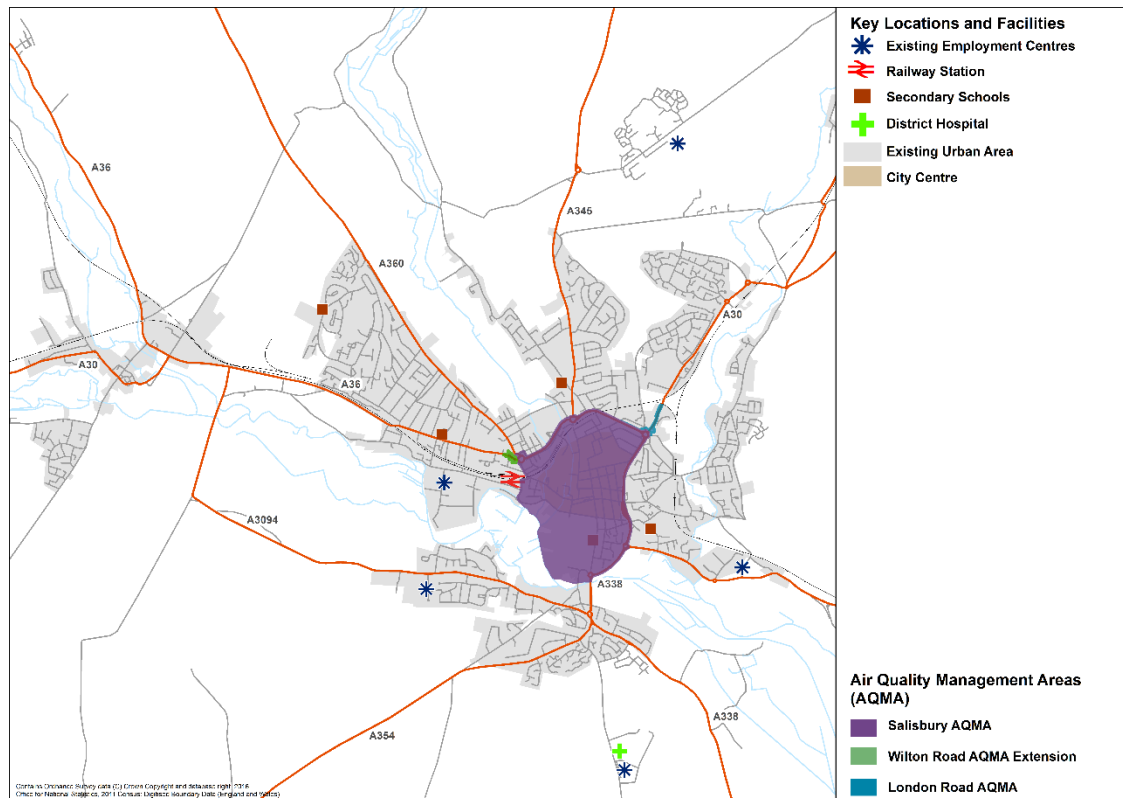
Summary of Issue	Summary of Consequence
Salisbury's bus network is unattractive because journey times and cost do not compete with the car, whilst access to bus services is limited due to the routing of some bus services.	Bus is not considered a convenient option. Short distance car trips in Salisbury contribute to congestion and delays.
Demand for rail travel to/from Salisbury rail station is forecast increase, however poor accessibility for all modes to the station may constrain this growth in rail demand.	Increased car reliance for longer journeys and impact on ability to realise forecast increased demand.

7.3.2 There are several junctions and links on main routes in Salisbury that are subject to delay. These routes consist of the A36, A36, A345, A30, A338 and the A354. The map below shows the current average speed during the AM peak hour (08:00 – 09:00) in Salisbury. The data highlights links and junctions which experience delay.



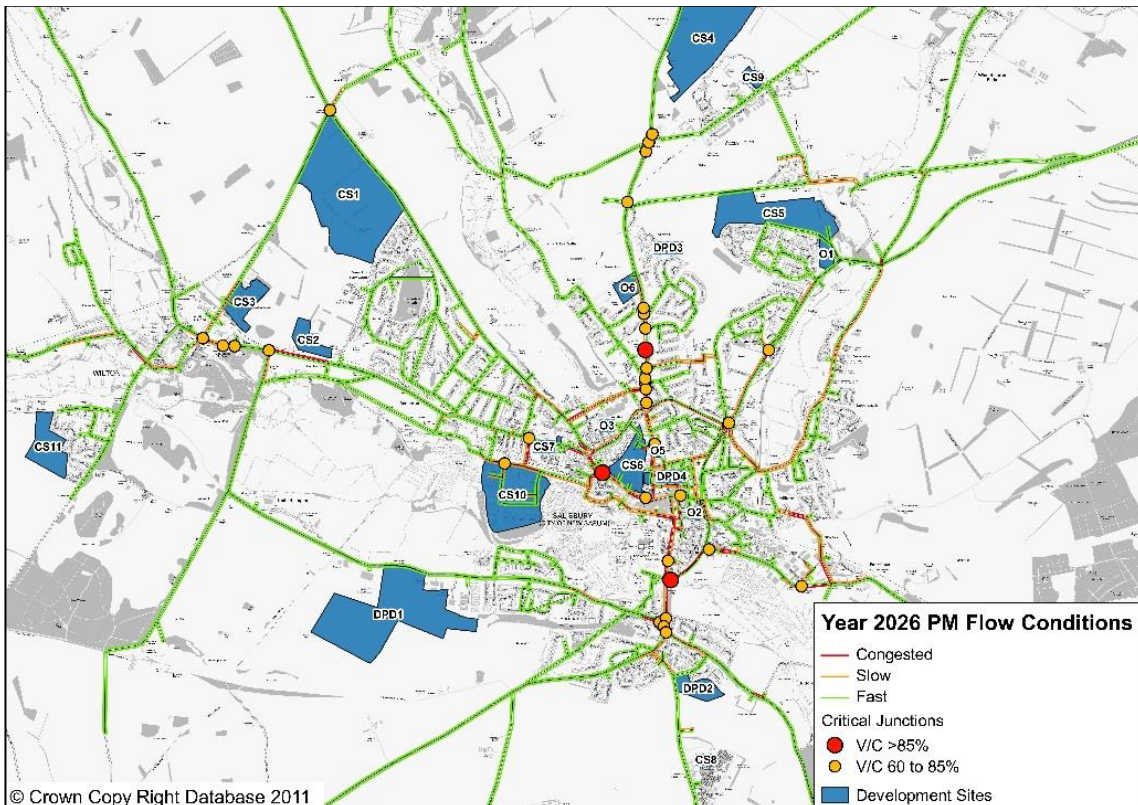
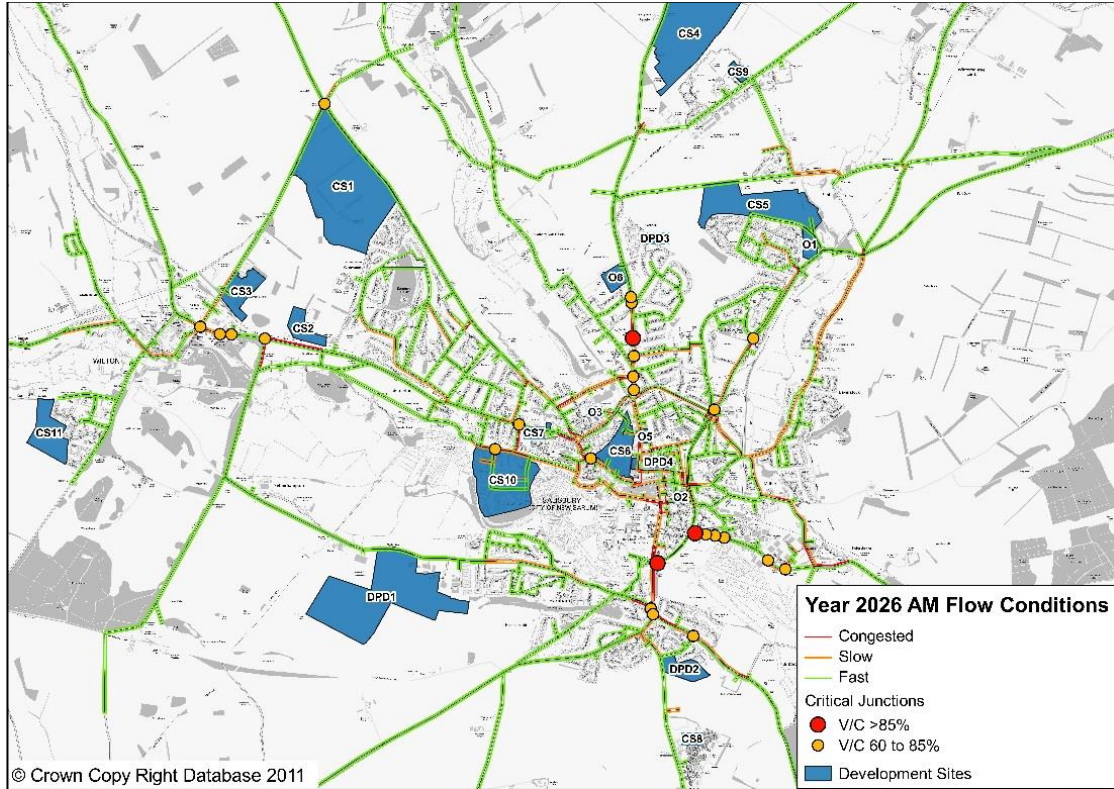


The centre of Salisbury is within an Air Quality Management Area (AQMA). See map below.



7.4 Future situation

- 7.4.1 An assessment of future transport challenges and issues has been made using forecasts from the Salisbury Transport Model. The results of this analysis of future year (2026) traffic forecasts are shown in the two figures below.
- 7.4.2 The following junctions were found to be performing at critical levels during the AM peak hour:
- 7.4.2.1 College roundabout (Churchill Way and A36 Southampton Road);
 - 7.4.2.2 A345 and Queensberry Road; and
 - 7.4.2.3 Exeter Street roundabout (Churchill Way and New Bridge Road).
- 7.4.3 The following junctions were found to be performing at critical levels during the PM peak hour:
- 7.4.3.1 A345 and Queensberry Road; and
 - 7.4.3.2 Exeter Street roundabout (Churchill Way and New Bridge Road).



8. Transport strategy & improvements

8.1 Wiltshire Council is working on the following strategies and improvements:

8.1.1 The enhancement of key junctions in south of city, namely Exeter St. Roundabout, Harnham Gyratory and Park Walk Junction (A338 Southern Salisbury Improvements). Wiltshire Council is progressing these improvements through the DfT's Major Road Network bidding process currently being developed by the Western Gateway Shadow Sub-National Transport Body (STB). The Western Gateway STB is made up of the following local transport authorities: Bath and North-East Somerset Council; Bristol City Council; Borough of Poole; Bournemouth Borough Council; Dorset County Council; Gloucestershire County Council; North Somerset Council; South Gloucestershire Council; West of England Combined Authority (WECA); and Wiltshire Council. A bid of some £13m is being proposed for the A338 Southern Salisbury Improvements (subject to inclusion in the STB's prioritised scheme list).

8.1.2 Wiltshire Council has a well-developed strategy of proposed highway, public transport and walking/cycling improvements in response to planned development growth as described in the 2018 Salisbury Transport Strategy. As developments come forward with s106 and Community Infrastructure Levy contributions then schemes are developed and implemented.

8.1.3 Pedestrianisation and public realm improvements; when funding permits Wiltshire Council working with Salisbury City Council continues to re-balance the space and streets to prioritise pedestrian and non-motorised movements in the city centre to encourage high street activity. Care needs to be taken to ensure buses and cars can retain access into the city centre to support the high street businesses.

8.2 Two areas of high priority, that with SWLEP support would allow Wiltshire Council to progress to improve the economic performance of Salisbury, are 'improved accessibility enhancements' and feasibility work to improve the functioning of the A36.

8.2.1 Programme of improved accessibility enhancements

Despite being a relatively compact city, Salisbury does not seem to encourage pedestrian, cycle and bus modes of transport as the mode of choice for residents. There are complex reasons for this and include:

8.2.1.1 the A36 is an east-west physical barrier to movements through the city;

8.2.1.2 the River Nadder and Avon separate the station and the city centre;

8.2.1.3 many roads are not appropriate for cyclists due to the volume of traffic;



- 8.2.1.4 Salisbury's pedestrian and cycle network does not necessarily provide for safe and convenient journeys across the city;
- 8.2.1.5 there is a general lack of bus priority in the city, which means services are affected by any congestion that occurs. Congestion has a secondary effect of increasing the cost of service for public transport providers, which may result in fare increases. The lack of bus priority constrains the effectiveness of public transport, in particular, the Park and Ride. and buses have limited potential to make journey time savings over cars. As a result, potential users, such as the high proportion of commuters driving from Salisbury's rural catchment, may find it more convenient, cheaper, and quicker to use their private vehicles rather than using the Park and Ride sites (due to additional time required to park and wait for a bus at the Park and Ride site, as well as the cost of a ticket); and
- 8.2.1.6 improved accessibility will support city centre business and employment growth, incentivise businesses to diversify their retail and leisure offer, and attract residents to city centre living. Resident and business surveys continue to emphasise accessibility and congestion as major challenges holding Salisbury's economic performance back. With the support of SWLEP and the Future High Streets Fund, a transformation of access can be made.
- 8.2.1.7 A transformational programme to improve accessibility would include the following components:
- improved pedestrian and cycling facilities into the city;
 - rebalancing space to prioritise non-motorised movements through gateway features, public realm decluttering and other measures;
 - reduction of traffic in the city centre through traffic management measures alongside pedestrianisation;
 - improvements to the five Park and Ride services, including where possible bus prioritisation; and
 - improved wayfinding through increased legibility of streets and improved signage.

