

# AGENDA

## Board Meeting

**Date:** Wednesday, 24 July 2019

**Venue:** Ceres Hall, The Corn Exchange, Market Square, Devizes, SN10 1HS

**Time:** 9.30am – 12.30pm

Membership		Attendance
<b>Board Members:</b>	Amanda Burnside (AB) Cllr Pauline Church (PCh) Col Andrew Dawes (AD) Doug Gale (DG) John Mortimer (JM) – Chair Alex Reed (AR) David Renard (DR) Mark Smith (MS) Peter Wragg (PW) – Deputy Chair	Apologies
<b>Advisors to the Board:</b>	Alistair Cunningham (AC) Susie Kemp (SK)	
<b>Observers to the Board:</b>	Cllr Oliver Donachie (OD)	Apologies
<b>In Attendance:</b>	Paddy Bradley (PB) Ian Durston (ID) Flo Churchill (FC) Leanne Kendrick Philippa Venables (PV) Karen Leigh, BEIS Representative Debby Skellern (DS) Dragana Houston (DH)	
<b>Guests:</b>	Adrian Ford, Wiltshire College – representing Amanda Burnside Ian Baxter, SLC and James Jackson, Systra Paul Johnson, Transwilt	
<b>Chairman:</b>	John Mortimer (JM)	
<b>Minutes:</b>	Deborah House (DKH)	

Item	Timing	Topic	Paper No.	Lead	
1.0	9.30am	Welcome / Apologies / Conflicts of Interest		JM	
2.1	9.35am	New Board Director appointments	Verbal	JM	
2.2	9.40am	Draft Board Minutes of 24 May 2019	Paper 2.2	JM	
2.3	9.45am	<b>Matters Arising not covered in the agenda:</b>	Verbal	JM	
3.0	9.50am	Submitted questions	Paper 3.0	JM	

Item	Timing	Topic	Paper No.	Lead	
4.0	10am	GPIF update	Paper 4.0	AR	For information
5.0	10.05am	Local Industrial Strategy (LIS) update	Paper 5.0	DG	For information
6.0	10.10am	Rail Strategy – presentation	Paper 6.0	ID	For approval
7.0		Date of next Board meeting:  <b>Thursday, 26 September 2019</b> Auditorium, Aspire Business Centre, Ordnance Road, Tidworth, SP9 7QD		JM	
		<b>Future meeting dates:</b>  <b>Wednesday, 27 November 2019</b> Committee Room 6, Civic Offices, Swindon Borough Council, Euclid Street, Swindon, SN1 2JH  <b>Meeting dates for 2020</b>  Wednesday, 22 January Wednesday, 25 March Thursday, 21 May Wednesday, 22 July Wednesday, 23 September Wednesday, 25 November  All locations yet to be advised.			
	10.45am	<b>Comfort Break</b>			
		<b>Close of Part One of the meeting</b>			
The following papers will not be discussed during the public meeting, but are available to view on the website in the pack.					
8.0		Commissioning Group Project Highlight reports	Paper 8.0	ID	For information
9.0		Finance and Outputs Report – Programme budgets	Paper 9.0	ID	For information
10.1		<ul style="list-style-type: none"> <li>Chairman’s update</li> </ul>	Paper 10.1	JM	For information
10.2		<ul style="list-style-type: none"> <li>Director’s Report</li> </ul>	Paper 10.2	PB	For information



Item	Timing	Topic	Paper No.	Lead	
		The public are excluded from this part of the meeting under the terms of the Swindon and Wiltshire Local Enterprise Partnership Assurance Framework Appendix C, which describes reasons for exclusion of access by the public to meetings and /or reports. In this case the matters discussed will include a disclosure of confidential information.			
		<b>Part Two – Board Workshop</b>			
11.0	11am	Local Industrial Strategy workshop		DG	For discussion
	1pm	<b>Close of Part Two of meeting</b>			

		<b>Attendance</b>
<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, Lydiards Fields, Swindon	
<b>Start time</b>	9am	
<b>Finish time</b>	12.30pm	

<b>Item</b>	<b>Summary of Issues Discussed and Decisions</b>	<b>Deadline</b>
	<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.	



	<p>Overall, the quantity of applications had been disappointing. The three applications through to the next stage were:</p> <ul style="list-style-type: none"> <li>• one company relocating from the Midlands to Swindon;</li> <li>• an existing Swindon company; and</li> <li>• a company based in Salisbury.</li> </ul> <p>One of the companies was in receipt of EU funding and it was essential to ensure that it adhered to State Aid rules.</p> <p>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.</p> <p>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.</p> <p>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.</p> <p>£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.</p> <p><b>The Swindon &amp; Wiltshire Local Enterprise Partnership Board: APPROVED the three applications to pass to Stage 2 of the process.</b></p>	
1.0	<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</p>	

	<p>leader of Wiltshire Council and therefore her resignation from the Board. 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</li> </ul>	



	<p>later in June.</p> <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> </ul>	

