

		Attendance
<b>Board Directors</b>	Amanda Burnside (AB) Cllr Pauline Church (PCh) Col Andrew Dawes (AD) Doug Gale (DG) John Mortimer (JM) – Chairman Alex Reed (AR) David Renard (DR) Mark Smith (MS) Peter Wragg (PW) – Deputy Chairman	Apologies  Apologies
<b>Advisors to the Board:</b>	Alistair Cunningham (AC) Susie Kemp (SK)	Apologies
<b>Observers to the Board:</b>	Cllr Oliver Donachie (OD)	Apologies
<b>In Attendance:</b>	Paddy Bradley (PB) Ian Durston (ID) Head of Economy & Regeneration, Wiltshire Council Leanne Kendrick Philippa Venables (PV) Karen Leigh, BEIS Representative Debby Skellern (DS)	Yet to be appointed  Apologies Apologies Apologies
<b>Guests:</b>	Lt Col Duncan Attwell – representing Col Andrew Dawes Chris Crowther – Straburg Tom Dobrashian – representing Alistair Cunningham Jeremy Holt – ClarkHolt	
<b>Chair</b>	John Mortimer (JM)	
<b>Minutes</b>	Deborah House (DKH)	
<b>Venue</b>	The National Self Build and Renovation Centre, Lydiard Fields, Swindon	
<b>Start time</b>	9am	
<b>Finish time</b>	12.30pm	

Item	Summary of Issues Discussed and Decisions	Deadline
	<b>PRIVATE SESSION</b>	
	There was one item to discuss in the private session; the recent applications for the Growing Place Infrastructure Fund (GPIF).  MS spoke to the paper and advised that five applications had been received, with three being of sufficient quality to pass through to the next stage.	



Overall, the quantity of applications had been disappointing. The three applications through to the next stage were:

- one company relocating from the Midlands to Swindon;
- an existing Swindon company; and
- a company based in Salisbury.

One of the companies was in receipt of EU funding and it was essential to ensure that it adhered to State Aid rules.

The intention was to keep the call open so that additional companies could apply and the other two companies could re-apply when their applications were ready and improved. Once the applications had been through the Stage 2 process, the Board would decide on whether to make the loans at the meeting on 24 July 2019.

The Board was content to maintain the GPIF call as an open-ended application. All Directors were requested to promote the call as much as possible to their networks. PB advised the meeting that there would be a specific campaign shortly as it was in our interest to get the money out to be recycled.

A question was raised about a company from the previous campaign which had still not called for its £2m loan. At his stage, JM declared his conflict of interest as the company was a member of the CLA. PC had been holding ongoing telephone conversations with the applicant and was due to hold a meeting on 28 May, but his opinion was that it would not draw down the money this calendar year as it had other competing priorities, with its parent company being concerned about Brexit issues.

£1.5m was still available in the GPIF fund, even with the £2m ring-fenced for this company. It was decided that the company should be put on notice about a time restriction, because the money could be used for other projects.

**The Swindon & Wiltshire Local Enterprise Partnership Board:  
APPROVED the three applications to pass to Stage 2 of the process.**

<b>1.0</b>	<b>Welcome / Apologies / Conflicts of Interest</b>
	<p>JM welcomed attendees to the first board meeting of SWLEP Limited, and thanks were offered to Jeremy Holt of ClarkHolt, and PB for steering the process to this point.</p> <p>Baroness Scott of Bybrook OBE had recently announced her retirement as leader of Wiltshire Council and therefore her resignation from the Board.</p>



	<p>Baroness Scott was thanked for her contribution to the SWLEP since its inception. Cllr Pauline Church would henceforth be representing Wiltshire Council on the SWLEP Board, as decided by the Cabinet. Special welcome was extended to Lt Col Duncan Attwell, who was representing Col Andrew Dawes, and Tom Dobrashian, who was standing in for Alistair Cunningham. Other apologies were noted.</p> <p>Conflicts of Interest were declared:</p> <ul style="list-style-type: none"> <li>• JM advised his Conflict with a recipient of a GPIF loan which was due to be issued shortly;</li> <li>• AB stated her Conflict regarding LGF3 and the ongoing projects for Wiltshire College at the Salisbury and Lackham campuses;</li> <li>• Cllr Church stated her that her Conflict had passed, as she no longer operated a shop in Salisbury;</li> <li>• PW stated his Conflict regarding the LGF General Account for the Royal Artillery Museum (RAM) and proposed allocation of funds to support the implementation of Salisbury Brand Positioning. This activity would be co-ordinated by Visit Wiltshire of which he is the Chair.</li> </ul>	
<b>2.0</b>	<b>Board Elections, Minutes and matters arising</b>	
<b>2.1</b>	<p><b>Board Elections</b></p> <p>As the existing Directors, John Mortimer and Peter Wragg, formally invited the other nominees to join the Board of SWLEP Limited. Jeremy Holt's law firm, ClarkHolt was currently the only member of SWLEP Limited and Jeremy was attending this Board Meeting should anyone have any remaining questions. The nominees' names were:</p> <ul style="list-style-type: none"> <li>• Paddy Bradley, who would join the Board being the SWLEP Director;</li> <li>• Amanda Burnside;</li> <li>• Pauline Church;</li> <li>• Col Andrew Dawes;</li> <li>• Doug Gale;</li> <li>• Alex Reed;</li> <li>• David Renard and</li> <li>• Mark Smith</li> </ul> <p>All were formally confirmed as Directors of the Board of SWLEP Limited.</p>	
<b>2.2</b>	The minutes from the meeting of 20 March 2019 were read and approved.	
<b>2.3</b>	<p><b>Matters Arising</b></p> <ul style="list-style-type: none"> <li>• <b>Highways England improvement works on A36 college roundabout in Salisbury</b> – PB had met with Wiltshire Council's Director of Highways, Parvis Khansari, on 15 May 2019 and work was underway to schedule a meeting with Highways England for later in June.</li> </ul>	



	<ul style="list-style-type: none"> <li>• <b>Project to develop the next phase of Porton Science Park</b> – A draft job description for project lead was under development together with a plan to develop the site further to meet the Board’s ambition. This would be brought back to Board meeting in July.</li> <li>• <b>Governance Framework</b> – We had a Governance Framework in operation which made us compliant with Government requirements. Under the new incorporated Board, proposals for further development would be brought to the July meeting.</li> <li>• <b>Rail Strategy</b> – Finalising comments from all partners so presentation of the final strategy had been delayed until July.</li> </ul>	
<b>3.0</b>	<b>Submitted questions</b>	
	<p>Charmian Spickernell of CPRE thanked the Board for its written response to her two submitted questions.</p> <p>Mrs Spickernell referred to Question One regarding the Accountable Body Agreement dated April 2019 and requested that SWLEP re-look at the term “detrimental” within clause 12.1 and to rephrase.</p> <p>PB advised the meeting that any future funding from government would take environmental aspects into consideration and be included in the criteria for any projects.</p> <p>The Chairman advised that the parties included Swindon Borough Council, Wiltshire Council and SWLEP. The Unitary Authorities would have the interests of their constituents at the heart of all they did, so environmental impacts would be considered for all projects. However, it was a clause that could be reviewed and amended when the opportunity arises as SWLEP was always seeking to improve its procedures.</p> <p>Mrs Spickernell thanked the Board for allowing her to attend these meetings and the Chairman thanked Mrs Spickernell for her ongoing interest and contribution.</p>	
<b>4.0</b>	<b>Annual Delivery Plan</b>	
	<p>PB spoke to the paper, which outlined the SWLEP’s Operational Plan. There had been a request from BEIS to send in a summary of the Annual Plan. The example in the paper detailed the type of information SWLEP was setting out to present; each of the programmes SWLEP operates, including:</p> <ul style="list-style-type: none"> <li>• Local Growth Fund (LGF);</li> <li>• Higher Futures;</li> <li>• Growth Hub;</li> <li>• Growing Places Infrastructure Fund (GPIF);</li> </ul>	