The SWLEP is therefore asked to consider a funding allocation of £150,000 to develop and test options (including traffic modelling), consult on a preferred option and produce a delivery plan for which Wiltshire Council would seek high street and other funding.

8.2.2 A36 Southampton Road

- 8.2.2.1 Work on the Salisbury Transport Strategy has identified that the A36 Southampton Road and College Roundabout (at the junction of A36 Churchill Way and A36 Southampton Road) are either over or close to capacity at peak hours. This results in sig-



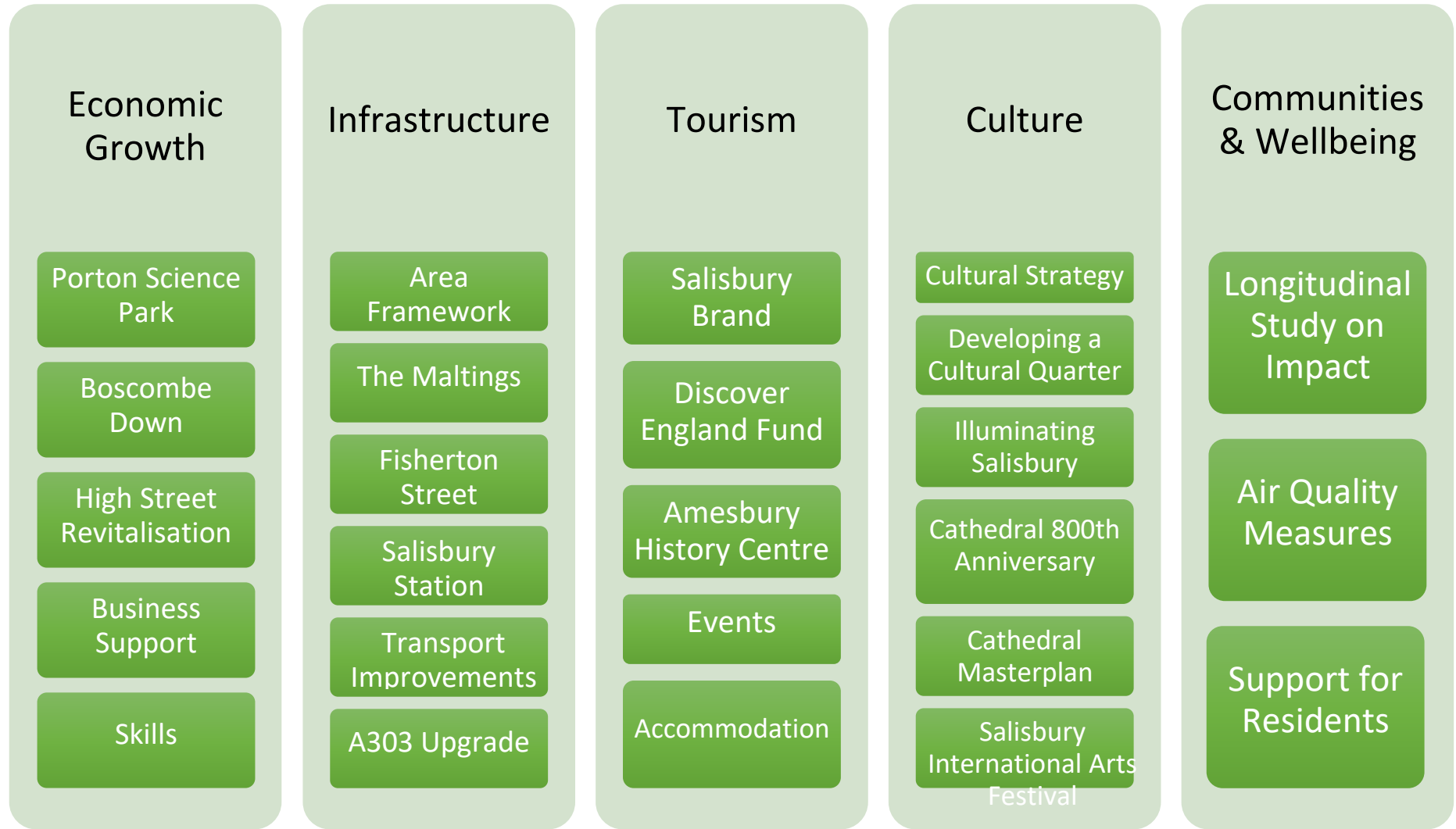
nificant delays and congestion, and increased rat running on inappropriate local roads.

- 8.2.2.2 Unfortunately, Highways England, which is responsible for the A36, does not currently share the Council's objective to remove this pinch point to help the city's economy. Given this, the SWLEP is asked to consider a funding allocation of £100,000 to help develop an Options Assessment Report / Strategic Outline Business Case (as per the DfT's business case process) to consider potential solutions. Wiltshire Council would ask Highways England to match fund this amount.
- 8.2.2.3 The South Wiltshire Operations Board will convene a meeting of key partners to gain strong commitment to this project and Salisbury's wider transport priorities. Linking with BEIS and DfT, we will bring together the Highways Agency, Network Rail, South West Trains, Wiltshire Council and the SWLEP in a group under Lord Henley's oversight to gain high level commitment and a steer to develop a viable project.
- 8.2.2.4 An improvement to the A36 at Southampton Road would make a transformational difference to businesses and residents in Salisbury.

9. Conclusion

- 9.1 The Salisbury and South Wiltshire Economic Recovery Programme has taken shape into a series of ambitious projects which will make a step change to the importance of the economy.
- 9.2 SWLEP support, engagement and funding is crucial to the development of the programme. Wiltshire Council on behalf of the wider partnership is seeking the funding outlined in this report to be in a strong position to lever in funds and resources from public and private sources, with a strong focus on MHCLG's Future High Street Fund.

Appendix 1 Summary of projects in the South Wiltshire Recovery Plan





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Meeting & Date:	SWLEP Board Meeting – Wednesday, 20 March 2019		
Subject:	Proposals to develop the next phase of Porton Science Park		
Attachments:			
Author:	Richard Walters Tom Dobrashian	Total no of sheets:	10

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. On 23 January a report was brought to the SWLEP board requesting funding to pay for development work towards giving momentum to further expansion of commercial activity at Porton Science Park.
- 1.2. The Chairman requested a paper back to the board on the creation of a team for Porton and business terms and development. This is that paper.

2. Summary

- 2.1. This report provides the background context of work undertaken to date to expand Porton Science Park and the lessons that have been learned. It summarises the existing assets across the Campus and the transitions which are underway. It describes the stakeholder organisations involved including government departments and agencies, Wiltshire Council and the SWLEP. With these baselines in place it explains the current approach to delivery of the Science Park, and previous approaches that have been taken and the lessons learned. It outlines mechanisms the Campus Partners have been exploring to introduce private sector investment to accelerate expansion and various governance models and their implications for risk. The report explains how the stakeholders have jointly taken decisions to-date and the new arising opportunities for the Science Park linked to significant investment at Dstl through Project Helios and the Centre for Applied Science and Technology; and, linked to PHE's planned relocation of significant science capabilities from Porton to a new site at Harlow in Essex by 2024.
- 2.2. The report recommends that the SWLEP agrees to provide £145,000 capital funding (underwritten by Wiltshire Council) to appoint a Delivery Director for Porton Science Campus and provide a suitable budget to cover planning, consultancy and development

costs. By so doing the SWLEP will accelerate expansion of commercial science and technology activity at the science park which needs to be a standout feature of the SWLEP's Local Industrial Strategy to set it apart from those of other areas.

3. Recommendations

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

- 3.1. Agree a capital allocation of £145,000 (underwritten by Wiltshire Council), towards the appointment of a Delivery Director and development budget to drive the expansion of commercial science and technology activity at Porton Science Campus.

4. Detail

4.1. Background context

- 4.1.1. In 2016 Wiltshire Council commissioned Arthur D. Little Ltd and SQW to produce a study characterising the existing assets at Porton and the science and technology activities taking place at the campus; offering thinking and perspective on the opportunities for a science park 'outside the wire' at Porton Down, drawing on lessons and experience from the science park sector.
- 4.1.2. Wiltshire Council subsequently appointed Savills Science (Cam-Sci) to define for the Porton stakeholders an appropriate governance structure for the science park (then in delivery) to make the best use of the assets available and ensure a successful long-term future.
- 4.1.3. The principal recommendation was that the stakeholders should establish an independent organisation in the form of a non-profit company limited by guarantee to promote, manage and drive the development of the science park. It was acknowledged that this would require resources to deliver and would need buy-in from the principal campus stakeholders around an agreed business plan and clarity on what each party will bring to the table.
- 4.1.4. The Porton stakeholders (see section 4.3 below) recognise the need to create a joint Business Plan together to fully establish the vision for further development and expansion of commercial activity in the defence, security and life science sectors, with the science park as the fulcrum of a whole-campus approach.

4.2. Assets

- 4.2.1. The Porton Science Campus comprises four principal components – (i) the headquarters of Defence Science and Technology Laboratory (Dstl) comprising operational facilities and a 2,800 hectare range, (ii) Public Health England's (PHE) current science campus including its research and operational capabilities in disease control and testing, (iii) Porton Science Park – the first phase of which opened in January 2018 and provides accommodation to 18 businesses in the health and life sciences sector, and (iv) Porton Biopharma Limited (PBL), a Government-owned manufacturer of niche vaccines and chemotherapeutics.



- 4.2.2. Activity at Porton is in a process of significant transition. Dstl is relocating the majority of its broader capabilities in defence science from other locations around the UK to be based at Porton and is in the midst of a major programme of investment at Porton, including the merger of Dstl with the Centre for Applied Science and Technology by agreement with the Home Office in January 2017. PHE conversely has plans to relocate the majority of its science capabilities in infectious disease to a new single science hub at Harlow commencing in 2019 and programmed to be complete in 2024. PBL is growing its presence on the campus and is scaling up its manufacture with multi-million-pound investments having taken place in the last few years.
- 4.2.3. Beyond these changes, there is a broader ambition to grow the Porton Science Park based on brownfield land adjacent to the Dstl and PHE sites. Dstl has recognised its potential to become home to a community of suppliers in the defence sciences, in line with the government's renewed aspirations for greater open innovation and collaborative research. PHE has also recognised the importance to ensure a healthy legacy at Porton, which minimises a loss of capability and creates a strong supplier base for its future needs. This ambition has been reinforced by the impressive performance of the phase I incubator building.
- 4.2.4. The first tenants moved into the new incubator immediately following it becoming operational in January 2018. It is now home to fourteen companies with 130 members of staff, with some companies planning to recruit additional staff in 2019. This roster includes seven tenants which had been based within the Dstl compound whose buildings were no longer fully fit for purpose and were needed by Dstl. The team was successful in negotiating leases with all but one of the sitting tenants, the other relocating for operational reasons. The remaining tenants have relocated from surrounding counties and have realised the value of having a base on the site. The new facilities have enabled companies to grow in a very short period. One has already doubled its floor space and trebled its staff numbers, and another is adding a further 60% floor space and increasing its headcount by 40%. In total companies have added a further 12 members of staff. One company has recently raised \$70 million to aid its expansion research network.
- 4.2.5. Following up on this success, the council has submitted bids to both the BEIS Heat Network District Unit (HNDU) and the ESIF European Regional Development Fund (ERDF) to accelerate further development on the site. Dstl has also worked up initial proposals which may be eligible for funding via UK Research and Innovation (UKRI).
- 4.2.6. Feasibility for a heat network at Porton has previously been undertaken with the focus being on efficient heat supply to Dstl's campus. Now that the first phase of the Science Park has been constructed, with the potential for further development at pace on the remainder of the site, the council is now taking a more proactive interest in driving forward the delivery of an energy centre and heat network, not



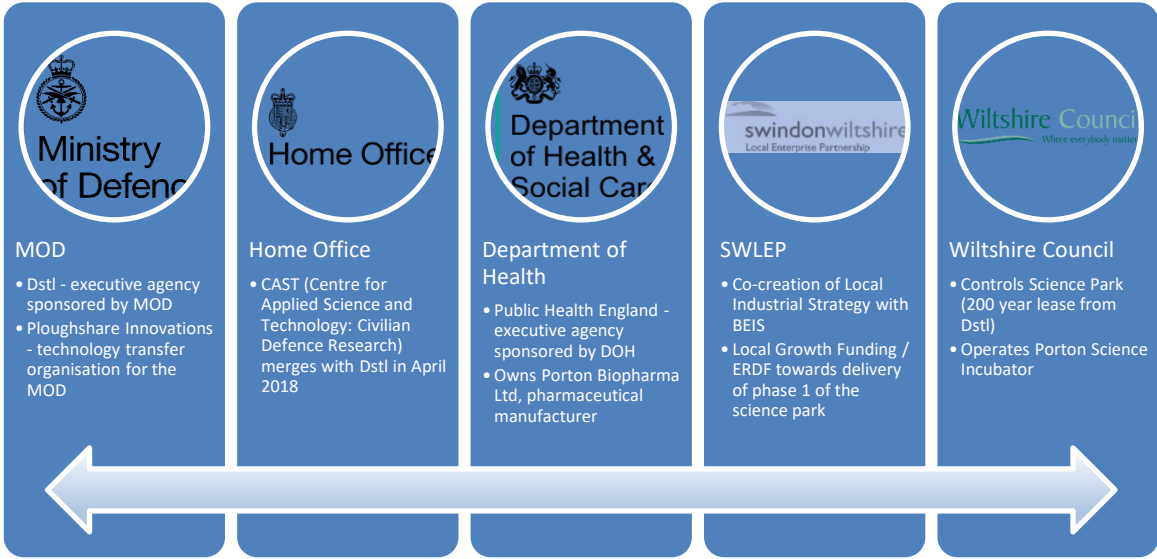
only to service Dstl but also the science park and potentially the other campus stakeholders. Earlier this year the council was successful in securing from BEIS HNDU a further £81,950 grant matched by £28,050 of Wiltshire Council funding for an overall project value of £110,000. The project is to deliver heat metering, progress detailed planning and design, consider and evaluate future options for low carbon heat, and an assessment of the option to locate the energy centre on the Science Park. Once viability and deliverability have been established the funding will also enable further work relating to legal, commercial and financial considerations.