	<ul style="list-style-type: none"> <li>• Growth Hub;</li> <li>• Growing Places Infrastructure Fund (GPIF);</li> <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</li> </ul>	





- SWLEP's contribution to the ESIF Inward Investment programme;
- capital fund – recyclable loan account;
  - lines of funding for individual Programmes;
  - £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:



	<p>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);</p> <p>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</p> <p>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.</p> <p>This would mean £50k out of the total £1.1m allocated.</p> <p>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.</p> <p>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.</p> <p><b>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.</b></p> <p><b>The Swindon &amp; 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:</b></p> <ul style="list-style-type: none"> <li>• support the implementation of the Salisbury Brand Positioning plan (£10,000);</li> <li>• sponsor the Business Village at the National Armed Forces Day (£20,000); and</li> </ul>	<p>25/05/2019</p>
--	---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------	-------------------

	<ul style="list-style-type: none"> <li>• 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.</li> </ul>	
<b>6.0</b>	<b>New Eastern Villages (NEV) – presentation</b>	
	<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 appraised 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</p>	<p><b>July 2019</b></p>

	<p>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>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>Sept 2019</b></p> <p><b>June 2019</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</p>	





	<p>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><b>24/07/2019</b></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.) 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>	24/07/2019
<b>9.0</b>	<b>Commissioning Group Project Highlight reports</b>	
	<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.</p>	



	<p>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>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>	<p><b>24/05/2019</b></p>
<p><b>10.0</b></p>	<p><b>Finance and Outputs Report – programme budgets</b></p>	
	<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</p>	

	<p>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
11.0	<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>	
12.1	<b>Chairman's update</b>	
	There were no further questions regarding the Chairman's update and the paper was taken as read.	
12.2	<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>	
	The Chairman asked whether the Local Industrial Strategy discussion should take place outside the Board Meeting.	
	<b>Action: DKH to request suitable dates.</b>	<b>June 2019</b>
	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.	
	PB requested the continuance of Peter Wragg in the role of Deputy Chairman, which he had been fulfilling since Adam Schallamach's resignation.	
	<b>The Swindon and Wiltshire Local Enterprise Partnership Board: APPROVED the continuance of Peter Wragg in the role of Deputy Chairman.</b>	
	<b>Meeting closed at 12.45pm</b>	

## 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

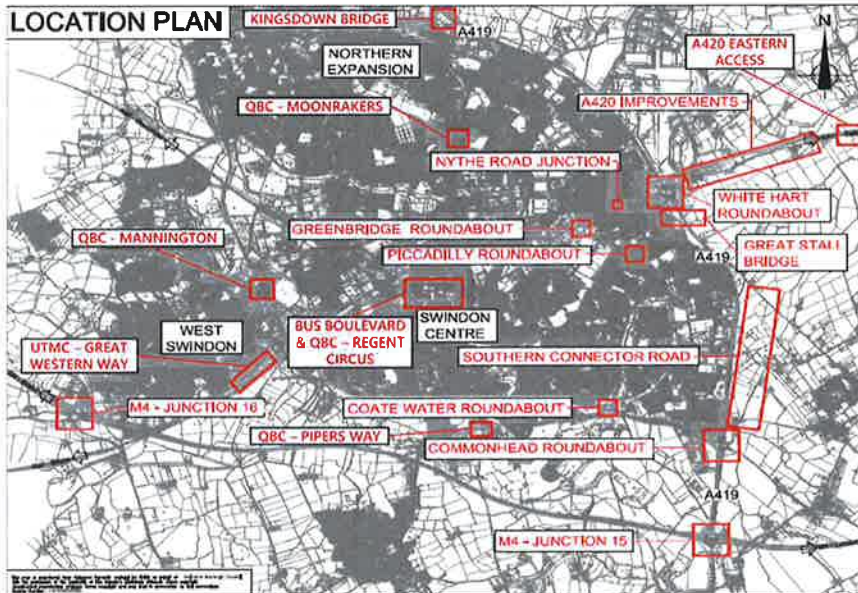
© Crown Copyright and Database Rights 100024296 2019

Communities & Housing





## 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

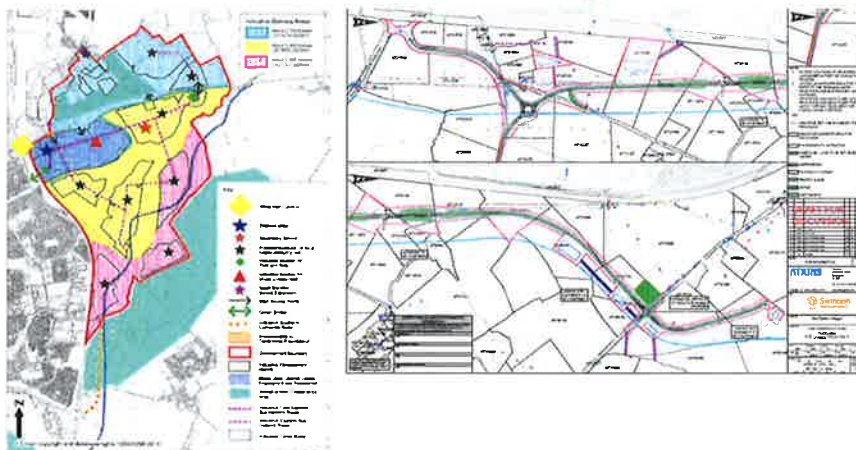
- SBC continues to be committed to a successful HIF outcome, Business Case submission and delivery of scheme
- Southern Connector Road is crucial to delivery of the full 8,000 home allocation for NEV
- Without SCR, development would be limited by capacity of A420 until such time as market could support 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**  
LOCAL ENTERPRISE PARTNERSHIP