	<ul style="list-style-type: none"> <li>• Careers Hub;</li> <li>• Inward Investment;</li> <li>• Export; and</li> <li>• Marketing and Communications,</li> </ul> <p>the detail included the person responsible for the programme, the named person responsible for the project activity within the programme, and the milestones for each Quarter.</p> <p>The Plan would look ahead; showing the planned expenditure for the current year and the following year, governance of the activity within the structure and broad outcomes. This would be linked to the reporting systems and would pick up the variants in planned and actual expenditure. At the end of a programme the Directors would be able to ascertain the outcomes achieved. The Annual Summary would demonstrate whether the programme was on track to achieve these outcomes, although PB asked the Board to bear in mind that there could be a time lag in outcomes for some projects.</p> <p>If the Board were content with this approach, the first report would be brought to the July Board. This would give Directors full sight of the details of that plan.</p> <p>The question was raised as to why this information would be shared with the LEP Network. PB explained that this requirement had arisen from the Public Accounts Committee held on 13 May, which recommended that BEIS needed to be more rigorous and would be held accountable. The LEP network was growing in importance and significance and had established a peer review process. Government was wanting more consistency across all LEPs.</p> <p><b>The Swindon &amp; Wiltshire Local Enterprise Partnership Board: APPROVED the approach taken to construct the Annual Delivery plan; AGREED to receive reports each quarter on the progress of implementation of the plan and programme performance; and AGREED to receive an annual summary in March 2020 with a Delivery Plan for 2020-21 seeking Board approval.</b></p>	<p><b>24/07/2019</b></p> <p><b>March 2020</b></p>
<p><b>5.0</b></p>	<p><b>Operational Budget</b></p>	
	<p>PB spoke to the paper concerning the Budget plan for 2019-20. This had been produced with Accountable Body support and outlined the income and spend for the FY 2019-20:</p> <ul style="list-style-type: none"> <li>• revenue from the loans – this is an initial fund, boosted by interest payments from loans and is used to pay for professional fees and the SWLEP’s contribution to the ESIF Inward Investment programme;</li> <li>• capital fund – recyclable loan account;</li> <li>• lines of funding for individual Programmes;</li> </ul>	



- £40k from BEIS for energy support – of which there was some remaining;
- £75k from DfE – to make adjustments to the Skills & Talent Subgroup to meet the requirements set out for Skills Advisory Panels and to produce in-depth analysis of skills need and labour market demands;
- capacity funding from BEIS - £200k in December for FY 2018/19 and scheduled to receive a further £200k in FY 2019/20 to smooth the route to incorporation and the development of the Local Industrial Strategy. We had been advised that these monies were due shortly;
- general account – core funding of £500k; and
- approximately £30k in sponsorship for the annual conference.

The SWLEP was in a healthy state to move forward as an incorporated business. As a limited company it would be incurring costs for services such as premises, IT, legal services and accountancy. These costs had always been incurred, even before as a voluntary partnership. However, some costs such as premises would be higher and others such as IT would be lower. Overall operating costs as a limited company would be higher. SWLEP Limited was now moving from a voluntary structure with two large corporate organisations, to a small business without those layers of support. The transfer of staff members via the TUPE process was still under discussion with Wiltshire Council, as it is the current employer. There were also staff employed by Swindon Borough Council who were impacted by the change. Once the staff had transferred, then employment costs to the SWLEP would increase. The budget was calculated so that SWLEP would continue to afford these costs into the future. The company would be liable to pay VAT, but there was a collaborative move by the LEP Network to seek VAT exemption.

The question was raised about how the repayment of the GPIF loans came back into the accounts and the meeting was advised that the interest came back on a monthly basis, with individual arrangements made with the companies for the repayment of the capital.

£1.1m of LGF funding had been allocated for South Wiltshire recovery schemes. PB had checked with the Accountable Body's Section 151 Officer that a capital for revenue swap was allowable in order to fund some activity in the South Wiltshire plan. The Section 151 Officer was content that it would be allowable and we would remain compliant. The activities were:

1. brand positioning activity to raise Salisbury's profile - £10k towards implementation;  
(At this point Peter Wragg declared a conflict of interest in his role as Chairman of Visit Wiltshire);



2. Armed Forces Day on 28 June and the subsequent weekend through to 30 June - £20k support to sponsor the business village at the site; and
3. development of capital schemes arising from the cultural strategy for Salisbury - potential for a cultural quarter, including the Fisherton Gateway and The Maltings - £20k.

This would mean £50k out of the total £1.1m allocated.

There was debate amongst the Directors on this scenario and a general feeling that the allocation of £20k for the sponsorship of the business village at the Armed Forces Day was the one activity that was causing some doubts. Although activities 1. and 3. could clearly demonstrate some outputs and were linked to the strategic development of Salisbury and its recovery, it was felt this link was weaker with activity 2. PB explained that it allowed SWLEP to speak to an audience and made a link between businesses and the military and demonstrated the SWLEP's commitment as a signatory to the Military Covenant. Although there was discussion on what would happen if the revenue ran out, PB confirmed that this would be a one-off contribution and that we had the comfort that the Section 151 makes an annual statement to BEIS that SWLEP was compliant.

To assist the Board with its decision, Lt Col Attwell described the importance of the event to the area with forces coming back from Germany. The Army Rebasing represented significant numbers of soldiers and their dependants.

**Action: PB to check with BEIS that a capital for revenue swap would not cause any problems, to send more details to Directors and seek their approval via email.**

25/05/2019

**The Swindon & Wiltshire Local Enterprise Partnership Board: APPROVED the 2019-20 SWLEP budget; and DEFERRED the decision regarding the allocation of £50,000 funding, converted from the £1.1m capital allocation made to South Wiltshire, for activities to:**

- support the implementation of the Salisbury Brand Positioning plan (£10,000);
- sponsor the Business Village at the National Armed Forces Day (£20,000); and
- support the development of an appraisal of capital projects emerging from the Salisbury Cultural Development Strategy (£20,000),