- 4.2.7. Alongside this, in anticipation of a successful outcome to this development work, the council has submitted an expression of interest in the Heat Networks Investment Project so that, if feasible, a formal application can be submitted during the first round of funding. It is currently estimated that an application could be made in Q4 of 2020 for capital expenditure of about £10 million, the majority of which could be eligible for government grant funding.
- 4.2.8. In light of this there is a new imperative to ensuring adequate power and water supply to the science park. HNDU funding cannot be used simply to investigate feasibility of traditional energy or water connections. Therefore, to ensure that the fundamental utilities infrastructure is in place to accommodate a new energy centre and heat network at Porton Down, this paper includes a request for £10,000 to £20,000 of funding to pay for investigative and delivery plan works now to help unlock the significant capital investment that could be made. Successful delivery of a heat network would improve the ability to attract inward investment in the science park, not least because it would increase the proportion of net lettable space in future phases as they would not need to install their own plant. It would also align with the LEP's Local Energy Strategy and Wiltshire Council's ambition that the county be carbon neutral by 2030.
- 4.2.9. The council has also submitted a funding bid for ERDF under its Priority Axis 1 'Promoting Research and Innovation', towards a new phase of development at the Science Park. This would comprise an Innovation Centre to increase the available space to engage in research and development by bringing together the campus partners, occupiers and higher education establishments to collaborate on projects, share information, and engage in conferencing and networking events with SME businesses. The new centre would complement the more workspace orientated first phase incubator and encourage visiting businesses and researchers to travel and visit this important entre of competence, catalysing further development by meeting the clear demand that exists for collaborative enterprise there. The proposal is wholly aligned to the LEP's Higher Education Strategy as it will grow and promote local higher education provision, be employer led, and attract people from outside the LEP area. It will be strongly linked to the emerging local industrial strategy and the wider research and investment opportunities that are recognised at Porton, which is an established life sciences and defence technology cluster anchored by PHE and Dstl, and which will continue

to provide the optimum setting for invention and discovery. It is proposed that this £5 million centre would be constructed and ready for occupation in March 2021. An outline funding decision is anticipated in the next month.

4.2.10. Dstl has also taken a real interest in driving further development on the Science Park and has shared with Wiltshire Council and the LEP initial proposals for a more ambitious phase of delivery that would relate to policing and security science and technology. Porton presents a unique opportunity to develop a collaborative innovation centre involving government, industry and academia in these fields. The proposal would build on the merger of the Centre for Applied Science and Technology (CAST – see 4.3 partners below) and Dstl and its relocation to Porton Down, as well as investment in forensic explosives and energetics facilities at Dstl.

4.3. Partners



- 4.3.1. The diagram above captures the principal stakeholder partners with an interest in the success of the Porton Science Campus.
- 4.3.2. The combination of assets and partners at Porton makes this a globally unique offering. There is no other location nationally or internationally with the combination of defence and security science base, technological assets (including containment up to category 4) testing facilities and range to those held at Porton Down.
- 4.3.3. With this in mind, Porton needs to be a standout feature of the SWLEP’s Local Industrial Strategy, a feature which will set apart the Swindon and Wiltshire Local Industrial Strategy from those of other areas.
- 4.3.4. The Porton Campus is also at a very exciting and important point in its evolution. Dstl is now reaching the conclusion of its major investment programme, Project Helios, which has seen the arrival of significant new capabilities. This at a time



when corporately it is under new direction with a CEO who has been appointed from the private sector with a clear vision to both seize and develop appropriate commercialisation opportunities. The Campus Partners are all committed to future delivery and realising inward investment opportunities to capitalise upon the success of the new Science Park. Over the last years they have developed a whole campus approach to maximise these opportunities and steer the development of the site, overcoming the sensitivities of developing next to a highly secure site and seizing the potential to retain skilled personnel on site when PHE relocates.

- 4.3.5. The impact of recent events, and the central role that Porton has played within them, has placed Porton far more in the spotlight than before, both in government and the wider public consciousness. Whilst this is clearly regrettable in terms of the events themselves, it does present an opportunity for Porton to raise its profile and secure investment in technologies and capabilities that will help to protect the citizens of this country from further such incidents in the future.

4.4.Strategy

Current Approaches to Delivery

- 4.4.1. The current delivery approach adopted for Porton Science Park is one of direct development and control by Wiltshire Council. This represented the most practical and appropriate mechanism to deliver the desired outcomes for the Campus partners at this early stage.
- 4.4.2. Previous approaches taken by the Campus Partners (prior to the council's direct involvement) based upon the disposal (via grant of an option) to a third-party development partner did not deliver anything beyond the grant of an outline planning permission and a stalled site.
- 4.4.3. The council became involved at a time when the project had stalled and could not be taken forward owing to viability issues without direct public investment. The Council took on the delivery of the first phase, which involved securing the necessary funding, obtaining planning consent and developing the phase I building.
- 4.4.4. The direct role of the public sector in taking on the primary financial risks in the delivery of early phases of Science Park developments is not untypical. Where parks are incubator-led they are almost exclusively publicly funded and delivered.
- 4.4.5. The Council holds a 200-year lease on the 10-hectare site from the MoD (Dstl). This entitles it to build and operate a Science Park and associated facilities in this location. The Council has, with the support of the SWLEP, funded and delivered the Phase I building and operates and manages the building with its own resources.

Delivery Options – securing private sector investment

- 4.4.6. The Council does not wish, long-term, to operate and manage the day to day business of a science park, and recognises that its role to this point has been driven by economic necessity and the need to get the first phase established and operational. This has been achieved and the building is now over 70% let within a year of opening.
- 4.4.7. Through direct dialogue with other incubator led science parks, and via the UK Science Park Association (UKSPA) network, the Council has been exploring mechanisms the Campus Partners may wish to use to introduce private sector investment to accelerate delivery and transfer / share risks going forward.
- 4.4.8. There are a wide range of models that the partners may choose depending upon the levels of control the partners wish to retain in the delivery of development and their appetite to take on financial risk.
- 4.4.9. In the case of Porton, where the interest held by the Council is long leasehold, the lowest risk option is the grant of a subsidiary long-leasehold interest of the park to a private sector developer or the grant of an option (as previously attempted). The downside of such arrangements is a significant loss of control.
- 4.4.10. At the other end of the risk spectrum are options where the Council / its partners continue to manage and operate the facility and deliver future phases through direct development – either speculatively on a plot by plot basis or based on securing pre-lets and delivering to occupier requirements on a design and build basis. These involve greater risks and costs to the Council / its partners, but provide far greater certainty and control over the outputs to be delivered.
- 4.4.11. Between these two extremes, there are a wide range of mechanisms that allow risk sharing between the public and private sector and engaging the involvement of specialist expertise in the delivery of science parks and innovation-led environments. These include joint venture partnerships and other financial instruments such as annuity funding and seeking gap funding from third party investors. By taking this approach, each party can determine what may be an acceptable level of risk and return for their respective ‘shareholders’.
- 4.4.12. It is within this broad area of risk-sharing partnership approaches, that the partners are now looking to test the options available and explore how to take such opportunities to the market.

Campus Partners - Delivery Oversight

- 4.4.13. Alongside this, there is the question of the wider structure of the campus partnership and the roles and responsibilities of the principal stakeholders.
- 4.4.14. At the current time, the arrangements between the Campus Partners, (including those with an equity interest and those without), remain ad hoc.



- 4.4.15. Decisions around strategic direction for the Campus in recent years have been mediated via various campus based fora including a campus Tripartite Group and Planning Liaison group. More strategic discussions have been held at 'Summit' meetings convened by the Council involving all the key campus stakeholders. There is a recognition that this needs to be developed into a more formal and rigorous structure, particularly now the Science Park is a physical reality on the ground.
- 4.4.16. Opportunities have been identified for the Science Park and wider campus linked to the significant investment that has taken place at Dstl in recent years through Project Helios, as well as the consolidation of national security forensic and defence capabilities (both military and Home Office) at the Porton Campus in recent years, (with the potential of more to come).
- 4.4.17. Alongside this, there are the opportunities (and challenges) linked to PHE's planned relocation of significant science capabilities from Porton to a new site at Harlow in Essex by 2024. This will both release significant existing laboratory and office space on site that could be readily repurposed to support the growth of the Science Park, with a significant residual retention of highly qualified scientists who may not choose to relocate to Harlow as part of the move. Lessons are being learned from locations such as Alderley Park in Cheshire, and Discovery Park in Kent, where major relocations of pharma firms (Astra Zeneca and Pfizer, respectively) led to significant opportunities at newly established science parks in the accommodation vacated.
- 4.4.18. These opportunities need to be developed through a campus wide approach that as the next key step in the evolution of the project must;
- Establish an agreed protocol between the partners, defining commitments and responsibilities and an appropriate hierarchy of oversight / management.
 - Define and establish the financial vehicle the partners need to effectively take the Porton 'site' (that includes both the Science Park and the wider campus opportunities) to market.
 - Develop a campus wide masterplan that articulates this vision and opportunity and provides a framework for investment opportunities across the whole campus.

Delivery Director – Porton Campus

- 4.4.19. To do this the partners need to appoint a senior individual capable of drawing together these elements and driving forward the delivery of the wider Campus opportunity.
- 4.4.20. This person will ideally have knowledge of the Science Park sector, understand commercial property development and experience in working in a partnership



environment. Knowledge of or experience in Enterprise Zones may also be advantageous.

- 4.4.21. To ensure buy in from the key campus stakeholders the role will need to be cross-cutting and report directly to the campus steering group.
- 4.4.22. In addition to the cost of employing this person, a “doing” budget will be required to develop the business plan, campus masterplan and promote the science park. Other tasks may usefully include undertaking a detailed market assessment to inform the marketing strategy, development of a strategy for transition with PHE including the repurposing of PHE assets, working with Ploughshare Innovations to translate IP opportunities to SME development on-site and addressing on-site infrastructure capacity issues.
- 4.4.23. It is recommended that engagement take place with the campus partners to seek financial contributions to meet the cost of this which will go beyond what is being sought for the initial work at this stage.

4.5. Governance

4.5.1. Suggested Steering Group composition:

- Corporate Director of Growth Investment and Place – Wiltshire Council (Chair)
- CEO – Dstl
- Director of External Partnerships – Dstl
- Director of Corporate Affairs & PHE Porton Site Director – PHE
- Managing Director – Porton Biopharma Limited
- CEO – Ploughshare Innovations Limited
- Leader – Wiltshire Council (or Cabinet Member for Economic Development)
- Chair – Swindon and Wiltshire LEP
- Director – Swindon and Wiltshire LEP
- Delivery Director – Porton Campus

- 4.5.2. As this will be a project under the Economy Pillar, the presumption is that it will follow the same reporting lines through to the South Wiltshire Operations Board and thence to the Wiltshire Cabinet and the Task Force. Similarly, it will be included in the SWLEP’s programme management structure to account for the use of funds and the achievement of outcomes.

4.6. Finance

- 4.6.1. This report seeks an overall budget of £145,000 from the Board, indicatively broken down as follows:

Delivery Director – Porton Campus £70,000 - £80,000

General development budget £45,000 - £55,000



Utilities infrastructure budget £10,000 - £20,000

- 4.6.2. As the scheme promoter Wiltshire Council would manage procurement / appointment processes and the costs would be capitalised and underwritten by Wiltshire Council in the event of no capital project emerging (subject to sign off by the council's Financial Director).
- 4.6.3. As development progresses and a suitable delivery vehicle emerges, the partners in the venture will be asked to contribute to further development costs.



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Meeting & Date:	SWLEP Board Meeting – Wednesday, 20 March 2019		
Subject:	Wiltshire College, Salisbury Campus Phase 2 - 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 2 Full Business Case (FBC) has been produced in line with the SWLEP Assurance Framework. The purpose of the business case is to seek approval to proceed to invest £11,141,377 in the Phase 2 of the Salisbury Campus redevelopment works. This will enable construction work to begin at the Salisbury campus. This is subsequent to the phase 1 works (exterior and internal refurbishment of Avon and Wyle buildings) that were approved by the Board in January 2018 and are now nearing completion on site.

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-igf/full-business-cases/wiltshire-college-salisbury-campus---phase-1/fbc-wiltshire-college-salisbury-phase-2.docx?sfvrsn=4de6e6f3_2

- 2.2 The Phase 2 works comprises:

- demolition of the outdated, condition D Nadder & Bourne buildings;
- construction of a new teaching block extension comprising 3,200 m² of GIA floor area; and
- provision of new car parking and landscaping works.



2.3 In line with the SWLEP Assurance Framework the FBC is being reviewed by a SWLEP Independent Technical Advisor (Steer Davies Gleave). Ordinarily, this review would be available for the Board's review alongside the business case itself. At the time of writing the review is not complete, but it is expected that the results will be available for verbal feedback at the Board Meeting. As this is an update to a business case that has previously been reviewed by the ITA for phase 1, any risk associated with the review is deemed to be very low.

3. Recommendations

- 3.1 Approving this FBC will enable the contractor to commence on site in May 2019.
- 3.2 It is recommended that the Board approves the FBC, subject to a satisfactory review by the ITA.

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 LEP 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 2 of the overall project will involve the demolition of approximately 6,180 m² (66,520 sq/ft) of Grade D redundant buildings (Bourne & Nadder), the construction of 3,200 m² (34,400 sq/ft) of new build facilities along with associated car parking, landscaping and plus other ancillary work. This is the second 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 1950s/60s 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 currently has 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 ten-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 now forecast to be £15.05m (including VAT, contingency and an allowance for inflation). Based on the OBC, the SWLEP has agreed to provide a £13.8m capital contribution. The college's £1m match contribution will now be increased to £1.22m to cover the small increase to the original estimated cost.
- 4.10 This updated FBC seeks to approve £11,141,377 of funding in order for the project to proceed to contract for the Phase 2 works.