## 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



**Swindon & Wiltshire**  
LOCAL ENTERPRISE PARTNERSHIP

## Process

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

2. Process

## A Strong Baseline

The collage includes the following items:

- Cyber Security Baseline Progress Report**: 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 and a network diagram.
- Swindon and Wiltshire Digital Capabilities Strategy Evidence Base**: A document cover with a blue fiber-optic background and the SQW logo.
- TECH NATION 2017**: A report cover with a red background and a map of the UK, titled 'AT THE FOREFRONT OF GLOBAL DIGITAL INNOVATION'.
- Industrial Strategy**: The main report cover with a blue and red design, titled 'Building a Britain fit for the future'.
- CYBER RESILIENCE ALLIANCE**: A document cover with a white background and blue border, titled 'A Science and Innovation Audit Report sponsored by the Department for Business Energy and Industrial Strategy'.
- Initial National Cyber Security Skills Strategy**: A small document cover with a blue background, titled 'Increasing the UK's cyber security capability - a call for views. Executive Summary'.

2. Process

## UK Industrial Strategy (2017)

- 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

The cover of the 'Industrial Strategy' report features the HM Government logo, the title 'Industrial Strategy', and the subtitle 'Building a Britain fit for the future'. The background shows a globe with red and blue light beams.

**Sector Deals**

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

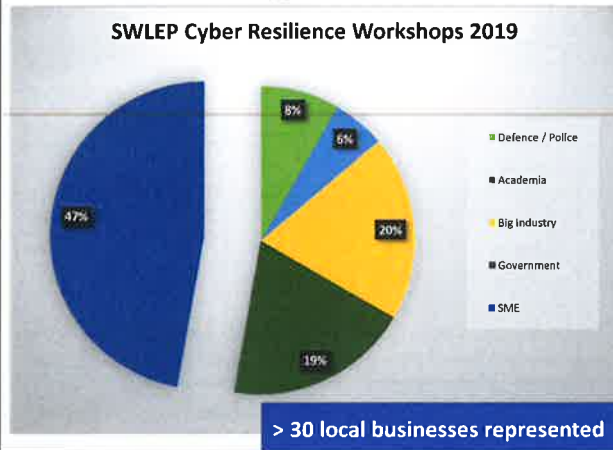


2. Process



**Swindon & Wiltshire**  
LOCAL ENTERPRISE PARTNERSHIP

## Workshops



Our place in the Real World



**Building the Enterprise Blueprint**



**Leveraging the UK Industrial Strategy**

## Themes

3. A Call to Action



**Swindon & Wiltshire**  
LOCAL ENTERPRISE PARTNERSHIP

## 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



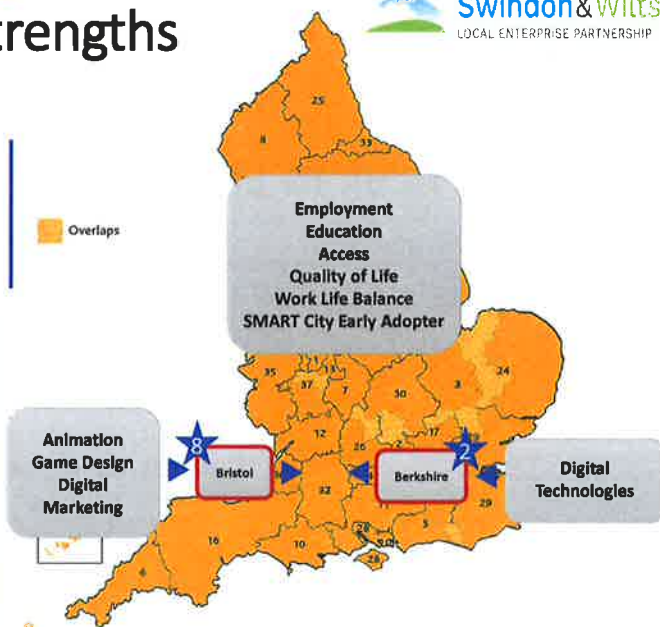
Where in Britain works best for IT?