**until such time as further information had been provided by email.**

**6.0 New Eastern Villages (NEV) – presentation**



	<p>ID introduced the rationale behind the presentation, which was to look at focus projects in more detail, especially as timescales were becoming tighter. New Eastern Villages contained a series of difficult and complex projects. (Presentation attached.) Discussions were ongoing with DfT and BEIS to keep them apprised of the difficulties.</p> <p>SK introduced the presentation, which was delivered by PV. SBC had been advised that it would not be able to push the timeline beyond March 2021, unless perhaps the project had already started. SBC had applied for a HIF fund of £23m for the Southern Connector Road, but the outcome of the Business Case from Homes England had been pushed back until mid-June. Continuing the land assembly was under SBC control, and most aspects of the projects were being done in parallel in order to speed up the process, for example, a potential Compulsory Purchase Order on land should it be needed. SBC was working constantly with the government departments and believed the Council was doing everything it could in the process, but SK asked the Board whether it had any further suggestions on what could be done.</p> <p>The question was raised as to the alternative plan if the HIF funding did not come forward. The speakers responded that all focus was on obtaining this funding, and possibly bid again in the next round. This was a project of huge strategic significance and the end result was to allow the development of 8,000 homes on the site. The meeting was advised that 4,000 homes could be built without the Southern Connector Road, but that the other 4,000 homes could not be reached without it as the access would go through the green fields. DR explained that any delay on the houses being built would be detrimental to the project, as the Town Centre regeneration was SBC's top priority and there was no guarantee that the Cabinet would find the £23m necessary to continue. The tender date was September 2019, with construction to start in January 2020. This was a DfT retained scheme and it was ultimately the department's decision. The DfT would have to negotiate with the Treasury. There would be large reputational risk for SWLEP if this did not go ahead.</p> <p>The Full Business Case for the White Hart Roundabout would be submitted in July and the Full Business Case for the Southern Connector Road would be submitted in September. ID made the Board aware that as these were retained schemes, the DfT would review the Full Business Cases and advise the Board accordingly.</p> <p><b>Action: The Chairman requested that the Board be informed as soon as the HIF funding was announced.</b></p>	<p><b>July 2019</b></p> <p><b>Sept 2019</b></p> <p><b>June 2019</b></p>
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	<p>Full Business Cases for GableCross and Package 2 would come to the Board meeting in July. Package 2 had an underspend (£0.9m) which could now be moved back into the original project. This would be reprofiled and the paperwork completed at the Delivery &amp; Performance Team meeting.</p> <p>SK commented to the meeting that the support SBC had had from PB and ID had been impressive and would like to proffer their thanks.</p> <p><b>Action: New Eastern Villages to remain on the Board agenda, so it could be reviewed at each meeting.</b></p> <p><b>Action: ID to define Dft retained and unretained schemes.</b></p> <p><b>Action: SBC to provide a summary of the key decisions, who was making them and the consequences of delaying that decision.</b></p>	<p><b>24/07/2019</b></p> <p><b>On-going</b></p> <p><b>July 2019</b></p> <p><b>July 2019</b></p>
<b>7.0</b>	<b>Local Industrial Strategy (LIS) – process to reach publication</b>	
	<p>PB spoke to the paper and outlined the process. The Government had wanted the SWLEP Local Industrial Strategy early in the cycle of the remaining LEPs. However, the Chairman voiced his concern about it not being given sufficient time and was against rushing production with the risk of producing an inadequate strategy.</p> <p>PB advised that he had held a meeting with the Head of Industrial Strategy at BEIS, Beatrice Andrews, on 20 May and Jonathan Wright had been tasked to assist our BEIS representative, Karen Leigh, in this process. The SWLEP suffered from the fact that there was no university in its area, but four academics had now been appointed to be part of the independent review panel, and were from Bath Spa University, University of Bath and Cardiff University, to test SWLEP's ideas and four economists would review the evidence base. Dragana Houston from Bath Spa University, who was attending the Board meeting, would begin her secondment on 3 June 2019 through to March 2020 and was tasked with writing the Local Industrial Strategy.</p> <p>SWLEP had invested heavily in the research base and the priorities and subsequent Strategies had been agreed by the Board. The sample paper showed the Foundations of Productivity, the Grand Challenges, examples of key assets in the SWLEP area and also sectors where there was not specific expertise, but where we would benefit from that in other LEP areas. More emphasis was now also being placed on Natural Capital, which was strong in the Swindon and Wiltshire area, but there was still debate on the methodology of how this should be valued.</p>	



	<p>There was discussion from Directors who had attended the Mansion House dinner on 16 May about the need stressed for continuous consultation with local businesses to ensure the right direction and approach.</p> <p>DR commented that he did not feel that the narrative reflected the needs of Swindon at present and wanted more mention around science parks, EV and hydrogen and that there was a wish for the Honda site to continue with automotive and HVM. PV advised that there was research due from Health &amp; Life Sciences and Digi-tech etc that she could feed into the LIS as she was also on the working group.</p> <p>Several Directors commented that were sectors that they would be keen to feature, such as:</p> <ul style="list-style-type: none"> <li>• tourism and culture;</li> <li>• the changes to Agri-tech; and</li> <li>• the ageing society.</li> </ul> <p>Although Treasury had stated that these were not bidding documents, there needed to be enough hooks in the document on which to hang future bids.</p> <p><b>Action: To be discussed at the July Meeting: What do we expect to see highlighted in our LIS in Big ideas and foundations?</b></p> <p><b>The Swindon &amp; Wiltshire Local Enterprise Partnership Board: NOTED the plan to produce the Local Industrial Strategy for Swindon and Wiltshire.</b></p>	<p>24/07/2019</p>
<b>8.0</b>	<b>Business-led Cyber Capital – presentation</b>	
	<p>PB introduced this item as an example of how the SWLEP had listened to businesses’ needs as part of its LIS development, returned to them with a concept and gained their support to develop a business plan. Chris Crowther from Staboug presented to the meeting. (Presentation attached.)</p> <p>There were three contenders for a Cyber Capital:</p> <ul style="list-style-type: none"> <li>• Cheltenham area, with GCHQ;</li> <li>• South Wales, but connectivity not as strong; and</li> <li>• The Wirral, within the financial and northern powerhouse. BT was already building a COC there.</li> </ul> <p>The barriers to developing this were:</p> <ul style="list-style-type: none"> <li>• knowledge constraints;</li> <li>• digital infrastructure; and</li> <li>• the physical location.</li> </ul>	



	<p>National Audit Office (NAO) had come out strongly to criticise the Government for seeking to undertake all the cyber elements itself. The opportunity is for the Government to concentrate on National security, leaving organisations like SWLEP and the private sector to deal with other aspects of cyber. In SWLEP’s case, to deal with industry.</p> <p>North Wiltshire and the Swindon area would lend itself to such a project. Corsham was Wiltshire’s best kept IT secret. South Wiltshire also has strong assets. The Honda site would also lend itself to a testing site, as 5G was looking for a testing site in Swindon.</p> <p>The question was raised as to whether a big, international player was needed to kick start this project, or whether it was a case of build it and they would come. There would be a need to work with partnerships.</p> <p>Chris Crowther was thanked for a strong presentation.</p> <p><b>The Swindon &amp; Wiltshire Local Enterprise Partnership Board: APPROVED the production of a strategic outline business case for Swindon and Wiltshire to become a business-led cyber capital.</b></p>	<p><b>24/07/2019</b></p>
<p><b>9.0</b></p>	<p><b>Commissioning Group Project Highlight reports</b></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 in particular be speaking about the focus projects.</p> <p><b>Chippenham Station Hub</b> The early phases were developing well. Phase 2, Sadlers Mead – planning had been approved at Wiltshire Council’s Strategic Planning Committee on 20 March and the tender package had now been issued. The difficult area was that of the final phase, which was car parking to the north of the railway. Wiltshire Council’s team was pulling together proposals for a bus turnaround area and cycle storage, together with options for the Bath Road car park. These proposals would be available in June, so would be brought forward to the July Board Meeting.</p> <p><b>Yarnbrook / West Ashton</b> The Housing Infrastructure Fund (HIF) application had been allocated but was in the form of a recoverable grant. There were advanced discussions with Persimmon and Homes England and the decision was expected shortly. ID advised the meeting that he had received a detailed update from the project team on the status of these discussions</p> <p><b>Action: ID to circulate the update to the Board Directors</b></p>	<p><b>24/05/2019</b></p>