Commercial Case

- 4.11 Procurement of the Phase 2 works, in line with Wiltshire College's standing financial instructions for publicly procured works, has been completed and a preferred contractor nominated with final costs agreed.
- 4.12 In September 2018, interested parties (contractors) submitted expressions of interest and submitted completed Selection Questionnaires. Following SQ evaluation five contractors were invited to tender for the project in October 2018 via the "Intend public procurement web-Portal" and on "TED" with the works being based upon on a single stage design and build JCT agreement. Five contractors submitted compliant tenders by the closing deadline of the of Wednesday 9th January 2019, 2:00 pm.
- 4.13 Each tender submission has been the subject of comprehensive evaluation in accordance with the ITT evaluation methodology. Following a series of clarifications, three tenderers were interviewed in more detail. Final scoring evaluation took place on Thursday, 14 February 2019 with Rydon Construction being evaluated as the winning contractor.



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

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

Activity	Commence	Completion
Pre-construction design & planning discharge	March 2019	May 2019
College Nadder building vacated	April 2019	May 2019
Phase 1; Nadder demolition and construction of Block A.	May 2019	June 2020
Phase 2; Bourne Demolition	May 2020	Sept 2020
Phase 3; Carpark & Landscaping	Sept 2020	Oct 2020

SWLEP Independent Technical Advisor Comments

- 4.15 The ITA for the project (Steer Davies Gleave) is in the process of reviewing the business case as per normal SWLEP Assurance Framework procedures. At the time of writing the review is not complete, but it is expected that the results will be available for verbal feedback at the Board Meeting.
- 4.16 As this is an update to a business case that has previously been reviewed by the ITA for phase 1, any risk associated with the review is deemed to be very low.
- 4.17 In the event that the review is not available for the Board Meeting itself, the Board will be asked to approve funding for phase 2 of the project subject to a satisfactory ITA review being received by the SWLEP Programme Manager.



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Meeting & Date:	SWLEP Board Meeting – Wednesday 20, March 2019		
Subject:	Highlight Reports		
Attachments:	None		
Author:	Ian Durston	Total no of sheets: (inc cover sheet)	15

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

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

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

2. Summary

The following projects have been identified by the Steer Davies Gleave review as 'focus' projects, warranting specific attention in this summary:

Chippenham Station Hub

RAG rating remains at Amber/Red.

Initial development work is underway on the Phase 5 (Station Forecourt improvements) and Phase 1b (Northern Access Lift).

For phase 2 (Sadlers Mead Car Park), the planning application will be considered by the Strategic Planning Committee on 20 March. An end of stage meeting was held on the 1 March to review the design prior to going out to tender for the construction phase of the project. No significant issues were raised by stakeholders. If planning consent is awarded, then construction is due to start on the car park in October 2019.

A meeting was held on 1 March with Network Rail and GWR to review the feasibility of completing work on car parking to the north and south of the railway (phases 3 and 4) within the LGF time constraints (March 2021). A modular construction approach had

been thought to be an option and Network Rail had previously been asked to investigate in detail whether this was feasible.

Network Rail reported that they had visited the site with a company that was experienced in this type of car park design and construction, and had looked at various options with them. However, due to the long and thin nature of the site to north of the station, it was deemed very difficult to design a car park that was commercially viable due to the access area to parking space ratio. The site to the south of the station was also deemed unsuitable until the Rawlings Green Bridge is online due to potential traffic issues.

A proposal in principle was therefore agreed to focus the remaining LGF money on bus access and turnaround improvements to the north of the station, along with improved secure cycle storage facilities. Rail Strategy stakeholder feedback has strongly shown that a rail network integrated with other public transport is a much-desired improvement.

In addition, it was agreed to look at using LGF funding for enabling work (road routing) on the Bath Road site that would support a car park and other facilities on the site as part of a wider project. While this car parking would be mainly aimed at the town centre, it would have a knock-on, beneficial effect on station car parking, especially if it could be integrated with additional bus services.

Finally, some of the LGF funding is earmarked for improved public realm and cycleway work around the new Sadlers Mead car park and Monkton Park.

A350 Yarnbrook / West Ashton

RAG rating deteriorated from Green to Red.

A meeting has been held with Benjamin Gill of Homes England to review the Housing Infrastructure Fund award. Questions have arisen over the eligibility of the scheme for marginal viability grant funding – it now looks like ‘recoverable’ grant funding will be more applicable, where a recyclable grant is awarded that would need to be recovered from the scheme and put towards the delivery of housing elsewhere in the area. Wiltshire Council is now holding negotiations with Persimmon (the developer of the housing connected to the project) on how such a process would work.

In addition, previous reporting of milestone status has been inaccurate. The procurement process that has been carried out has been for a road consultant, not a construction contractor as previously reported. Construction start will now be May 2020, not April 2019 as previously reported.

Salisbury Central Car Park and The Maltings

RAG rating remains at Green.

An Outline Business Case for the overall scheme is being developed, and will be submitted for the July Board Meeting.

A planning submission for Plot 1 (hotel, restaurant, gym and library on the Fisherton St, British Heart Foundation site) will be considered by the Strategic Planning Committee at a meeting in April. Subject to a successful outcome, construction will start in the summer of 2019 and will last for approximately 12 months. There has been significant local media interest in this project and the planning submission is not being supported by Salisbury City Council.

A planning submission (and masterplan) is being developed for Plot 3 (Market Walk retail improvements with boutique hotel or residential apartments above) for submission to the Strategic Planning Committee in June 2019. Subject to planning consent, construction work on this phase would start in the summer of 2020.

Swindon Bus Boulevard

RAG rating remains at Amber/Red.

Work is progressing to the latest plan with an Outline Business Case for the overall scheme being developed for June 2019. A developed concept design and viability report has been received from Atkins. Detailed design is about to start.

A pre-app for planning for the temporary bus station has been submitted and work is commencing with BT on the first stage of the cable diversion into the southern bypass route.

However, for the overall project (that is, not LGF element), estimated costs have increased. Also, all non-LGF funding (£22m) is dependent on a bid to the Future High Street Fund which is about to be made. While Swindon Borough Council has committed that funding for this project will be sought from all possible sources, this is a risk that could delay the delivery of the overall project (and capitalisation of the LGF funding).

New Eastern Villages - Southern Connector Rd

RAG rating remains at red.

The Housing Infrastructure Fund application is progressing with a business case due to be submitted to Homes England in March 2019. This funding (£23m) is very important to fill the identified funding gap for the project to progress. Planning consent also remains to be obtained for the project. Because of this, and delays to the other New Eastern Villages projects, it has been recommended that Swindon Borough Council discusses all NEV projects with the Department for Transport to make it aware of the status of the projects and ensure that funding is protected going forward.

The Outline Business Case for the project is being reviewed by the Department for Transport which signs off retained projects. Given that other LEPs do not have an

Independent Technical Advisor (ITA) review of retained projects as well, the Commissioning Group has agreed that the ITA review for this, and other retained projects, will be waived.

Land assembly is on the critical path for the project and is due to complete in May 2019.

New Eastern Villages - A420/Gablecross

RAG rating deteriorated from Amber/Green to Amber/Red.

Land acquisition is still in progress as negotiations with Sainsbury's are taking longer than anticipated due to drainage issues. This has caused a slip to the design milestones for the project.

The Outline Business Case is being reviewed by the SWLEP Independent Technical Advisor. This was due to come to this Board meeting, but will now be submitted for the May Board meeting instead.

Wichelstowe Southern Access

RAG rating remains at Amber/Green.

The procurement process for the project is in progress with a contractor forecast to be appointed by April 2019. Construction is on track for completion by March 2021.

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

- Nine LGF projects have completed
- There are 15 live LGF projects covered by the highlight reports
- Four projects (26%) are rated GREEN
- Four projects (26%) are rated AMBER GREEN
- Three projects (22%) are rated AMBER RED
- Four projects (26%) are rated RED
- Two projects have improved their RAG rating since the last report, and three have deteriorated.

3. Recommendation

The Commissioning Group is recommended to approve that the highlight reports are an accurate representation of the current status of all LGF projects.

Local Growth Fund – Focus Projects					
Project Ref	Project Name	Lead Delivery Partner	Previous	Current	Notes
LGF/1617/004/CSH	Chippenham Station Hub	WC	AR	AR	Initial development work is underway on Phase 5 (Station Forecourt) and Phase 1b (Northern Access Lift). Phase 2 planning application to be considered by Strategic Planning Committee in March. Remaining funding to be focussed on bus and bike facilities to north of station and to Bath Rd enabling works.
LGF/1617/009/YWA	A350 Yarnbrook/ West Ashton	WC	G	R	Clarification process for HIF fund is now a more fundamental assessment of whether simple grant will be awarded or a recoverable grant. Scheme milestones also previously mis-reported. Construction start now May 2020.
LGF/1718/003/CCPM	The Maltings (Salisbury)	WC	G	G	An Outline Business Case is being developed for approval in July 2019. Planning submission for plot 1 is to be considered at the April Strategic Planning Committee.
LGF/1617/008/SBX	Swindon Bus Boulevard	SBC	AR	AR	Project re-baselined following approval of new scope for LGF element. Costs for overall project have increased and need to be sourced from Future High St Fund bid (£22m).
LGF/1516/003/EV (iv)	New Eastern Villages Southern Connector Road	SBC	R	R	The Housing Infrastructure Fund application is progressing with a business case due to be submitted in March 2019. OBC being reviewed by DfT. Land assembly due to complete May 2019.
LGF/1516/003/EV (iii)	New Eastern Villages A420 Gablecross	SBC	AG	AR	Land acquisition is still in progress causing a slip to design milestones. OBC being reviewed by ITA.
LGF/1617/002/WI	Wichelstowe Southern Access	SBC	AG	AG	The procurement process for the project is in progress with a contractor forecast to be appointed by April 2019. Construction is on track for completion by March 2021.

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	Complete	
LGF/1617/007/MH	Mansion House (Corsham)	WC	Complete	Complete	
LGF/16/17/010/JNC17	M4 J17 Capacity Improvement	WC	Complete	Complete	
LGF/1617/009/UFB	Ultra Fast Broadband	WC	AG	AG	Build paused while review undertaken of sites to be included following the wider deployment of Superfast in the area prior to this project. Conclusion due in March 2019.
LGF/1516/005/LSTF	LGF Sustainable Transport Package	SBC	AG	Complete	
LGF/1617/003/SRT	Swindon Rapid Transit	SBC	R	G	Construction work on all elements of Wichelstowe phase in progress or complete. Development work in progress on North Swindon and NEV schemes.

LGF/1617/006/JNC16	M4 Junction 16	SBC	Complete	Complete	
LGF/1617/010/SPHC	Royal Artillery Museum	WC	G	AG	Minor delay (1 month) to procurement process. Land allocation timing unclear.
LGF/1617/011/SMAG	Swindon Museum and Art Gallery	SBC			Scoping work in progress. No Highlight Report submitted to date.

Local Growth Fund (Growth Deal 3)					
Project Ref	Project Name	Lead Delivery Partner	Previous	Current	Notes
LGF/1718/001/WCS	Wiltshire College - Salisbury	Wiltshire College	AG	AG	Refurbishment work (contract 1) contractor now on site. New build (contract 2) procurement complete. Updated business case coming to Board for sign off.
LGF/1718/002/WCL	Wiltshire College - Lackham	Wiltshire College	G	G	Stage 2 design work awarded to AWW and underway. Planning application in development.

Department for Transport – LGF (Growth Deal 1)					
Project Ref	Project Name	Lead Delivery Partner	Previous	Current	Notes
LGF/1516/003/EV (i)	New Eastern Villages - Great Stall Bridge	SBC			Project no longer LGF funded.
LGF/1516/003/EV (iia)	New Eastern Villages - Greenbridge Roundabout (Package 1)	SBC	Complete	Complete	
LGF/1516/003/EV (iib)	New Eastern Villages -West of A419 (Package 2)	SBC	AG	G	Work progressing on business case. Project on track.

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	R	R	Milestones slipped by 2 months due to "Sainsbury's negotiation at GCJ affecting drainage design". Advised SBC that discussions with DfT on funding constraints would be prudent.
LGF/1516/003/EV (vi)	New Eastern Villages Business Case	SBC	R	R	OBC being reviewed by DfT.

City Deal					
Project Ref	Project Name	Lead Delivery Partner	Previous	Current	Notes
LGF/1516/006/CD	Higher Futures	WC & SBC	AG	AG	Target numbers of learners remain a challenge – increasing but behind profile. Achieved 316 learners on higher and degree 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	59 schools/colleges & 55 Enterprise Advisers engaged. Focused on getting schools/colleges to assess their careers provision against the Gatsby benchmarks. Network coverage is 100% of mainstream schools and colleges.

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	Currently focussing on development of telephone triage service and face to face service, and piloting a physical presence in Salisbury. A bid for ERDF funding has been submitted for further face to face support (inc. Start Up, delivered by Outset and Scale Up, delivered by Set Squared).

Growing Places Infrastructure Fund (GPIF)					
Project Ref	Project Name	Lead Delivery Partner	Previous	Current	Notes
LEP/GPIF/001/CAS	GPIF – Castledown Business Park	WC	Complete	Complete	£2.54m loan now repaid.
LEP/GPIF/002/WD	GPIF – Woods Group	Woods Group	AG	AG	£1,279,235 loan in place with repayment to SWLEP by end March 2021. Loans totalling £2,285,433 for two additional companies are being finalised.