09 Nov 18: Computer Weekly



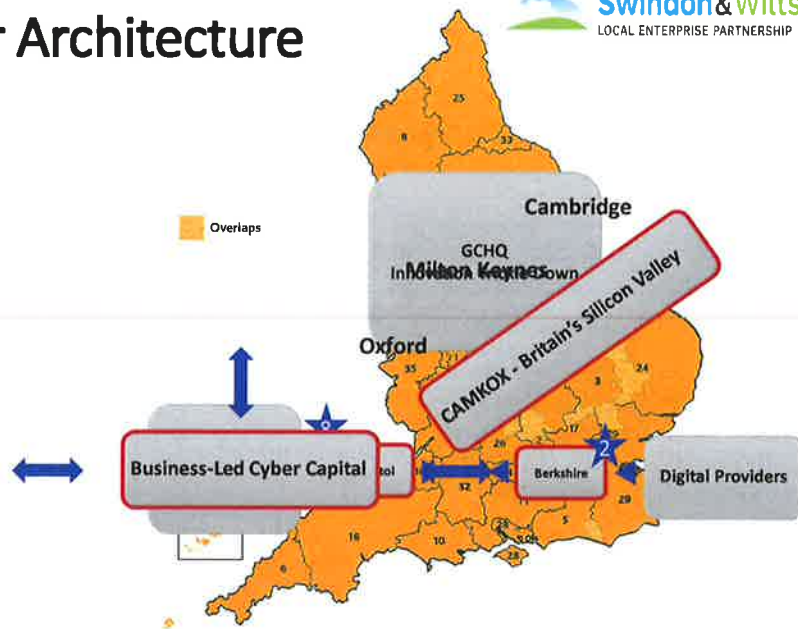
Area	Score
Hounslow & Richmond	31.0
Berkshire	29.6
Haringay & Islington	29.0
Darlington	28.0
Lambeth	27.2
Edinburgh	27.0
Nottingham	26.8
Bristol	26.4
Lewisham & Sotuhwark	25.9
Tower Hamlets	25.5