	<p><b>Salisbury Central Car Park and The Maltings</b> The team was currently working on an Outline Business Case to come to the July Board Meeting. Plot I was due to be submitted to the Planning Committee in June.</p> <p><b>Swindon Bus Boulevard</b> Work was progressing on the project, with BT now on site and digging up the area to move essential utilities. £22m had been applied for in the Future High Streets Fund with a proportion allocated to the Bus Boulevard project.</p> <p><b>New Eastern Villages (NEV)</b> A presentation on the situation regarding the New Eastern Villages had already been given to the Board at Item 6. Please refer.</p> <p><b>Wichelstow Southern Access</b> A contractor had now been appointed and was shortly to be announced. Construction was due to be completed by March 2021.</p> <p><b>Wiltshire College, Salisbury campus</b> A launch event was held on 17 May 2019 to mark the second phase of the redevelopment of Wiltshire College, Salisbury campus. Contractors were now starting to move on site.</p> <p><b>The Swindon &amp; Wiltshire Local Enterprise Partnership Board: APPROVED the highlight reports as an accurate representation of the current status of all LGF projects.</b></p>	
<b>10.0</b>	<b>Finance and Outputs Report – programme budgets</b>	
	<p>ID spoke to the paper. LGF underspend had now increased to £19.8m, although this was an accounting technicality and a Change Control for the Lackham campus project was expected, which would move the spend profiles back in line. ID mentioned that SBC had managed to spend ahead of profile for FY 2018/19.</p> <p>PB explained that the forecast spend impacted on Wiltshire Council's Treasury team as it upset its investment profile.</p> <p>The recent Commissioning Group had tasked the Delivery and Performance Team (DPT) to look at the overall levels, money which could be allocated to other projects. SWLEP could transfer money to the GPIF programme if the Board was minded to do that and the Executive was in the process of checking with BEIS whether this would be possible, having received earlier agreement to the process.</p>	



	<p>A request was made to move this item further up the agenda at future meetings for a more detailed discussion, which would reflect its importance. There was now a bow wave of risk building up towards March 2021, so the Board needed to investigate mitigation strategies and consider now what action(s) should be taken.</p> <p><b>Action: At the July Board Meeting review the current situation and discuss what action should be taken for mitigation.</b></p> <p><b>The Swindon &amp; Wiltshire Local Enterprise Partnership Board: APPROVED the paper as an accurate summary of the current LGF financial and output position.</b></p>	24/07/2019
<b>11.0</b>	<b>SWLEP Incorporation progress report</b>	
	<p>PB spoke to the paper and explained that:</p> <ul style="list-style-type: none"> <li>• SWLEP was aiming for the Business Transfer Agreement, and therefore TUPE, to be completed by 1 July 2019;</li> <li>• the Accountable Body Agreement had been signed;</li> <li>• nearing agreement on new premises, looking specifically at the Digital Mansion Corsham;</li> <li>• still in discussions regarding the Wiltshire Council Pension Scheme, future contributions to which would need to be underwritten; and</li> <li>• possible future redundancy costs had been written into the budget.</li> </ul> <p>PCh advised the meeting of the personnel changes within Wiltshire Council:</p> <ul style="list-style-type: none"> <li>• the Interim Director of Economy Development &amp; Planning, Flo Churchill, to start 23 May 2019, and</li> <li>• Marc Cole, the Head of Economic Development would be starting on 10 June.</li> </ul> <p><b>The Swindon &amp; Wiltshire Local Enterprise Partnership Board: NOTED the progress made on SWLEP incorporation.</b></p>	
<b>12.1</b>	<b>Chairman's update</b>	
	There were no further questions regarding the Chairman's update and the paper was taken as read.	
<b>12.2</b>	<b>Director's report</b>	
	AB raised a question concerning the Business Growth Summit on 3 October 2019 and requested sight of the programme schedule as soon as possible.	
<b>13.0</b>	<b>Any Other Business and date of next Board Meeting</b>	



<p>The Chairman asked whether the Local Industrial Strategy discussion should take place outside the Board Meeting.</p> <p><b>Action: DKH to request suitable dates.</b></p> <p>The Chairman gave a brief overview of the new format of seating arrangements for the SWLEP Limited Board Meetings going forward, with only the Directors and key executive staff sitting at the main table.</p> <p>PB requested the continuance of Peter Wragg in the role of Deputy Chair, which he had been fulfilling since Adam Schallamach's resignation.</p> <p><b>The Swindon and Wiltshire Local Enterprise Partnership Board: APPROVED the continuance of Peter Wragg in the role of Deputy Chair.</b></p>	<p><b>June 2019</b></p>
<p><b>Meeting closed at 12.45pm</b></p>	