Key

Project Status

	Red	Amber Red	Amber Green	Green
	R	AR	AG	G

See below for RAG rating methodology

Direction of Travel

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

Milestones

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

RAG Rating

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

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

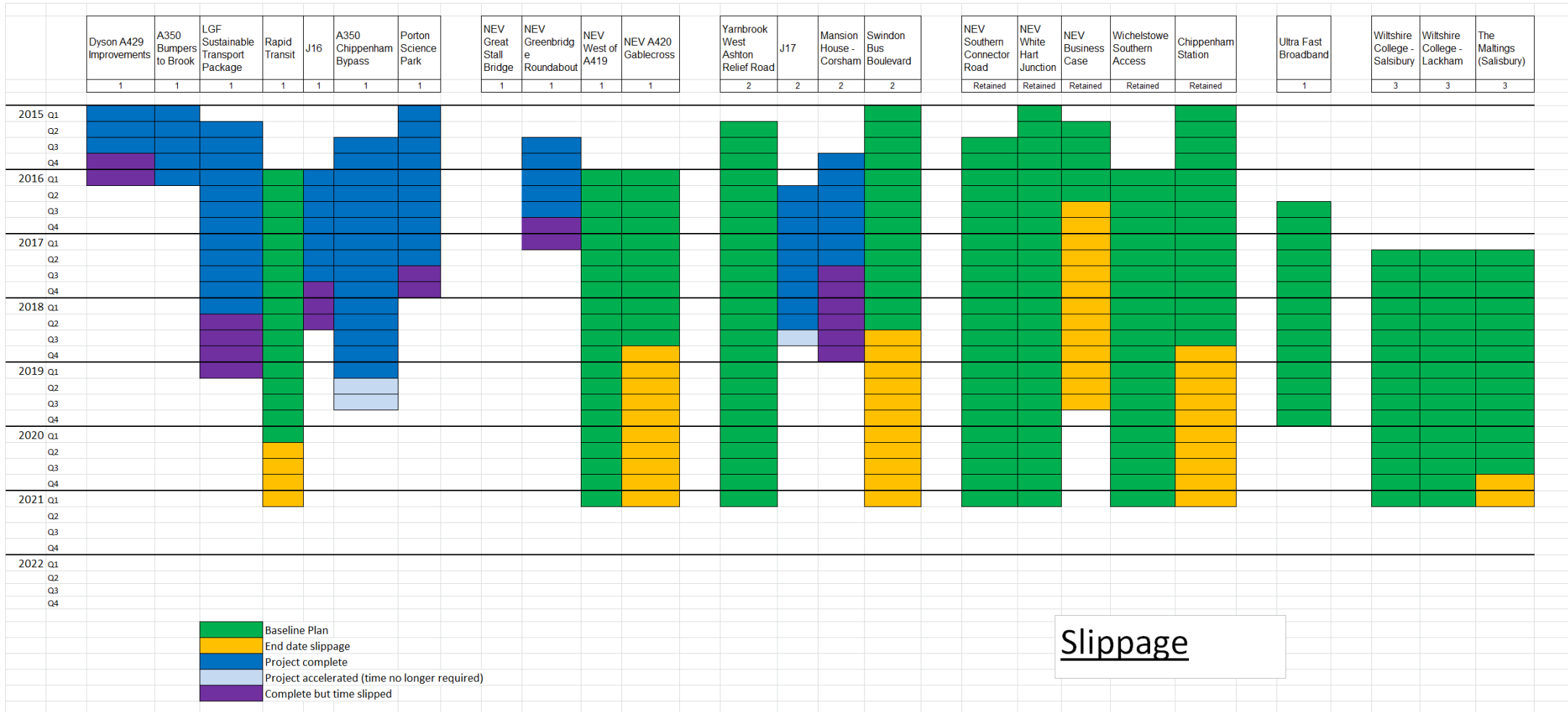
- **GREEN:** Project considered being on track, to time, quality and cost.
- **AMBER-GREEN:** Project considered at risk of minor to medium impacts on time, scope and/or cost – requires small mitigating action.
- **AMBER-RED:** Project considered at risk of medium to major impacts on time, scope and/or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

RAG Scoring

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

Principles of Overall Project RAG Status

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





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Meeting & Date:	SWLEP Board Meeting – Wednesday, 20 March 2019		
Subject:	LGF Finance and Outputs Summary		
Attachments:	None		
Author:	Ian Durston	Total no of sheets: (inc cover sheet)	13

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

This paper summarises the current financial status across the various streams of LGF funding. It also now includes a summary of the outputs from the LGF projects.

2. Summary

For LGF projects, the underspend situation continues – that is, while the total project spend requirement is the same, the project is not spending the grant money as quickly as originally forecast. The current forecast underspend figure for the end of 2018/19 financial year is £16.51m. This has increased by £1.4m since the March 2019 Board Meeting due to a rescheduling of the Swindon Rapid Transit project.

Actual spend in 2018/19 is behind the expected profile, though this is expected to catch up as year end invoices are submitted. All projects still forecast that all LGF money will be spent by March 2021.

New Eastern Villages projects are behind their LGF profiled spend, and with significant spend required in the final two years (19/20 and 20/21) of the LGF timescales. Discussions have been held with Swindon Borough Council about approaching the Department for Transport to discuss this situation.

Housing and job output figures are currently below their forecast for the year, but expected to be on forecast by year end.

3. Recommendations

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

4. LGF Finance Summary

4.1 The following projects fit into this category:

Growth Deal Round 1

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

Growth Deal Round 2

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

Substituted Projects (for M4 Junction 15)

- Royal Artillery Museum
- Swindon Museum and Art Gallery
- Ultra Fast Broadband
- Salisbury Recovery

Growth Deal Round 3

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

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

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

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

4.5 The current forecast underspend figure for the end of 2018/19 financial year is £16.51m.

- 4.6 This has increased by £1.4m since the March 2019 Board Meeting due to a rescheduling of the Swindon Rapid Transit project.
- 4.7 The projects with a significant contribution to the underspend situation are Swindon Bus Boulevard, Swindon Rapid Transit and Chippenham Station Hub, both due to initial delays and also being behind their 2018/19 forecast spend profile. The two museum projects and the Wiltshire College projects are also contributors (though these are not due to delays to the projects). The Maltings project is also behind its 2018/19 spend profile.
- 4.8 All projects still forecast that all LGF money will be spent by March 2021.
- 4.9 £1.1m of LGF funding is now for the Salisbury and South Wiltshire area. The January 2019 Board meeting allocated £100,000 of this money to the Illuminating Salisbury project. Discussions are progressing with Wiltshire Council on allocations for the remaining money.
- 4.10 It should be noted that BEIS has awarded £89,630 of grant over and above the forecast profiling of all projects. How this money is to be used is to be determined.

Table 1

	15/16	16/17	17/18	Q1 18/19	Q2 18/19	Q3 18/19	Q4 18/19	Total 18/19	19/20	20/21	TOTAL
A350 Bumpers Farm - COMPLETE	Original Grant Request	835,000	835,000								1,670,000
	Forecast Profile Spend	1,670,000									1,670,000
	Actual Spend to Date	1,670,000									1,670,000
A429 Malmesbury - COMPLETE	Original Grant Request	1,400,000									1,400,000
	Forecast Profile Spend	1,400,000									1,400,000
	Actual Spend to Date	1,400,000									1,400,000
Porton Science Park - COMPLETE	Original Grant Request	4,000,000									4,000,000
	Forecast Profile Spend	0	1,862,200	2,137,800				0			4,000,000
	Actual Spend to Date	0	1,862,200	2,137,800				0			4,000,000
A350 West Ashton/Yarnbrook	Original Grant Request	0	117,300	0			387,000	387,000	2,900,000	2,600,000	5,500,000
	Forecast Profile Spend	0	117,300	0				0	2,000,000	2,995,700	5,500,000
	Actual Spend to Date	0	117,300	0				0			117,300
M4 Junction 17 - COMPLETE	Original Grant Request	0	140,400	359,600				0		500,000	500,000
	Forecast Profile Spend	0	140,400	359,600				0			500,000
	Actual Spend to Date	0	140,400	359,600				0			500,000
Corsham Mansion House	Original Grant Request	26,200	1,900,000	600,000							2,500,000
	Forecast Profile Spend	26,200	155,500	373,300	457,153	1,162,258	249,609	28,126	1,897,146	47,854	2,500,000
	Actual Spend to Date	26,200	155,500	373,300	331,914	771,578	512,043	95,723	1,711,258		2,266,258
A350 Dualling Chippenham Bypass - COMPLETE	Original Grant Request	0	667,000	2,370,000	1,800,000	1,572,082		2,370,000	2,360,000		7,100,000
	Forecast Profile Spend	0	667,000	2,863,400	1,313,400	1,710,373	545,827	3,569,600	197,518		7,100,000
	Actual Spend to Date	0	667,000	2,863,400	1,313,400	1,710,373	545,827	3,569,600			7,100,000
Ultra Fast Broadband	Original Grant Request	0	0	1,000,000				0	1,000,000		1,000,000
	Forecast Profile Spend	0	0	0				0	1,000,000		1,000,000
	Actual Spend to Date	0	0	0				0			0
Royal Artillery Museum	Original Grant Request	0	0	425,000				925,000			1,350,000
	Forecast Profile Spend	0	0	0				0	1,350,000		1,350,000
	Actual Spend to Date	0	0	0				0			0
Swindon Museum and Art Gallery	Original Grant Request	0	0	250,000				0	250,000		250,000
	Forecast Profile Spend	0	0	0				0	250,000		250,000
	Actual Spend to Date	0	0	0				0			0
LGF Sustainable Transport (LSTF)	Original Grant Request	1,250,000	1,250,000	1,250,000							3,750,000
	Forecast Profile Spend	1,226,800	1,086,000	941,200	2,800	97,000	150,000	246,200	496,000		3,750,000
	Actual Spend to Date	1,226,800	1,086,000	941,200	3,000	96,000	286,000	385,000			3,639,000
M4 Junction 16 - COMPLETE	Original Grant Request	875,800	6,080,000	2,960,000						-3,120,000	5,920,000
	Forecast Profile Spend	875,800	4,185,500	3,978,700					0	-3,120,000	5,920,000
	Actual Spend to Date	875,800	4,185,500	3,978,700					0		9,040,000
Rapid Transit	Original Grant Request	0	164,000	3,283,000	253,300	389,000	986,000	817,000	3,283,000	3,120,000	9,850,000
	Forecast Profile Spend	0	55,500	799,200	253,300	389,000	986,000	817,000	2,445,300	2,420,000	9,850,000
	Actual Spend to Date	0	55,500	799,200	253,300	389,000	986,000	817,000	1,628,300	4,130,000	2,483,000
Swindon Bus Boulevard	Original Grant Request	0	0	1,100,000	40,000	60,000	715,000	1,700,000	200,000		3,000,000
	Forecast Profile Spend	0	0	67,100	40,000	60,000	715,000	815,000	1,000,000	1,117,900	3,000,000
	Actual Spend to Date	0	0	67,100	40,000	60,000	95,000	195,000			262,100
Wiltshire College - Salisbury	Original Grant Request	0	0	2,300,000	144,000	120,000	1,074,159	1,511,841	2,300,000	2,300,000	13,830,000
	Forecast Profile Spend	0	0	670,000	144,000	120,000	1,074,159	1,511,841	2,850,000	4,830,000	13,830,000
	Actual Spend to Date	0	0	670,000	144,000	120,000	1,074,159	1,511,841	2,850,000		3,520,000
Wiltshire College - Lackham	Original Grant Request	0	0	1,360,000	43,130	72,000	643,835	1,103,965	1,360,000	1,360,000	8,200,000
	Forecast Profile Spend	0	0	237,070	43,130	72,000	643,835	1,103,965	1,862,930	1,569,000	8,200,000
	Actual Spend to Date	0	0	237,070	43,130	72,000	643,835	758,965			996,035
Maltings & Central Car Park - Salisbury	Original Grant Request	0	0	1,250,000				1,250,000	1,250,000	2,310,000	6,060,000
	Forecast Profile Spend	0	0	283,100			1,686,900	1,686,900	4,000,000	90,000	6,060,000
	Actual Spend to Date	0	0	283,100		6,988	8,248	12,134	27,370		310,470
Chippenham Station Hub	Original Grant Request	350,000		2,160,000	60,000	1,100,000	260,000	80,000	5,000,000	5,000,000	16,000,000
	Forecast Profile Spend	27,900	114,000	178,100	53,600	48,948	180,196	9,578	1,500,000	5,000,000	16,000,000
	Actual Spend to Date	27,900	114,000	178,100	53,600	48,948	180,196	9,578	292,322		612,322
Salisbury Projects (Not all allocated)	Original Grant Request	0	0	175,000				925,000			1,100,000
	Forecast Profile Spend	0	0	0				0	1,100,000		1,100,000
	Actual Spend to Date	0	0	0				0			0
Grant Annual	7,800,000	10,214,948	21,439,293					20,870,160	16,117,812	16,627,417	93,069,630
TOTAL Forecast Profile	5,226,700	8,383,400	12,888,570	2,800,383	4,572,340	3,363,603	6,576,032	17,312,358	21,644,372	27,524,600	92,980,000
TOTAL Actual	5,226,700	8,383,400	12,888,570	2,182,344	3,274,887	4,331,308	1,629,276	11,417,815	0	0	37,916,485