Overlaps



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

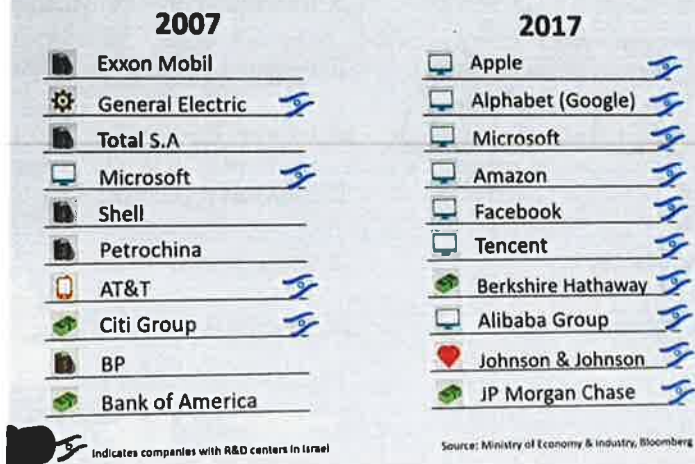
4. What we seek to create

# Likely ROI



Headlines

## World's Largest Companies (by market capitalization)



- 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



## 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.

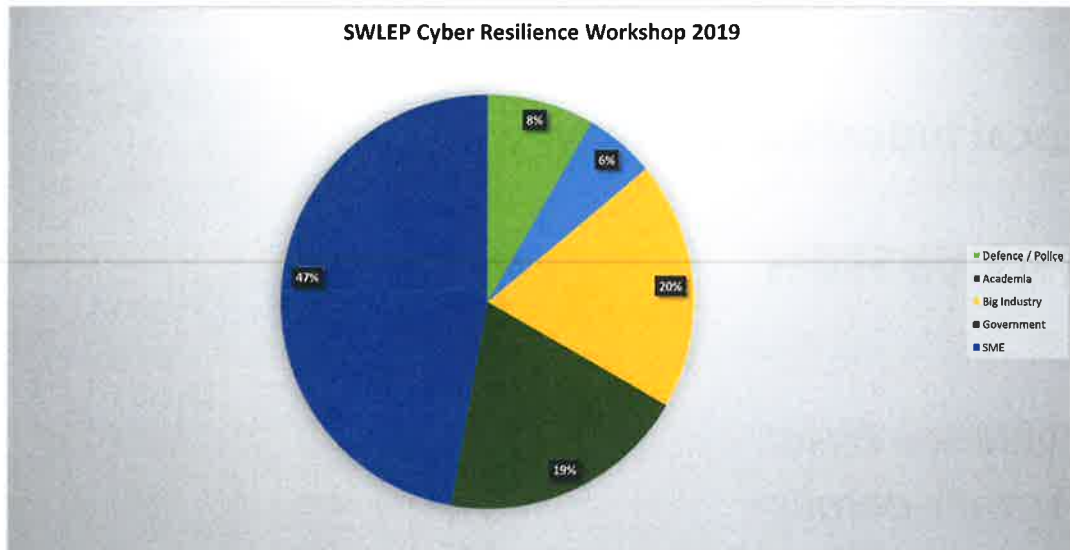
## Aims & Objectives

**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

## Local Industrial Strategy

### Back Up Slides

*Evidence Base:  
Further details*



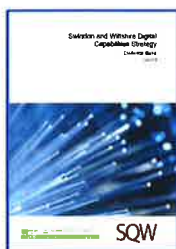
#### OPPORTUNITIES

- ✓ 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



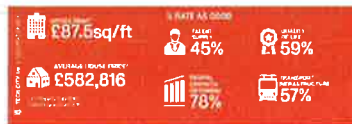
# Natural Strengths



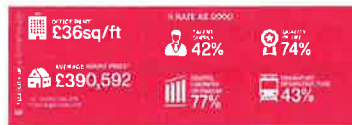
Bath / Bristol



London



Reading



# A confluence of natural strengths

Emerging Best of British

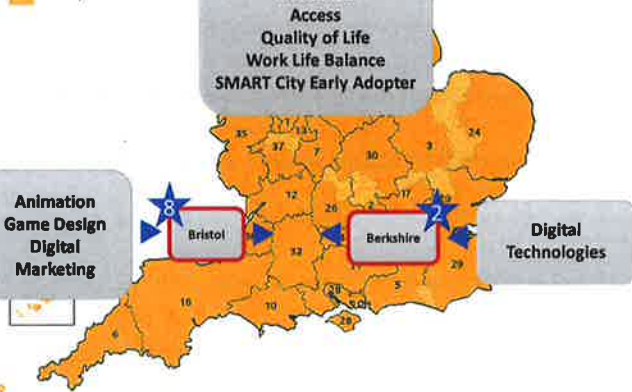


Where in Britain works best for IT?

09 Nov 18: Computer Weekly

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

Overlaps





## 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



**Swindon & Wiltshire**  
LOCAL ENTERPRISE PARTNERSHIP

### 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



**Swindon & Wiltshire**  
LOCAL ENTERPRISE PARTNERSHIP

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

- Political support and funding with 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.





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



<b>Security Level:</b>	Confidential <input type="checkbox"/>	Restricted <input type="checkbox"/>	Unclassified <input checked="" type="checkbox"/>	Commercially Sensitive <input type="checkbox"/>
------------------------	---------------------------------------	-------------------------------------	--------------------------------------------------	-------------------------------------------------

<b>Meeting &amp; Date:</b>	SWLEP Board Meeting – Wednesday, 24 July 2019		
<b>Subject:</b>	Growing Places Infrastructure Fund (GPIF)		
<b>Attachments:</b>	None		
<b>Author:</b>	Phil Clement Head of Investment & Export	<b>Total no of sheets:</b>	2

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

## 1. Purpose

- 1.1 To provide an update to the Board regarding the use of funds from the Growing Places Infrastructure Fund (GPIF).

## 2. Summary

- 2.1 The Growing Places Infrastructure Fund (GPIF) is a £8.67m fund, secured from the Government's 'Growing Places' initiative. It provides loans to companies in need of financial support that deliver projects which create additional jobs and/or improve productivity.
- 2.2 Loan funds can only be used for capital purposes, for example, the refurbishment of a building or the purchase of plant and machinery.
- 2.3 There is currently an 'open call' for proposals from companies based in Swindon and Wiltshire seeking loans of between £150,000 and £1m.
- 2.4 An allocation of £500,000 has been set aside to fund loans to support companies in the Salisbury and Amesbury areas following last year's incidents. This separate funding allocation will be launched at the SWLEP's Annual Conference in October and follows an allocation of £100,000 comprising of grants of up to £5,000 to individual businesses that were offered in the immediate aftermath of the initial incident.



- 2.5 To-date we have loaned just over £3.5m on three projects and have offered a loan to a fourth. A loan of £2m that was previously offered has now been withdrawn, as the company in question have not drawn down the funds in the time originally envisaged.
- 2.6 The pipeline of enquiries from companies is steadily growing. Two additional companies have passed the initial assessment stage and further due diligence is underway by the GPIF Working Group who will make recommendations to the SWLEP Board as to whether a formal loan offer should be made.
- 2.7 The SWLEP may look to enter into an equity stake arrangement with a company should an appropriate opportunity arise. This would be assessed on a project by project basis.

### **3. Detail**

#### **3.1 Loan Update**

- 3.1.1 Woods Group is now operating from a new HQ office in Chippenham following receipt of a loan last year.
- 3.1.2 Recycling Technologies utilised loan funds to fit out its new production facility and research and development suite in Swindon in respect of the development and manufacture of specialist recycling machines, which they export globally.
- 3.1.3 Community Interest Company 'Our Wilton' has just started construction on the development of a business incubation centre and training facility in Wilton. This will support the creation of new businesses and the expansion of existing SMEs, including those linked to personnel leaving the armed forces.