24/07/2019

# Swindon and Wiltshire LEP Board

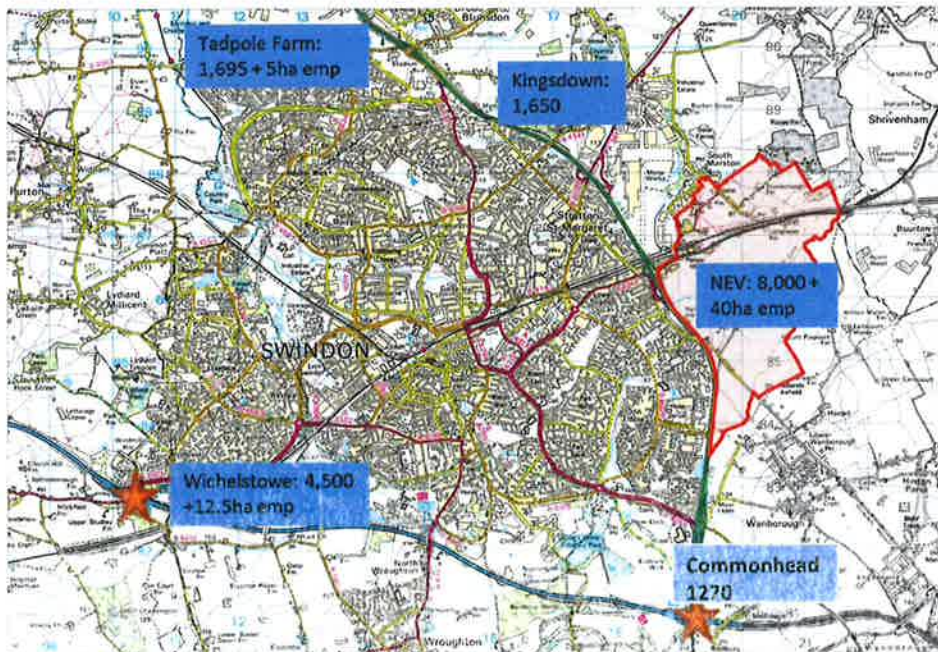


## New Eastern Villages (NEV): Housing Infrastructure Fund Update 23<sup>rd</sup> May 2019

Communities & Housing



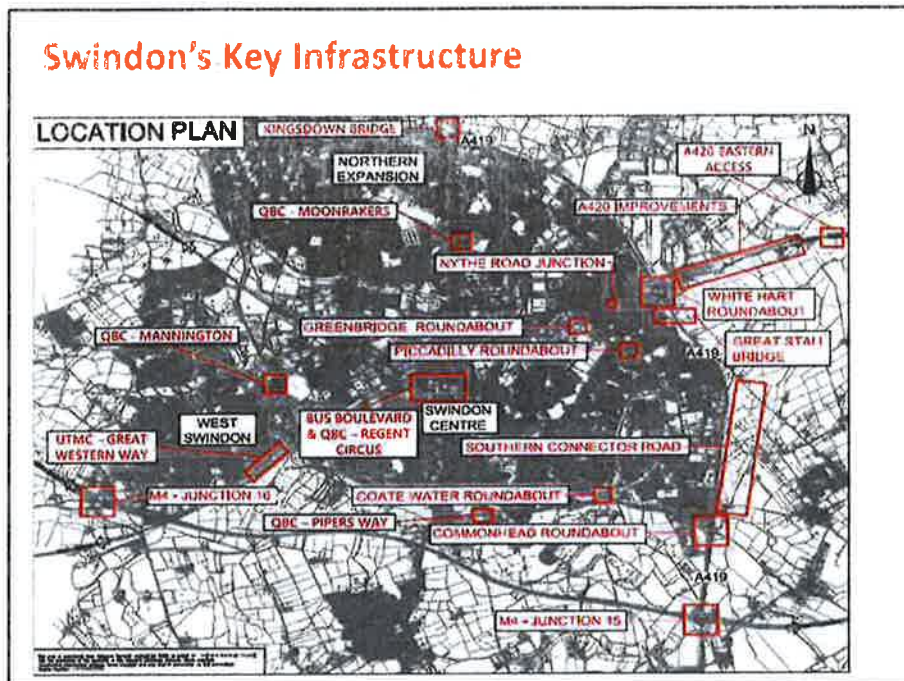
## Swindon's Strategic Position and Partners



- Key strategic housing development for sustainable economic growth
- M4 Growth Zone – J15 and J16 to Western Gateway
- NEV growth corridor to EEH Arc



## Swindon's Key Infrastructure



## Update on Progress

### White Hart Junction

- Tender issued
- Working successfully with Highways England and Network Rail on design and access, and with DfT on programme and business case development
- Final elements of land assembly being completed
- Business case now decoupled from Southern Connector Road so this can be progressed earlier
- Cost still on Red reflecting business case status – when agreed RAG rating will improve significantly

### A420 Gablecross

- Essential A420 corridor - links through Acorn Bridge with Oxfordshire and EEH
- Land Assembly
  - Tripartite meeting w/c 27/05/19 –SBC, Sainsburys and landowner
  - LEP support sought if required
  - If meeting successful, tender will be issued immediately
- Programme mitigation: Design, surveys etc being progressed as far as possible in parallel
- FBC being developed for July SWLEP Board by which time process will be agreed



## Update on Progress

### Southern Connector Road

- Housing Infrastructure Fund
  - Homes England still working to 12 week assessment period taking confirmation date to mid-June
- Land Assembly – negotiations continue, CPO preparations have been progressed in parallel
- Planning – submitted in April, statutory period takes this to August
- Procurement – on advice of procurement consultants, reprogrammed to award in September when planning and land assembly progressed.

### Package 2 – Proposed schemes Nythe Road and Piccadilly Roundabout

- Proposed reprofile of the Quality Bus Corridor unallocated £0.93m
- To facilitate the bus journeys through A420 corridor using Nythe Road as per outcome of original NEV QBC
- Provides link between completed Greenbridge Roundabout and the capacity enhancement at WHJ
- Piccadilly Roundabout - connectivity with Redlands development near A419

## Steps to Delivery

### Detailed Preparation

Funding contributions

Design

Programme

Planning

Partner Engagement

Land Assembly

### Ready to go in 2019



Delivery –  
New Eastern Villages  
8,000 Homes

## SBC steps to delivery

### DfT Engagement

- Close engagement on timelines and modelling requirements
- Regular meetings and adherence to guidance
- Business case development unlocking funding – SWLEP engagement

### HIF Process

- Successful co-production with Homes England and consultants
- Resource focus on working up bid to HE advice and guidance
- Effective support from Highways England – noted by DfT
- Wide range of support from government and other partners

### Programme review and scrutiny

- Review with consultants on programme delivery, design progress, procurement strategy, business case development
- SBC Highways Delivery Board scrutiny of programme
- Cabinet scrutiny – report in July before GCJ award



## Impact of Southern Connector Road within NEV

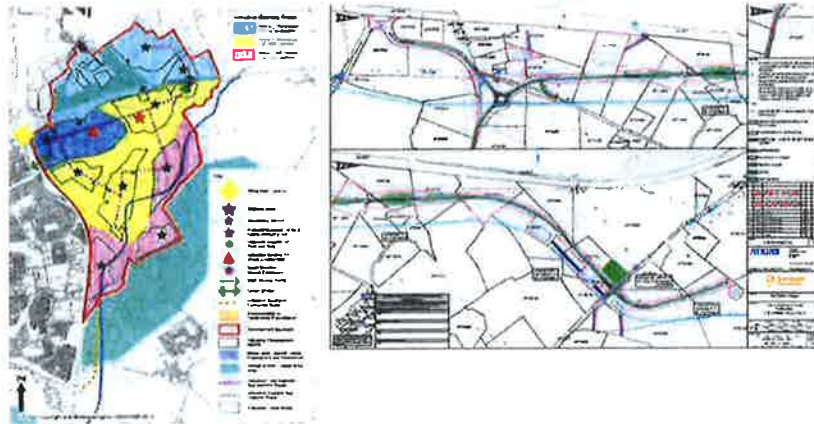
- SBC continues to be committed to a successful HIF outcome, Business Case submission and delivery of scheme
- Southern Connector Road is crucial to delivery of the full 8,000 home allocation for NEV
- Without SCR, development would be limited by capacity of A420 until such time as market could support its improvement – 4,000 homes deliverable however:
- SCR is essential for cumulative benefits, enabling ancillary development – schools, health centre etc
- SCR is also essential to link up the connection with Commonhead



## Board Discussion

- Agree that the Board is content with reprofiling to support Nythe Road and Piccadilly Roundabout
- Is there anything else we can do?

## NEV: Southern Connector Road



- Scheme Cost - £29.560m
- Local Growth Deal allocation – £11.6m
- Housing Infrastructure Fund bid - £23m
- Submission on advice from Homes England – March 2021

Communities & Housing





**Swindon & Wiltshire**  
LOCAL ENTERPRISE PARTNERSHIP

## Local Industrial Strategy

## A Business Led Cyber Capital



*Presentation to SWLEP Board*

Presented by Chris Crowther  
23 May 2019

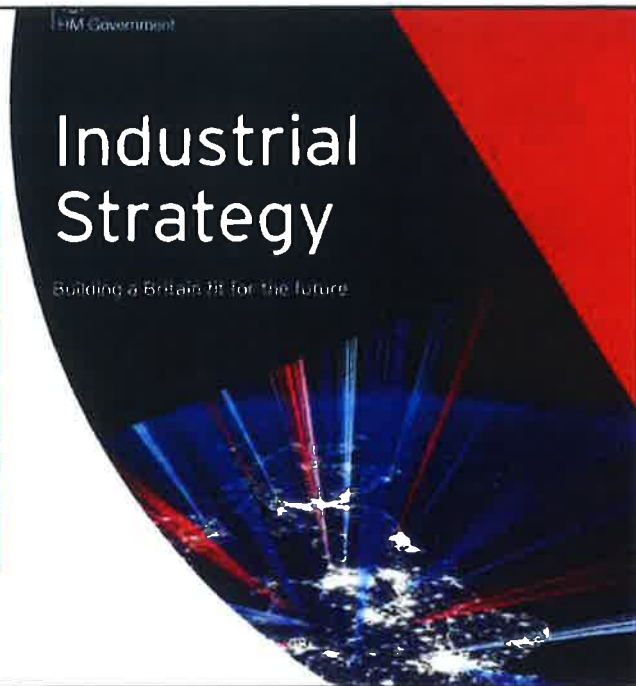
## Overview

1. Purpose
2. Process
3. A call to action
4. What we seek to create
5. Business Backing
6. Summary

HM Government

# Industrial Strategy

Building a Britain fit for the future



## 1. Purpose



**Swindon & Wiltshire**

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## Purpose – Bottom Line Up Front (BLUF)