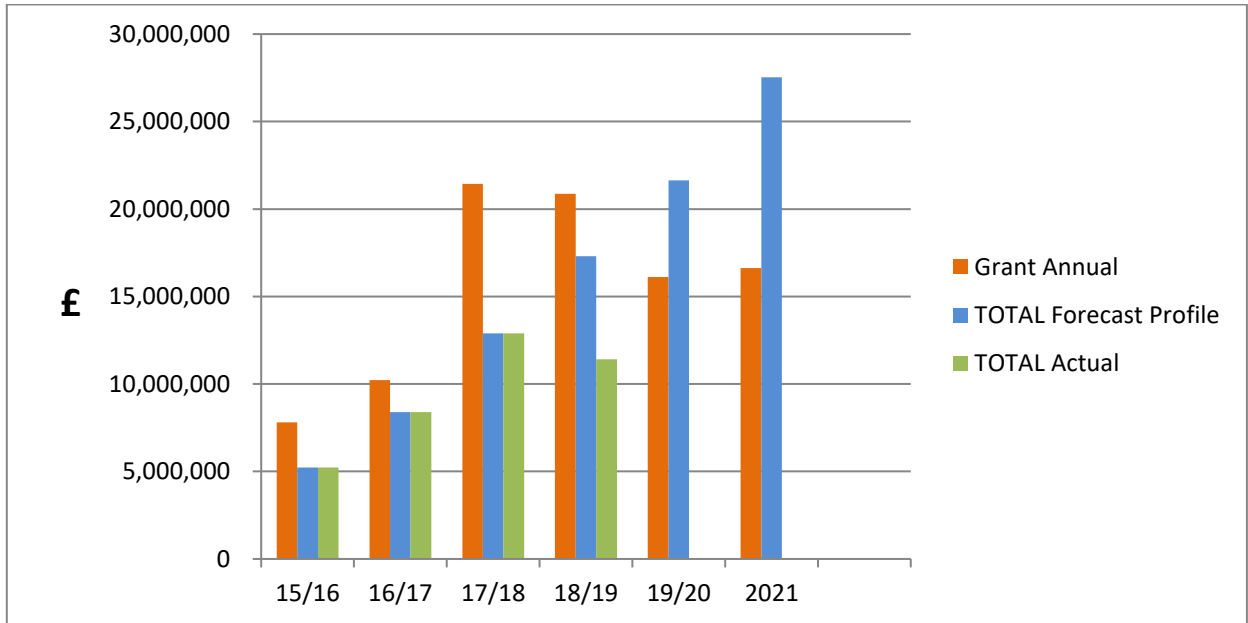


Figure 1a

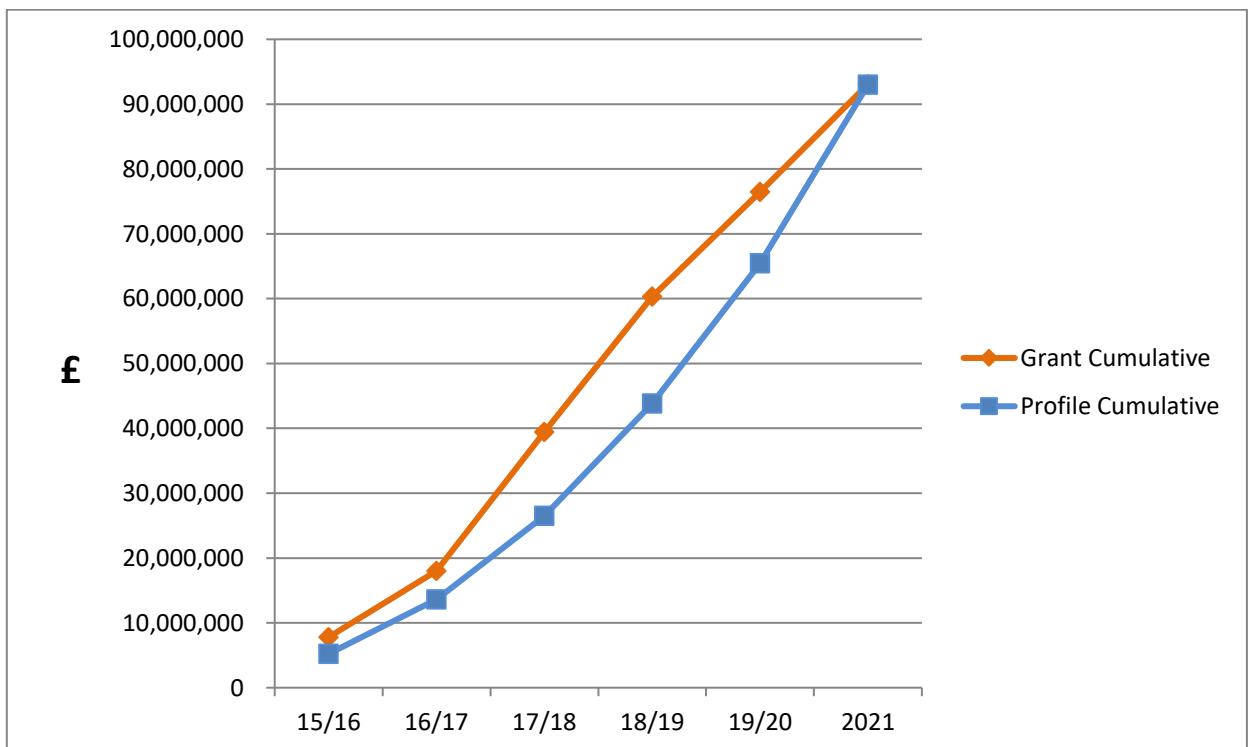


Figure 1b

5. LGF – DfT Projects Summary

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

- NEV – Greenbridge Roundabout
- NEV – West Of A419 (Package 2)
- NEV – 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 Actual spend for these projects is behind the forecast spend for 2018/19. This is mainly due to delays with the NEV A420 Gablecross project caused by land assembly discussions with Sainsbury's taking longer than planned. It has therefore been recommended that Swindon Borough Council discuss these projects (and the Retained NEV projects) with the Department for Transport to make them aware of the status of the projects and ensure that funding is protected going forward.

Table 2

	15/16	16/17	17/18	Q1 18/19	Q2 18/19	Q3 18/19	Q4 18/19	Total 18/19	19/20	20/21	TOTAL
		2,000,000									2,000,000
Green Bridge Roundabout - COMPLETE	Original Grant Request										
	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
									500,000	1,500,000	2,000,000
West of A419 - Package 2	Original Grant Request										
	Forecast Profile Spend	0	0		6,000	44,000	50,000	100,000	500,000	1,400,000	2,000,000
	Actual Spend to Date	0	0		6,000	13,000		19,000			19,000
									1,900,000		4,400,000
A420 Corridor	Revised Grant Request										
	Forecast Profile Spend	40,500	21,300	432,300	0	58,000	112,900	176,000	346,900	3,356,000	4,400,000
	Actual Spend to Date	40,500	21,300	432,300			51,900		51,900		546,000
											0
Great Stall Bridge - Removed	Revised Grant Request										
	Forecast Profile Spend										0
	Actual Spend to Date										0
											0
	Grant Annual (Revised)	0	4,500,000	0				0	2,400,000	1,500,000	8,400,000
	TOTAL Forecast Profile	632,000	1,429,800	432,300	0	64,000	156,900	226,000	446,900	3,856,000	8,400,000
	TOTAL Actual	632,000	1,429,800	432,300	0	6,000	64,900	0	70,900	0	2,565,000

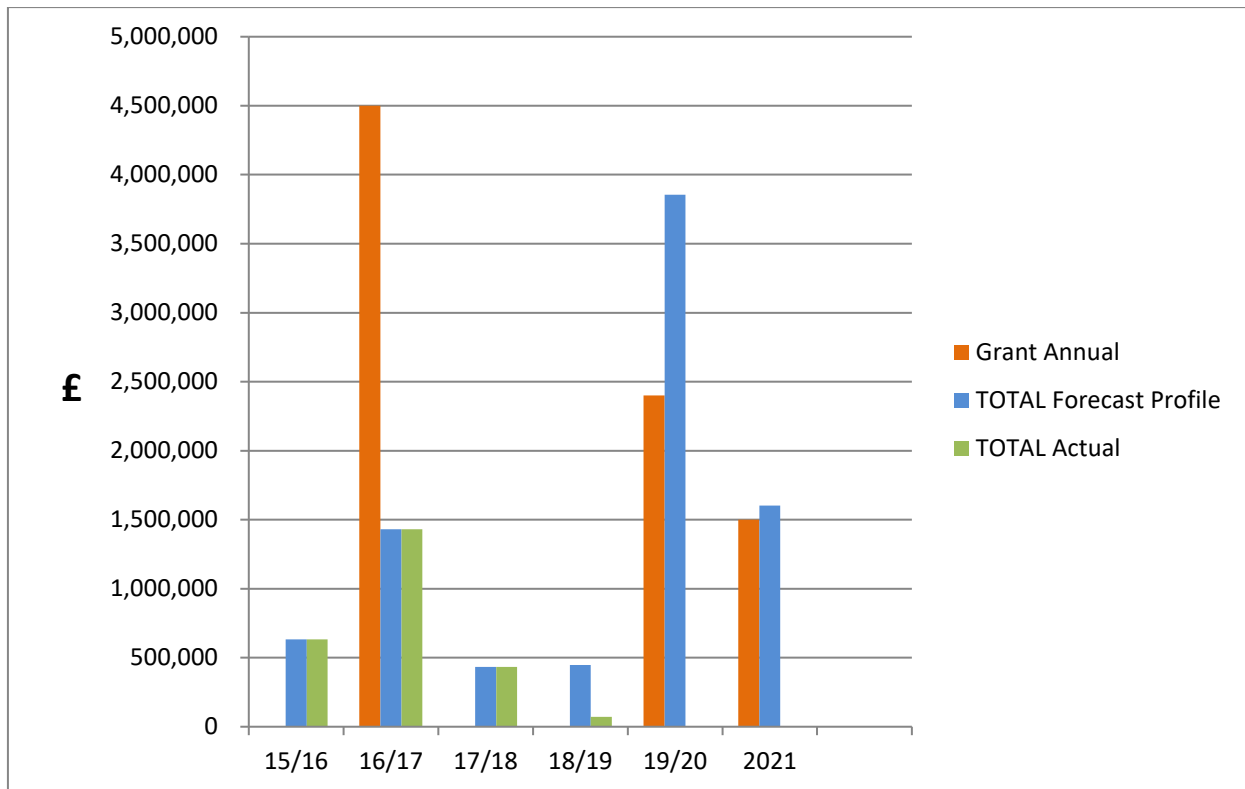


Figure 2a

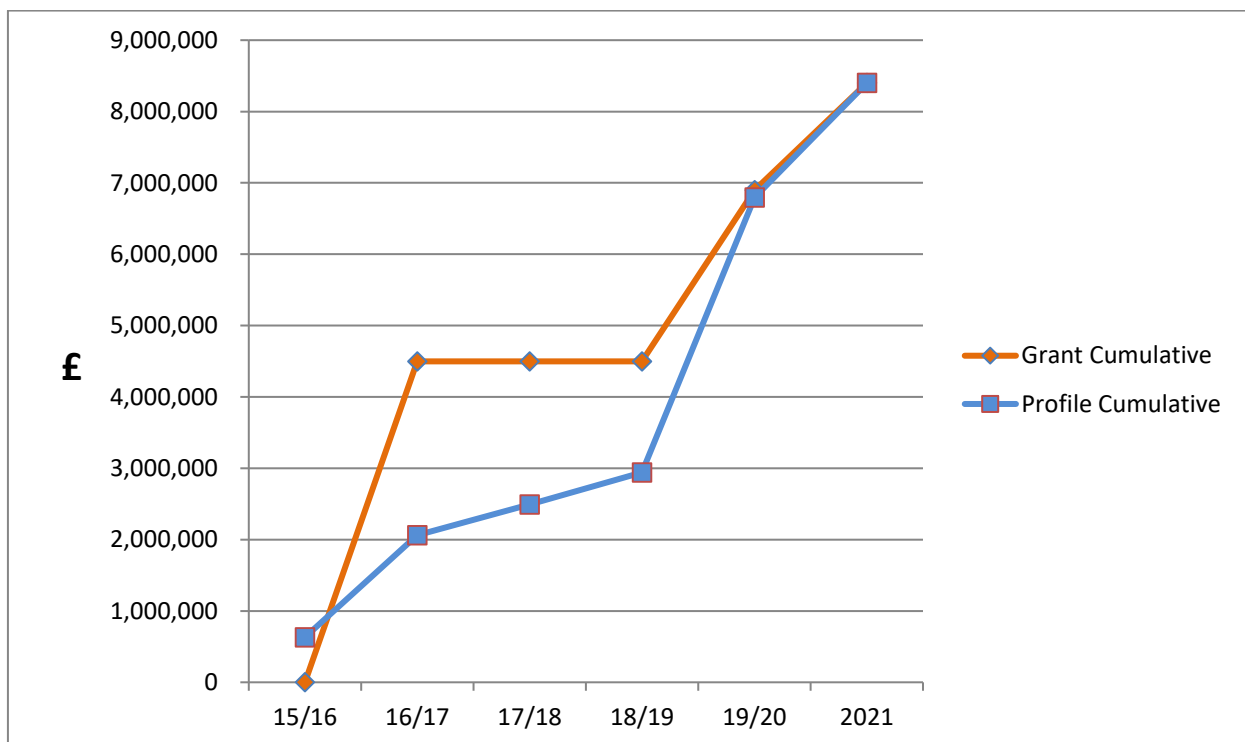


Figure 2b

6. DfT Retained Projects Summary

6.1 The following projects have been retained by the DfT, which requires project status reporting as well as it controlling the grant payments:

- NEV – Business Case
- NEV – Southern Connector Rd
- NEV – White Hart Junction
- 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 Actual spend for these projects is behind the forecast spend for 2018/19. This is mainly due to delays with the NEV White Hart Junction project (knock on effect of land assembly discussions with Sainsbury's at Gable Cross). Given this, and the amount of spend that is required in the final two years of the project, it has been recommended that Swindon Borough Council discuss these projects (and the non-retained NEV projects) with the Department for Transport to make them aware of the status of the projects and ensure that funding is protected going forward.