**This page left  
intentionally blank**



<b>Security Level:</b>	Confidential <input type="checkbox"/>	Restricted <input type="checkbox"/>	Unclassified <input checked="" type="checkbox"/>	Commercially Sensitive <input type="checkbox"/>
------------------------	---------------------------------------	-------------------------------------	--------------------------------------------------	-------------------------------------------------

<b>Meeting &amp; Date:</b>	SWLEP Board Meeting – Wednesday, 24 July 2019		
<b>Subject:</b>	Swindon and Wiltshire Local Industrial Strategy		
<b>Attachments:</b>			
<b>Author:</b>	Paddy Bradley	<b>Total no of sheets:</b>	2

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

### 1. Purpose

1.1. This paper updates the Board on: the development of the Swindon and Wiltshire Local Industrial Strategy (SWLIS).

### 2. Summary

2.1. The production of the SWLIS has been escalated by government with the aim of launching the strategy in 2019. Additional capacity has been secured to help with the production of the strategy:

- the LIS Manager joined SWLEP on secondment from Bath Spa University on 3 June; and
- a team of Economists from the University of Bath commenced work on the compilation of the SAP toolkit on 1 July.

2.2. The Independent Review Panel met for a second time on 26 June and:

- reviewed the Higher Education and Apprenticeship strategies and the concept for the development of a business-led multi-campus university; and
- discussed the future of mobility grand challenge.

2.3. The Local Industrial Strategy Working group met on 9 July. Following the May Board meeting, working has been undertaken to produce the strategic outline business case for the development of Swindon and Wiltshire as a Cyber Capital. This will be presented at the September Board meeting.

### 3. Recommendations

The SWLEP Board is recommended to:

3.1. note the work undertaken since the last meeting to progress the development of the SWLIS; and





- 3.2. approve that the SWLEP Chair, Deputy Chair, Director of the SWLEP and LIS Working Group Chair are given the delegated authority of the Board to make decisions and sign-off the draft LIS as required to meet a 2019 publication date.



**This page left  
intentionally blank**



<b>Security Level:</b>	Confidential <input type="checkbox"/>	Restricted <input type="checkbox"/>	Unclassified <input checked="" type="checkbox"/>	Commercially Sensitive <input type="checkbox"/>
------------------------	---------------------------------------	-------------------------------------	--------------------------------------------------	-------------------------------------------------

<b>Meeting &amp; Date:</b>	SWLEP Board Meeting – Wednesday, 24 July 2019		
<b>Subject:</b>	SWLEP Rail Strategy		
<b>Attachments:</b>	Swindon and Wiltshire Rail Study – Rail Strategy Report <a href="https://swlep.co.uk/docs/default-source/strategy/rail-strategy/swlep-rail-strategy-final-09-05-2019.pdf?sfvrsn=9e3ac01c_8">https://swlep.co.uk/docs/default-source/strategy/rail-strategy/swlep-rail-strategy-final-09-05-2019.pdf?sfvrsn=9e3ac01c_8</a>		
<b>Author:</b>	Ian Durston	<b>Total no of sheets:</b>	5

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

## 1. Purpose

- 1.1. A rail study has been carried out over the past 12 months, in conjunction with Swindon Borough Council and Wiltshire Council, in order to develop a Rail Strategy for the SWLEP. This paper presents the conclusions of this work which will be fed into the development of the SWLEP’s Local Industrial Strategy.

## 2. Summary

- 2.1. In August 2018, Systra (along with SLC Rail) were appointed to carry out a rail study on behalf of the SWLEP, Swindon Borough Council and Wiltshire Council. This study has been used to develop a Rail Strategy for the SWLEP; also to support the Transport Plans of the two Local Authorities. Subsequently, the Rail Strategy will feed into the Local Industrial Strategy being developed by the SWLEP.
- 2.2. Systra has taken an approach of carrying out analysis to determine where the highest economic benefit opportunities lie for SWLEP. Next, it has analysed what rail services would be necessary to realise these opportunities. Finally, the infrastructure and investment priorities required to enable these services have been identified.
- 2.3. Written stakeholder input was sought at the beginning of the work and a stakeholder workshop held on the 16 January 2019. Over 50 representatives from an extensive range of stakeholder organisations attended the workshop.
- 2.4. Rail infrastructure investment is expensive and difficult to obtain. Whilst it would be nice to ‘do everything’, prioritisation of schemes has been an important element of developing the strategy. Implementation of individual schemes, however, will be dependent on the development of detailed business cases, availability of funding etc.
- 2.5. The strategy includes the following principle recommendations:



- 2.5.1. **Great Western Connect** – regular service from Bristol to Oxford (and then Birmingham) and regular service from Southampton to Oxford (and then Cambridge). New stations at Corsham, Swindon West (for Royal Wootton Bassett) and Swindon East.
- 2.5.2. **Berks and Hants** – extension of London Paddington to Bedwyn service to Westbury and increased frequency of London to Exeter stopping service. New parkway station at Devizes.
- 2.5.3. **Trans Wilts** – operation of consistent service pattern centred on Westbury (between Bristol, Southampton, Swindon and Yeovil). Consideration of new station at Ashton Park.
- 2.5.4. **West of England Line** – journey time improvement between Salisbury and London Waterloo. New parkway station at Porton and consideration of a new station at Wilton.