- Agree an **outline business case**
- The proposal **requires a comprehensive approach.**
- The key components are **R&D**, a balanced public / private **investment plan**, a **people-centric plan** (diverse & international) that includes **skills, training and education** and **cultural mindset** with a convincing **demand pipeline.**
- **It is recommended, therefore, that cyber resilience - a business-led cyber capital for the UK - is included as a central component of the Swindon & Wiltshire Local Industrial Strategy**

## 2. Process



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## Process

- Evidence Review
- Ecosystem Workshops – Singapore Café Engagement
- Focused Questions

2. Process

## A Strong Baseline

The collage includes the following documents:

- Cyber Security Digital Programme**: A report with a cover featuring a globe and the text 'INVEST IN GREAT'.
- Government cyber security strategy is 'chaotic'**: A banner with a padlock icon.
- Swindon and Wiltshire Digital Capabilities Strategy**: A report by Eshelby Davis.
- Industrial Strategy**: The main cover of the 2017 Industrial Strategy report, featuring a red and black design with a globe.
- CYBER RESILIENCE ALLIANCE**: A Science and Innovation Audit Report sponsored by the Department for Business, Energy and Industrial Strategy.
- SQW**: A report by Strategy First, featuring a blue and white abstract design.
- TECH NATION 2017**: A report by Tech City, featuring a red and white design with a map of the UK.
- Initial National Cyber Security Skills Strategy**: An Executive Summary report, featuring a blue and white design.

2. Process

## UK Industrial Strategy (2017)

**UK Government**  
**Industrial Strategy**  
Building a Britain fit for the future

- Become the best place to start and grow a business
- Become the world's most innovative economy
- Upgrade the UK's infrastructure network
- Ensure prosperous communities across the UK
- Create good jobs and greater earning power

**Sector Deals**

- Aerospace
- Automotive
- AI
- Construction
- Creative Industries
- Life Sciences
- Nuclear
- Offshore Wind
- Rail

2. Process




## Workshops

SWLEP Cyber Resilience Workshops 2019

Sector	Percentage
Defence / Police	47%
Academia	8%
Big Industry	20%
Government	19%
SME	6%

> 30 local businesses represented



Our place in the Real World

Building the Enterprise Blueprint

Leveraging the UK Industrial Strategy

## Themes

3. A Call to Action

## A Call to Action

- “Government Cyber Security Strategy is chaotic”
- Confluence of natural strengths
- Conceptual Cyber Architecture

3. A Call to Action



### This is why we need a Business-led Cyber Capital (Centre of Excellence)?



Government cyber security strategy is 'chaotic'

The National Audit Office has sharply criticised the Cabinet Office over failings in how it set up the National Cyber Security Programme that mean it may struggle to meet its goals



- Establish which areas of the programme are having the most positive impact and are most important to address
- focus resources over the remaining two years of the scheme (£648m)
- Conduct a wide-ranging consultation for the UK's cyber security strategy post 2021:
  - What should be centrally funded?
  - **What should be private sector driven?**
  - What should be core departmental activities?
  - **Consider more flexible approaches that involve shorter, more flexible programmes**

3. A Call to Action



### Confluence of natural strengths

Emerging Best of British

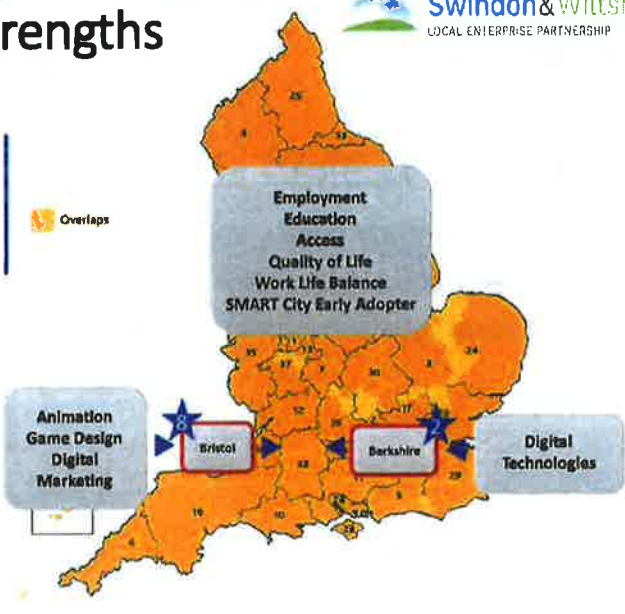


Where in Britain works best for IT?

09 Nov 18: Computer Weekly



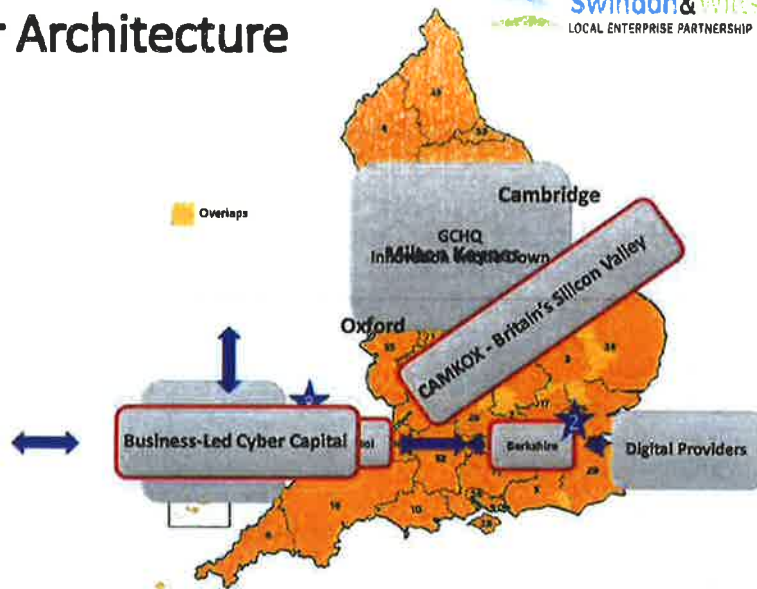
Area	Score
Hounslow & Richmond	31.0
Berkshire	29.6
Haringey & Islington	29.0
Derlington	28.0
Lambeth	27.2
Edinburgh	27.0
Nottingham	26.8
Bristol	26.4
Lewisham & Soutwark	25.9
Tower Hamlets	25.5