Table 3

	15/16	16/17	17/18	Q1 18/19	Q2 18/19	Q3 18/19	Q4 18/19	Total 18/19	19/20	20/21	TOTAL
Wichelstowe Southern Access	Revised Grant Request		200,000					510,000	10,000,000	12,190,000	22,900,000
	Forecast Profile Spend	0	200,000	21,000	289,000	100,000	100,000	510,000	10,000,000	12,190,000	22,900,000
	Actual Spend to Date	0	200,000	21,000	68,000	128,000		217,000			417,000
New Eastern Villages - Business Case	Original Grant Request	500,000									500,000
	Forecast Profile Spend	381,900	118,100					0			500,000
	Actual Spend to Date	381,900	118,100					0			500,000
New Eastern Villages - White Hart Junction	Revised Grant Request		600,000	900,000					16,200,000	10,500,000	28,200,000
	Forecast Profile Spend	0	28,000	417,500	76,000	179,000	449,000	450,500	1,154,500	12,100,000	14,500,000
	Actual Spend to Date	0	28,000	417,500	76,000	179,000	135,000	390,000			835,500
New Eastern Villages - Southern Connector Road	Original Grant Request								5,800,000	5,800,000	11,600,000
	Forecast Profile Spend	0	0					0	5,800,000	5,800,000	11,600,000
	Actual Spend to Date	0	0					0			0
Grant Annual	500,000	600,000	1,100,000	0	0	0	0	510,000	32,000,000	28,490,000	63,200,000
TOTAL Forecast Profile	381,900	146,100	617,500	97,000	468,000	549,000	550,500	1,664,500	27,900,000	32,490,000	63,200,000
TOTAL Actual	381,900	146,100	617,500	97,000	247,000	263,000	0	607,000	0	0	1,752,500

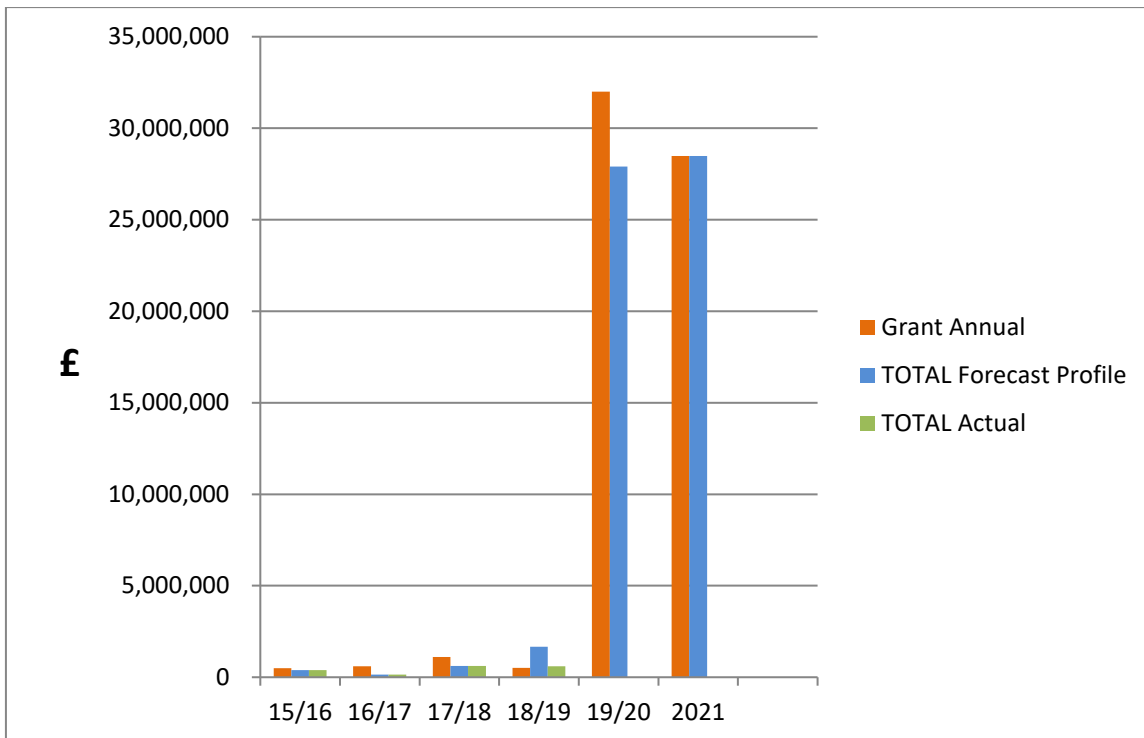


Figure 3a

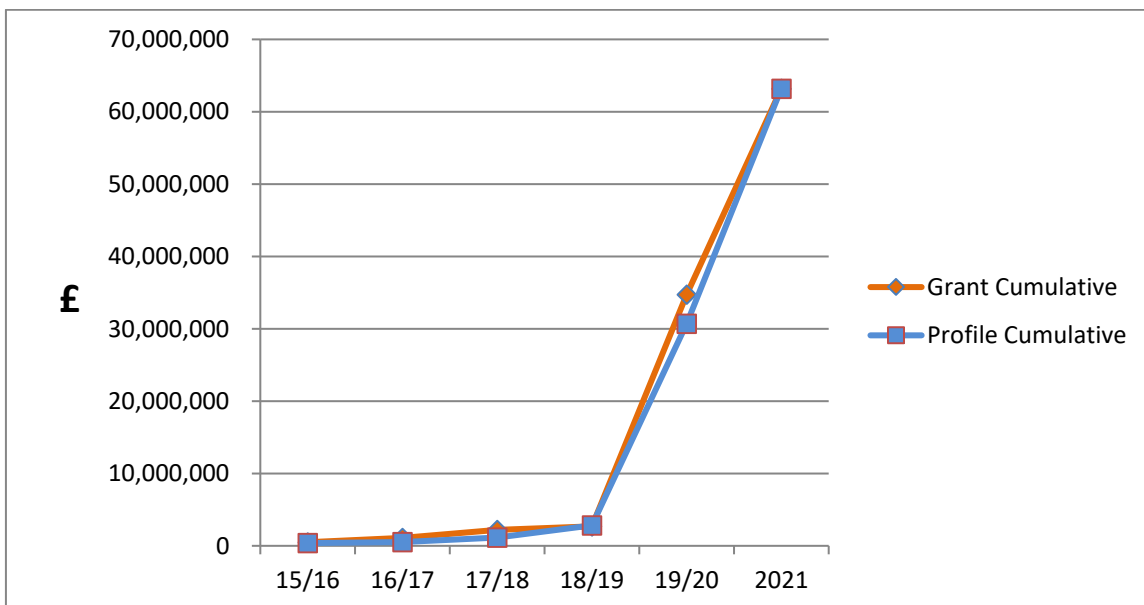


Figure 3b

7. LGF – Outputs Summary

- 7.1 Figure 4 shows a summary of the outputs across all (non-retained) LGF projects in the areas of housing, jobs, skills and transport. Actuals vs forecast figures are shown.
- 7.2 This is a summary of a detailed submission made to Central Government on a quarterly basis.
- 7.3 Most outputs are scheduled to be realised at the back end of the LGF programme or in years following the completion of the programme.
- 7.4 The actual housing figures for 2018/19 are currently at 29% of the forecast amount, but are expected to rise significantly before the year end as housing at the Malmesbury A429 roundabout site is completed.
- 7.5 The actual jobs figures for 2018/19 are currently at 61% of the forecast amount, but are expected to rise significantly before the year end as jobs associated with the Malmesbury A429 roundabout, Ultra Fast Broadband, Corsham Mansion House and Porton Science Park come on-line.





Deliverables Progress										
	This Quarter	15-17	Financial Year					Total		
			17-18	18-19	19-20	20-21	21-25			
 Housing										
Houses Completed	0	0	106	20	0	0	-			126
Forecast for year	68	-	106	68	545	1,153	6,197			8,069
Progress towards forecast	0%	-	100%	29%	0%	0%	-			2%
 Jobs										
Jobs Created	0	1,500	77	298	0	0	-			1,875
Apprenticeships Created*	0	0	0	0	0	0	-			0
Jobs including Apprenticeships	0	1,500	77	298	0	0				1,875
Forecast for year	491	1,500	77	491	1,249	2,746	1,277			7,340
Progress towards forecast	0%	100%	100%	61%	0%	0%	0%			26%
* Apprenticeships included within jobs totals prior to 2017										
 Skills										
Area of new or improved floorspace (m2)	0	0	0	0	0	0	-			0
Forecast for year	0	-	0	0	0	9,000	0			9,000
Progress towards forecast	-	-	-	-	-	0%	-			0%
Number of New Learners Assisted	0	0	0	0	0	0	-			0
Forecast for year	0	-	0	0	0	3,730	0			3,730
Progress towards forecast	-	-	-	-	-	0%	-			0%
 Transport										
Length of Road Resurfaced	0.0	0.0	0.1	0.0	0.0	0.0	-			0.1
Length of Newly Built Road	0.0	1.0	2.0	1.4	0.0	0.0	-			4.4
Length New Cycle Ways	0.0	3.0	3.0	0.0	0.0	0.0	-			6.0

Figure 4



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Meeting & Date:	SWLEP Board Meeting – Wednesday, 20 March 2019		
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,
23 January 2019 and 12 March 2019**

- 25 January 2019 Attended the South Wiltshire Economic Task Force Meeting, Salisbury
- 7 February 2019 Attended the visit of Lord Henley to Salisbury
- 20 February 2019 Co-chaired, with Greg Clark and David Renard, the Honda Task Group
- 6 March 2019 Chaired the Commissioning Group Meeting, Chippenham
- 12 March 2019 Chaired the Rural Economy Steering Group Meeting, Biddestone

Various meetings with SWLEP team members and Director over the period, including fortnightly update meetings with the Director



Security Level:	Confidential <input type="checkbox"/>	Restricted <input type="checkbox"/>	Unclassified <input checked="" type="checkbox"/>	Commercially Sensitive <input type="checkbox"/>
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Meeting & Date:	SWLEP Board Meeting – Wednesday, 20 March 2019		
Subject:	Director’s Report		
Attachments:	Marketing and Communications report		
Author:	Paddy Bradley	Total no of sheets:	12

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.
- 2.2. The report lists business visits and the regular operational activity involved in the role of Director of the SWLEP.
- 2.3. The updates to current work include:
 - 2.3.1. Honda and Supply Chain Task Force;
 - 2.3.2. M4 Corridor LEPs’ collaboration;
 - 2.3.3. Annual Delivery Plan
 - 2.3.4. Institute of Technology;
 - 2.3.5. Inward Investment;
 - 2.3.6. GPIF investment strategy
 - 2.3.7. Budget process for core activity for 2019/20
 - 2.3.8. Stronger Towns Fund; and
 - 2.3.9. Marketing and Communications.

3. Recommendation

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

- 3.1. Note the update on current activity.

4. Detail

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

Programme and Governance meetings

- SWLEP Annual Conference Steering Group
- Commissioning Group
- Monthly meetings with SWLEP BEIS Local Relationship Manager
 - Local Industrial Strategy set-up meeting with BEIS
- South Wiltshire Economy Pillar Group (three meetings)
- South Wiltshire Operations Board (two meetings)
- Honda Manufacturing UK Task Force – inaugural meeting
- Honda and Supply Chain Steering Group (two meetings)
- Honda Economic Development and Wider Environment Group
- Local Industrial Strategy Working Group
 - Meeting with the West of England Academic Health Science Network and the Wessex AHSN to test out LIS ideas
- SWLEP Secretariat and Executive Group with two lead LA officers
- Keep-in-touch meetings with CEO of SBC and Corporate Director, Wiltshire Council
- Three meetings involving a range of SBC and Wiltshire officers and SWLEP’s solicitor to agree incorporation documents.
- Joint Planning Officers’ Group – regular meeting established to ensure co-ordination between LIS development and the shaping of the Local Plans of both local authorities.
- Chippenham Station Hub project team – meeting with the SWLEP Programme Manager
- Inward Investment Group – SBC, Wiltshire Council and SWLEP

Priority theme Subgroups

- Skills and Talent Subgroup
 - Careers Hub Steering Group
- Place Shaping
 - Due diligence meeting about the RAM project
- Business Development Subgroup
 - Quarterly meeting of Business Representative Organisations’ Group (BROG)
 - GPIF Working Group
 - Rural Economy Steering Group
 - Energy Strategy Working Group

External events

- LEP Network meetings concerned with:
 - Fortnightly LEP Network teleconferences on EU Exit
 - BEIS/LEP Network briefing on Stronger Towns Fund



- Quarterly meeting of LEP Executives
- MHCLG and use of European Regional Development Funds
- Quarterly meeting of the Business and Economy Group hosted by Business West and new meetings now beginning in Wiltshire
- Switch on to Swindon Place Board
- Presentations and speaking engagements at:
 - Swindon and North Wiltshire Developers' Forum
 - Westminster Policy Forum
- Interview with BBC Wiltshire and BBC Radio Five Live
- Interview with Business Insider
- Heritage Action Zone, Swindon
- M4 Corridor – LEP Collaboration (two meetings and contributed to a joint document)
- South West Tourism Alliance
- Two-day visit to Salisbury and South Wiltshire by Lord Henley
- Meeting with Salisbury City Councillors
- Smart Cities Workshop focussed on Salisbury

4.2. Business visits and meetings

- Marlborough College to meet the new Master, first female in role for more than 120 years.
- Bio Viron International – based in Royal Wootton Bassett
- Trevett Group, Salisbury
- Supa Trak, Swindon
- National Collections (Science Museum), Swindon – two meetings
- Nationwide, Swindon – two meetings
- Three meetings with people interested in Board membership
- Stagecoach
- Dstl, Porton
- Porton Bio-pharma and Chain Technology
- Shared Intelligence – consultancy work to understand link between local authorities and LEPS over local industrial strategies
- Geoptimise, digital business in Wiltshire
- Good Energy, Chippenham
- Gina Akers, Social Media Influencer, Swindon
- Inspire Annual Business Lunch, Longleat
- University of Bath – potential involvement in LIS development

4.3. Honda and Supply Chain Task Force

- 4.3.1. Swift response from Government following Honda's announcement of a planned closure of its Swindon plant in 2021. Task Force established by Secretary of State for Business Energy and Industrial Strategy, with a good



structure of groups involving a range of partners underneath focussed on short-, medium- and long-term responses.