### 3. Recommendation

The Swindon and Wiltshire Local Enterprise Board is recommended to:

- 3.1. approve the rail strategy to be used to guide future SWLEP investments and as an input to the SWLEP Local Industrial Strategy.

### 4. Detail

- 4.1. The rail strategy document is appended to this paper. The document is supported by seven appendices which can be accessed on the SWLEP website using the following links:

Annex A - [https://swlep.co.uk/docs/default-source/strategy/rail-strategy/annex-a-swlep-rail-network-final-09-05-2019.pdf?sfvrsn=d94ff602\\_4](https://swlep.co.uk/docs/default-source/strategy/rail-strategy/annex-a-swlep-rail-network-final-09-05-2019.pdf?sfvrsn=d94ff602_4)

Annex B - [https://swlep.co.uk/docs/default-source/strategy/rail-strategy/annex-b-swlep-the-profile-of-swindon-wiltshire-final-09-05-2019.pdf?sfvrsn=4750118a\\_4](https://swlep.co.uk/docs/default-source/strategy/rail-strategy/annex-b-swlep-the-profile-of-swindon-wiltshire-final-09-05-2019.pdf?sfvrsn=4750118a_4)

Annex C - [https://swlep.co.uk/docs/default-source/strategy/rail-strategy/annex-c-swlep-accessibility-analysis-final-09-05-2019.pdf?sfvrsn=1b650ebe\\_4](https://swlep.co.uk/docs/default-source/strategy/rail-strategy/annex-c-swlep-accessibility-analysis-final-09-05-2019.pdf?sfvrsn=1b650ebe_4)

Annex D - [https://swlep.co.uk/docs/default-source/strategy/rail-strategy/annex-d-swlep-stakeholder-engagement-final-09-05-2019.pdf?sfvrsn=d145b0a1\\_4](https://swlep.co.uk/docs/default-source/strategy/rail-strategy/annex-d-swlep-stakeholder-engagement-final-09-05-2019.pdf?sfvrsn=d145b0a1_4)

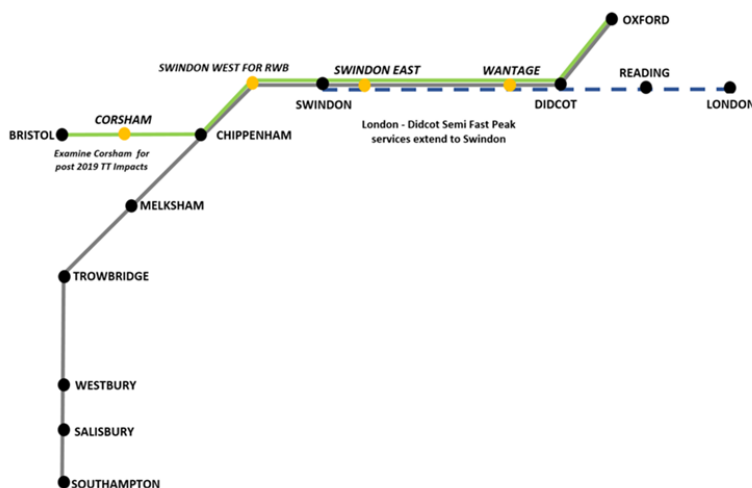
Annex E - [https://swlep.co.uk/docs/default-source/strategy/rail-strategy/annex-e-swlep-gap-analysis-final-09-05-2019.pdf?sfvrsn=2f727374\\_4](https://swlep.co.uk/docs/default-source/strategy/rail-strategy/annex-e-swlep-gap-analysis-final-09-05-2019.pdf?sfvrsn=2f727374_4)

Annex F - [https://swlep.co.uk/docs/default-source/strategy/rail-strategy/annex-f-swlep-assessing-interventions-final-09-05-2019.pdf?sfvrsn=15d14d2d\\_4](https://swlep.co.uk/docs/default-source/strategy/rail-strategy/annex-f-swlep-assessing-interventions-final-09-05-2019.pdf?sfvrsn=15d14d2d_4)

Annex G - [https://swlep.co.uk/docs/default-source/strategy/rail-strategy/annex-g-swlep-forming-delivering-a-strategy-final-09-05-2019.pdf?sfvrsn=fcc85216\\_4](https://swlep.co.uk/docs/default-source/strategy/rail-strategy/annex-g-swlep-forming-delivering-a-strategy-final-09-05-2019.pdf?sfvrsn=fcc85216_4)