3. A Call to Action

# Conceptual Cyber Architecture



4. What we seek to create



## What we seek to create . . .

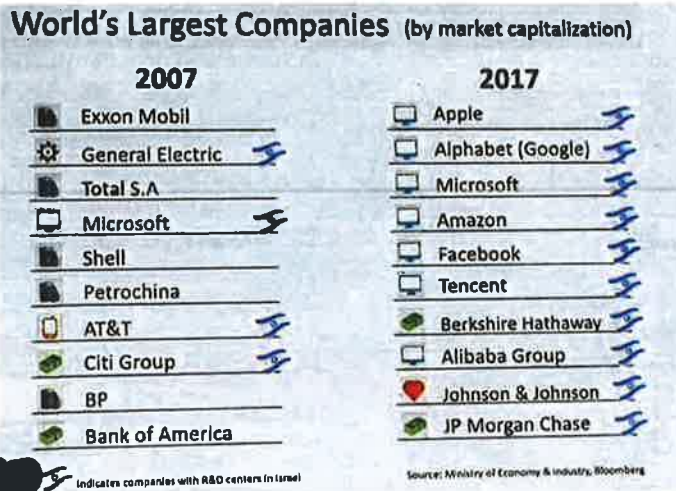
- Likely ROI for Cyber R&D
- A Cyber Capital in the Desert

4. What we seek to create

# Likely ROI



Headlines



- Israel has positioned itself as a Cyber Capital of the world. It has achieved this through unrivalled investment in R&D and skills.
- Within 10 years, each of the world's top 10 Firms have a significant R&D presence in Israel.
- Israel is 2<sup>nd</sup> to the USA in terms of Cyber revenues.
- Israel outperforms the USA on cyber revenue per capita by X200

4. What we seek to create

# A Cyber Capital in the Desert



## Be'er Sheba Cyber Security Complex



- We have the component parts
- UK Cyber Warriors
- Academia on our periphery
- Good QoL
- Potential for Cyber Accelerator / Incubator
- CSOC is based in Corsham

## 5. Business Backing

## Business Direction - Summary



- ✓ Touchpoints to Sector Deals
- ✓ Scale Potential
- ✓ Business Leadership must drive
- ✓ Cyber Strategy 2021
- ✓ Need an Entrepreneurial Spirit
- ✓ Leverage Govt SME agenda



- UK Regulation – Constraining
- Growth mentality & confidence
- Internal Competition
- Convincing strategic plan
- Common lexicon
- Political Uncertainty

## 6. Summary



**Swindon & Wiltshire**  
LOCAL ENTERPRISE PARTNERSHIP

## Conclusions

- Cyber resilience touches all the **Sector Deals**
- Workshops **reinforced** much of the previous research
- Workshops also **highlighted** additional areas for consideration
- Swindon & Wiltshire has **much to offer** as a **business-led cyber resilience centre of excellence**
- There are **some challenges** . . .
- These are within the “**art of the possible**”.

## 6. Summary



**Swindon & Wiltshire**

LOCAL ENTERPRISE PARTNERSHIP

## Recommendation - BLUF

- Agree an **outline business case**
- The proposal **requires a comprehensive approach**.
- The key development areas will be **R&D**, a balanced public / private **investment plan**, a **people-centric plan** (diverse & international) that includes **skills, training and education** and **cultural mindset** with a convincing **demand pipeline**.
- It is recommended, therefore, that **cyber resilience - a business-led cyber capital for the UK - is included as a central component of the Swindon & Wiltshire Local Industrial Strategy**



**Swindon & Wiltshire**

LOCAL ENTERPRISE PARTNERSHIP

**Local Industrial Strategy**

**Back Up Slides**

*Workshop Mechanics*



## Aims & Objectives

**The Swindon & Wiltshire LEP intends to submit a compelling and coherent cyber resilience proposal that will compete well for inclusion in the Local Industrial Strategy**

**Aim:** To understand Swindon and Wiltshire's cyber resilience capabilities and national/international offer in the context of the industrial strategy (through a compelling evidence-based proposal).

### **Objectives:**

- Provide a strong evidence base for the SWLEP and its partners to support strategic decision making;
- Support SWLEP's interface with, and representations to, government;
- Support the development of sector specific workforce and skills plans;
- Identify the area's unique selling points;
- Provide a robust evidence base and rationale to support funding bids;
- Underpin improvement in productivity performance and inclusive growth;
- Identify a set of stretching but realistic economic performance targets.

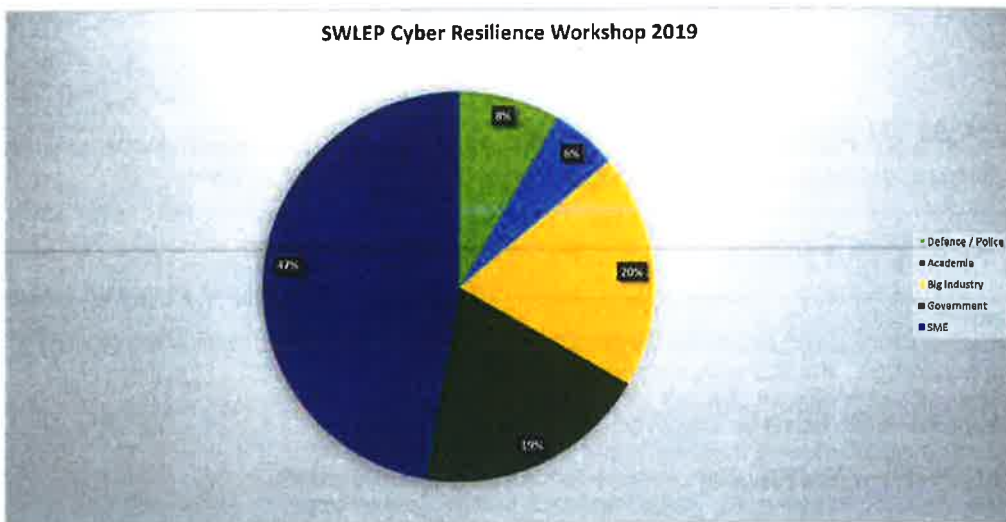
## Aims & Objectives

**The Swindon & Wiltshire LEP intends to submit a compelling and coherent cyber resilience proposal that will compete well for inclusion in the Local Industrial Strategy**

### **What do participants gain:**

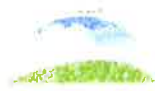
- Opportunity to strengthen the collective cyber resilience offer for the region;
- Share experiences and test the validity of cyber resilience growth ideas;
- Learn about new and existing Government initiatives and resources; **[DCMS Cyber Growth Lead]**
- Opportunity to build networks and engage with key regional cyber decision makers.

## Workshop Composition



## Workshop agenda

Time	Agenda item	Additional Details
08:30 – 09:00	Networking Breakfast / Arrival	
09:00 – 09:30	Opening Remarks / Welcome address	
09:30 – 09:45	Welcome Address / Purpose of Event	SWLEP / Chris Crowther (CC)
09:45 – 10:30	Theme #1: Real World Challenges	Discussion, facilitated by CC / BW
10:30 – 10:50	Coffee / Break	
10:50 – 11:35	Theme #2: Leveraging the UK Industry Strategy	Discussion, facilitated by CC / BW
11:35 – 12:20	Theme #3: Building the Enterprise Blueprint	Discussion, facilitated by CC / BW
12:20 – 12:50	Spotlight session	DCMS Cyber Growth Update Brief
12:50 – 13:00	Closing and next steps	SWLEP / Chris Crowther



**Swindon & Wiltshire**  
LOCAL ENTERPRISE PARTNERSHIP

## Local Industrial Strategy

### Back Up Slides

*Evidence Base:  
Further details*



#### OPPORTUNITIES

- ✓ Digital Infrastructure
- ✓ Physical Connectivity
- ✓ Critical Mass
- ✓ Cost Effectiveness
- ✓ Dynamic Tech Sector
- ✓ Enthusiasm & Collaboration
- ✓ Access to Talent
- ✓ Investment (Local Government)