4.3.2. Focus of the activity is developing a case to Honda to retain their manufacturing presence in Swindon.

4.4. M4 Corridor LEPs' collaboration

4.4.1. SWLEP combining with West of England, Gfirst, Dorset and Newport (wales) to develop potential areas of collaboration.

4.4.2. Focus at the moment on movement of people for work, transport connectivity, business productivity, sectors which are prominent in a number of the LEPs.

4.4.3. Potential for collaboration on LIS ideas and joint bidding for funding and contracts.

4.5. Annual Delivery Plan 2019-2020

4.5.1. Staff are making their contributions to the delivery plan framework. This will be brought to the May Board meeting prior to submission to BEIS as a condition of operational funding.

4.6. Institute of Technology

4.6.1. The bid has successfully passed its desk-top appraisal and Swindon College and a representative of an anchor employer were called for interview by the DfE.

4.6.2. This is a positive sign and we now await notification, hopefully in the next few weeks.

4.7. Inward Investment

4.7.1. The final research contract has just been awarded to Mickeldore to help inform our strengths and key opportunities around advanced manufacturing. This compliments other research covering life sciences, digital technology (including cyber) and automotive and forms the bedrock of our evidence base.

4.7.2. The European Union Funding for inward investment is predicated on attracting investment from SMEs outside the EU. Work is now underway to hire specialists in life sciences and digital technology to assist in our proactive lead generation work in target non-EU markets.

4.7.3. With this in mind, and in light of the area's strong life sciences offer, Swindon and Wiltshire will be represented at the Bio Convention in Philadelphia in June, working alongside life sciences experts from the UK Government's Department of International Trade, including those based in London and the US.

4.8. GPIF Investment Strategy

4.8.1. The initial payments to Recycling Technologies Ltd in Swindon to fit out its manufacturing plant and R&D suite, and a business innovation centre to be run by a South Wiltshire-based community interest company, were both awarded

in February.

4.9. Budget process for core activity for 2019/20

- 4.9.1. Through the recommendations of the Strengthening LEPs Review, BEIS has an additional fund of £20m to allocate to LEPs to support them in the move to incorporation and to progress the development of local industrial strategies. The SWLEP was allocated £200k from this fund in December 2018 and has applied for a further £200k for 2019-20 (the maximum currently allowed).
- 4.9.2. We do not have resolved 2018-19 accounts as yet and there is a degree of uncertainty about the exact budget for core activity in 2019-20.
- 4.9.3. I anticipate these issues will be resolved shortly and the end of year 2018-19 account and the forecast 2019-20 budget will be presented to at the May Board meeting.
- 4.9.4. I can assure the Board that we are on track to end 2018-19 in a healthy financial state.

4.10. Stronger Towns Fund

- 4.10.1. The Government announced a £1.65bn Stronger Towns Fund, which is primarily aimed at addressing long-term structural problems in towns in the UK. This is a recognition that towns need attention in addition to core cities.
- 4.10.2. Approximately £1bn has been pre-allocated, with £33m identified for the South West, the lowest allocation in the country.
- 4.10.3. The allocation methodology is designed at the LEP level. The criteria include:
- GVA per hour worked
 - Average income
 - % of lower super output areas in the 10% most deprived areas of the country
 - % of the population with no formal qualifications
 - % of the overall population living in towns with populations between 30,000 and 175,000
- 4.10.4. Swindon and Wiltshire is not likely to score that highly on these indicators of deprivation.
- 4.10.5. The remaining £600,000 of the fund is to be open to competitive bids. It is within this process that we will have more opportunity to seek funding to support recovery from economic shocks and other initiatives to improve the economic competitiveness of towns in our area.
- 4.10.6. The money is to be allocated over a six year period, with a very limited amount allocated in 2019-20. The main release will start from 2020-2.



4.10.7. The method to allocate the fund and the process of managing it in local areas has not yet been agreed by Ministers.

4.10.8. Communication on these issues is likely to be delayed until the summer to enable civil servants to work up arrangements for Ministers.

4.11. Marketing and Communications

4.11.1. The report from the Interim Head of Marketing and Communications is attached at Appendix I.

4.11.2. The report covers online activity, response to the Annual Conference and media coverage.



Appendix I – Marketing and Communications

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

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

2. Summary

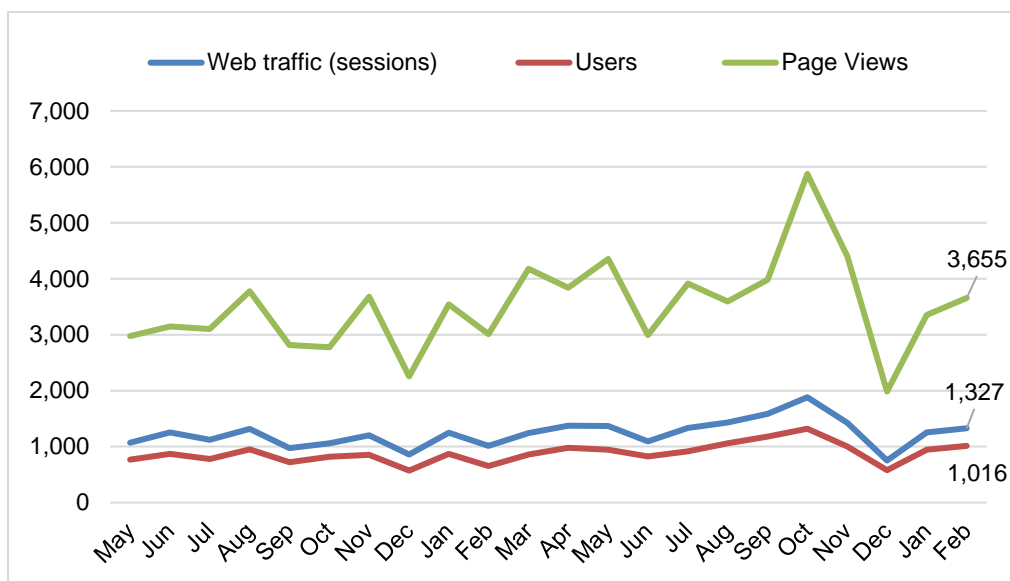
- 2.1. Online engagement recovered following a slump in December 2018 – website traffic increased by 19% in the period January – February 2019 and by 14% Year-on-Year.
- 2.2. In January, the first quarterly Members of Parliament Briefing was published and sent to MPs.
- 2.3. Over 100 leaders and decision-makers attended the South Wiltshire Business Summit on 20th February 2019 organised and hosted by SWLEP.
- 2.4. A series of local Event and Award sponsorships confirmed for 2019.

3. Recommendations

- 3.1. This paper is for information only.

4. Detail

- 4.1. Online Engagement
 - 4.1.1. SWLEP Website



- Website traffic increased by 19% in the period January -February 2019 with 2,579 sessions (the period of time a user is actively engaged in the site);
- Comparing the performance year-on-year, engagement via the SWLEP website has increased. Users of the website have increased 29% y-o-y to over 7,000.

	Jan-Feb '18	Nov-Dec	Jan-Feb		Y-o-Y
Web traffic (sessions)	2,260	2,176	2,579	19%	14%
Users	1,521	1,582	1,963	24%	29%
Page Views	6,552	6,388	7,006	10%	7%
Avg. Session Duration	-	00:03:53	00:02:53	-26%	n/a

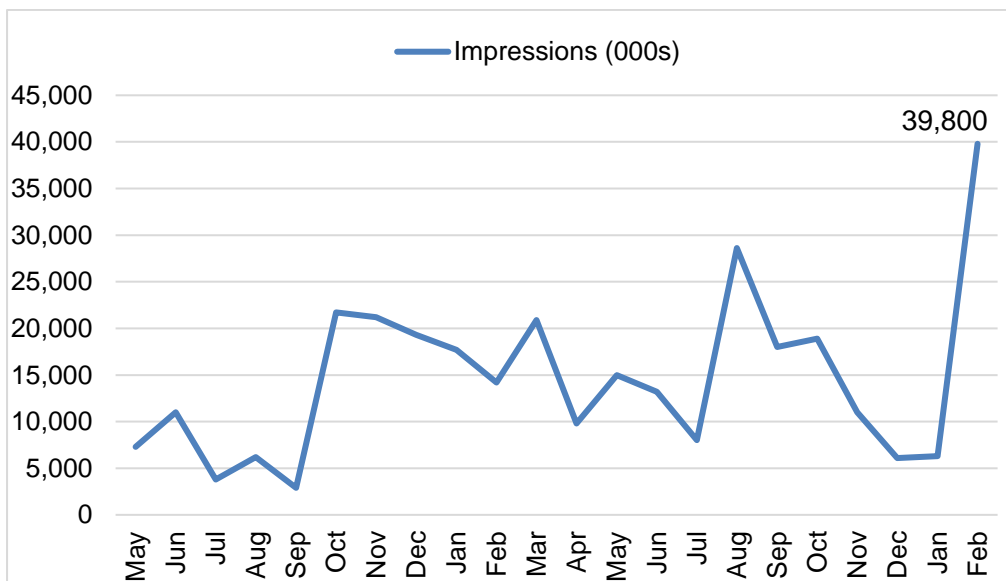
- The top pages in the period January – February 2019 were:

	Page views
/	1,652
/about/who-we-are	493
/projects	385
/contacts	356
/documents	232



/news	197
/about/what-we-do	131
/programmes-swlep	114
/about/who-we-are/board-profiles/john-mortimer	113
/about/who-we-are/team-members	107

4.1.2. Social media - Twitter



	Nov-Dec	Jan-Feb		Followers
Tweets	21	5	-320%	2,536
Retweets	31	13	-138%	
Impressions	17,100	46,100	63%	



- Twitter activity increased to a record high of 39.8k impressions in November and December. The tweet with the highest impressions (1,701) was on 5 November.
- The top Tweets are shown below:

Top Tweets	Impressions
Are you joining us at the South Wilts Business Summit @SalsGuildhall? Tweet #swbs2019 and start networking with fellow delegates before lunch!	36,365
Looking forward to the launch of these awards, we'll be there...	1,759
We're proud to be sponsoring @TheTechiesUK 2019 - good luck everyone!...	1,433
Our Chairman @johnmortimercla visiting @WeAreZizzi in #Salisbury with Lord Henley this afternoon...	1,165
SWLEP Director and Business Secretary @GregClarkMP have published statements following @Honda_UK announcement this morning...	861

ence and engagement continues to grow with regular weekly connection requests. Our audience currently stands at 1,747 connections and the network is being used to generate sponsorship leads for the 2019 Business Growth Summit.

4.2. Marketing

- 4.2.1. Telemarketing and email marketing campaign underway to generate appointments for the Higher Futures team with employers in Swindon and Wiltshire.
- 4.2.2. The first quarterly Members of Parliament Briefing was published and sent to MPs in January, a copy of it is available [here](#).
- 4.2.3 Work in progress includes:
 - print and digital campaign with Local IQ to promote SWLEP and Higher Futures during National Apprenticeships Week;
 - events Marketing for Industry Placements (April/May) and a 'Delivering a Quality Apprenticeship' event in May;
 - an ebook focussed on Swindon & Wiltshire's Inward Investment Offer to be published in April 2019;



- Growth Hub Marketing Campaign delivery plan being developed following the presentation of a marketing strategy to the Growth Hub Governance Group; and
- increasing the publication of B2B articles to businesses and introducing new e-newsletters to Board Members and MPs

4.3. Event and Awards Sponsorship

4.3.1. SWLEP is sponsoring the following awards and events:

- Headline Sponsor of [The Techies Swindon & Wiltshire 2019](#) organised by The Business Exchange Swindon & Wiltshire (May 2019)
- Headline Sponsor of the [South Wilts Business Expo](#) (3 April 2019)
- Headline Sponsor of the [South Wilts Business of the Year Awards](#) (20 June 2019)

4.4. Engagement

4.4.1. South Wiltshire Business Summit – 20 February 2019

- Over 100 leaders and decision makers descended on The Guildhall in Salisbury for this first business summit for the region hosted by SWLEP
- The event looked back on how the resilient business community of South Wiltshire is playing its part in the economic recovery of the area and celebrated successes.
- During the afternoon presentations also looked ahead at the vision for South Wiltshire's economy, some of the latest developments and projects of the future including a bid to the Future High Street Fund, the Royal Artillery Museum and the Illuminating Salisbury project.

4.4.2. Swindon & Wiltshire Business Growth Summit 3 October 2019

- Venue confirmed: Cineworld, Regent Circus, Swindon
- Sponsorship of £9,000 secured to date with conversations with other potential sponsors ongoing.
- Headline Sponsors confirmed as GWR and Network Rail

4.5. Communication

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

- [England's First Advanced Plastics Recycling Facility Could Be In Swindon](#)



(9 January 2019)

- [Cineworld to Host 2019 Business Growth Summit](#) (21 January 2019)
- [Businesses in South Wiltshire Invited to Summit](#) (4 February 2019)
- [Minister Appointed for South Wiltshire](#) (7 February 2019)
- [Statement on Honda Manufacturing UK 's Announcement](#) (19 February 2019)

4.4.2 Media interviews and coverage:

- 2 January 2019 Open Access Government article on the [Game-changing clean growth innovation in Swindon & Wiltshire](#)
- 4 January 2019 John Mortimer, Sally Burnett and Mandy Timbrell interviews on BBC Wiltshire Breakfast about the research that's been done into skills, the work of Higher Futures and plans for the 'University of Wessex'
- 18 January 2019 Paddy Bradley interview on BBC Wiltshire responding to a [Wiltshire Times](#) news article and Cooper Tyres' announcement.
- 22 February 2019 [Salisbury Life](#) coverage of Wiltshire College & University Centre's development of the Salisbury Campus