#### CHALLENGES

- Productivity Gap
- Skills & Education
- Scale Up Support
- Investment (Private Sector)
- Digital Reputation
- Sector Identity
- Inherent Sector Networks



# Natural Strengths



**Bath / Bristol**



**London**



**Reading**



# A confluence of natural strengths

Emerging Best of British

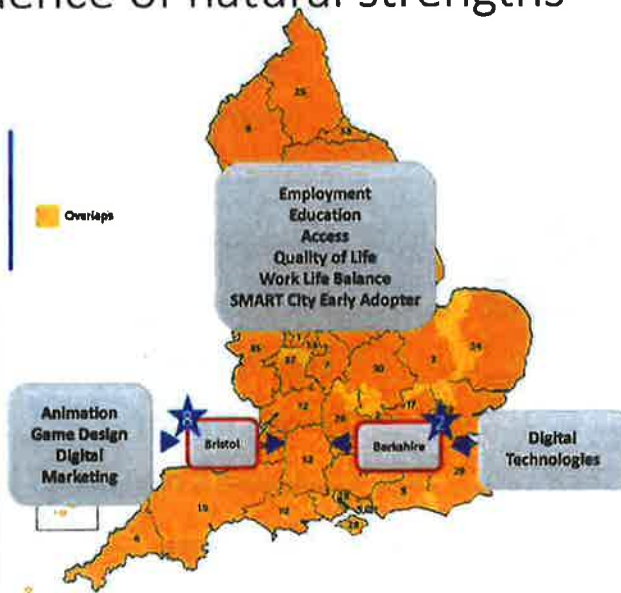


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## Key Themes & Questions

### Our place in the Real World

- What are the unique selling points, with a focus on cyber resilience, that Swindon and Wiltshire has to offer?
- What differentiates the Swindon Wiltshire cyber resilience offer from the other surrounding regions?
- What do businesses need to support growth and where should regional and national investment priorities lie?

### Building the Enterprise Blueprint

- Can we position Swindon and Wiltshire as a Business-led Cyber Capital (Centre of Excellence)?
- How do we boost private investment in regional infrastructure and incentivise digital infrastructure investors? Who are the key stakeholders?
- Are there cyber resilience focus areas that we should target? Gartner Top 10?

### Leveraging the UK Industrial Strategy

- How do we facilitate great inward investment and trade into the region through the UK Industry Strategy?
- What opportunities do we have for closer Government-industry collaboration?
- What other factors should we leverage to make this a success (PESTLE)?

## Our Place in the Real World



**Swindon & Wiltshire**  
LOCAL ENTERPRISE PARTNERSHIP

### What are the unique selling points, with a focus on cyber resilience, that Swindon and Wiltshire has to offer?

- People with right skills, outlook and approach
- Easy access to globally recognised universities and education
- **Convincing touchpoints to many of the UK Industrial Strategy Sector Deals**
- **Potential to scale (space / access / QoL)**
- A very envious "network effect" given its position in the UK and the existing network links.
- A strong opportunity to leverage 2nd career people (ex military community)
- A diverse technology ecosystem that provides a good route to market with strong development potential.

## Our Place in the Real World



**Swindon & Wiltshire**  
LOCAL ENTERPRISE PARTNERSHIP

### What differentiates the Swindon Wiltshire cyber resilience offer from the other surrounding regions?

- Very strong digital resilience infrastructure.
- Stronger network effect & connectivity.
- Better Quality-of-Life
- Better access to existing digital Centres of Gravity (CAMKOX – Britain's Silicon Valley).



- **UK regulation is constraining**
- **Growth mentality and confidence.**
- **High levels of internal competition.**
- No unified "call to action".
- Perceived lack of accessible investment.
- **Convincing strategic plan.**

## Our Place in the Real World



**Swindon & Wiltshire**  
LOCAL ENTERPRISE PARTNERSHIP

### What do businesses need to support growth and where should regional and national investment priorities lie?

- People & skills - ongoing focus
- **Business leadership needs to drive the effort.**
- **Understanding of the digital resilience design process.**
- **Better understanding of cyber service providers, products and services.**
- Greater efforts must be made at collaboration.
- **Supply and demand is a big unknown.**



- **Improved Board awareness**
- **Clearer incentives to adopt a unified digital strategy**
- **A common lexicon**
- **Communicate the benefits of:**
  - **Digital infrastructure, foundation and resource availability within SWLEP**
  - **Re-instil confidence in the regional reputation**

## Building the Enterprise Blueprint



### Can we position Swindon and Wiltshire as a Business-led Cyber Capital (Centre of Excellence)?

- The supply / demand continuum.
- Cultural confidence
- Narrowing the scope - Sector specific



Government cyber security strategy is 'chaotic'

The National Audit Office has sharply criticised the Cabinet Office over failings in how it set up the National Cyber Security Programme that mean it may struggle to meet its goals



- Establish which areas of the programme are having the most positive impact and are most important to address
- focus resources over the remaining two years of the scheme (£648m)
- Conduct a wide-ranging consultation for the UK's cyber security strategy post 2021:
  - What should be centrally funded?
  - **What should be private sector driven?**
  - What should be core departmental activities?
  - Consider more flexible approaches that involve shorter, more flexible programmes

## Building the Enterprise Blueprint



### How do we boost private investment in regional infrastructure and incentivise digital infrastructure investors?

- We need the best people (inc 2<sup>nd</sup> careers) equipped with the right skills.
- Access to unrivalled digital education and training provision.
- A public / private "Cyber Capital" collaboration inc. overseas investment.
- Engender an entrepreneurial spirit.



- Cyber fatigue.
- A comprehensive digital solutions programme NOT just disparate cyber products and services.
- Political uncertainty.

### Who are the key stakeholders?



## Building the Enterprise Blueprint



**Swindon & Wiltshire**  
LOCAL ENTERPRISE PARTNERSHIP

### Are there cyber resilience focus areas that we should target?

- Digital Ethics.
- Empowered Edge Computing and Internet of Things.
- 5G Roll out.
- Blockchain.
- Digital education.
- Open Source Assessments.
- Health & Life Sciences

## Leveraging the UK Industrial Strategy



**Swindon & Wiltshire**  
LOCAL ENTERPRISE PARTNERSHIP

### How do we facilitate inward investment and trade into the region through the UK Industry Strategy?

- A long term strategic roadmap.
  - Tap into the UK industrial strategy sector deals.
  - Demonstrate mutually supporting benefits across multiple Govt departments and initiatives
  - Highlight unique benefits of the UK
  - Devise a comprehensive showcase investment package 
- The attractiveness of the region's digital offer
  - The health and robustness of the digital ecosystem
  - Low churn rate
  - Clearly communicate levels of local and private investment.
  - An attractive soft landing package.

## Leveraging the UK Industrial Strategy



### What opportunities do we have for closer Government-industry collaboration?

- Sector Specific in the initial instance
- Strong People potential
- Ability to scale.
- **Leveraging the Govt SME agenda.**
- **The UK Cyber Strategy Challenges.**
- Common Culture.

## Leveraging the UK Industrial Strategy



### What other factors should we leverage to make this a success (PESTLE)?

- Political support and funding will be critical.
- There is a strong economic case given the cyber resilience gaps identified by the NAO.
- Social / Societal: There is strong human potential (Societal) inc. education, training & awareness
- The necessary technology and digital backbone exists but needs to be continually monitored & improved.
- Any proposition will need to highlight clearly the eco benefits.
- The pre-eminent position of the UK as being legally upstanding is a key selling point.