- 4.2. The strategy sets out a vision for the development of the rail network in Swindon and Wiltshire that achieves:
- a rail network that supports the economy and improves quality of life for residents and businesses within Swindon & Wiltshire;
  - a rail network with enhanced connectivity to other key regional centres;
  - improved access to the rail network for residents and businesses through new stations and better integration; and
  - maintenance and improvement of existing links to key regional and national centres.
- 4.3. The strategy includes four principal recommendations by line of route, with additional GVA benefit generated per annum noted against each scheme:

### Great Western Connect

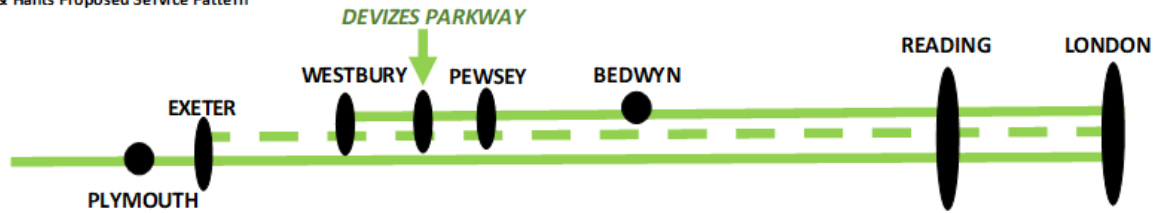


- 1 tph (train per hour) Bristol-Chippenham-Swindon-Oxford-(Cambridge) GVA £27m
- 1 tph Southampton-Swindon-Oxford-(Birmingham) GVA £9.5m
- Corsham new station GVA £2.3m
- Swindon West (Royal Wootton Bassett) new station GVA £18m
- Swindon East new station GVA £14m
- Extension of the proposed London – Swindon peak semi-fast services, to all-day operation, serving the new stations at Swindon East (and Wantage).



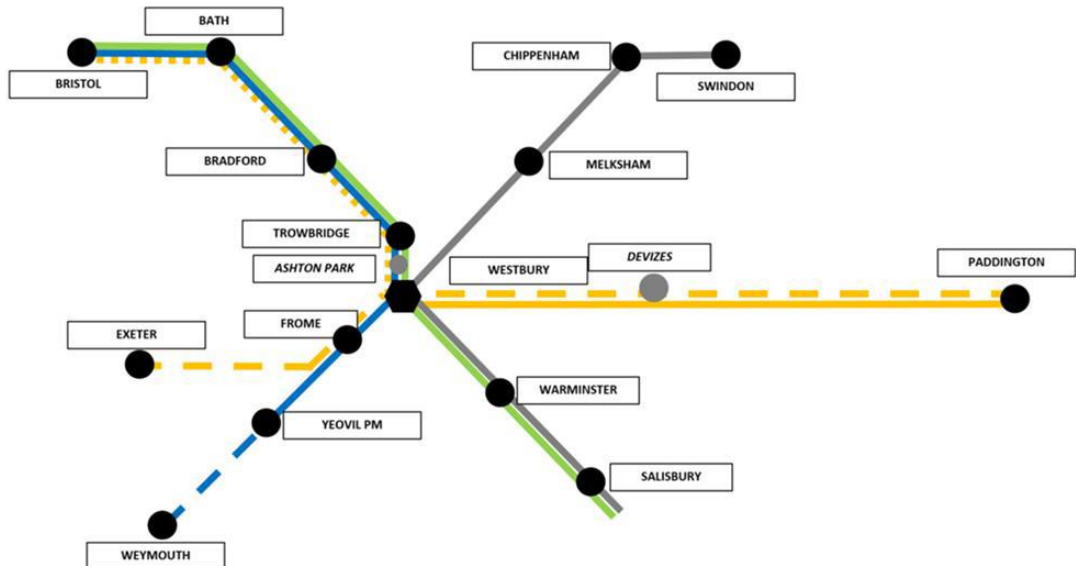
### Berks and Hants

Berks & Hants Proposed Service Pattern



- 1tph London – Bedwyn – Westbury (Trowbridge & Bristol in peaks) GVA £5.85m
- 1 tph London-Westbury-Exeter-Plymouth GVA £5.17m
- Devizes Parkway new station GVA £6.56m

### TransWilts



- Restructured Trans Wilts Corridor Service centred on Westbury (half hourly services to Bristol and Southampton; hourly services to Yeovil and Swindon) GVA £2.99m
- Consideration of new Ashton Park Station GVA £2.37m





**West of England Line**

- Salisbury-Waterloo journey time improvements GVA £5.93m
- Porton new station GVA £5.37m
- Wilton new station (subject to results of study on Porton) GVA £3.56m

- 4.4. The strategy also recommends that SWLEP stakeholders should actively support the delivery of 'free gift' national initiatives such as HS2, Crossrail, Heathrow Western Access and East West Rail.
- 4.5. The strategy identifies a number of services to support the development of a rail service that is integrated with the wider transport network – for example, multi-modal ticketing, 'Mobility as a Service' and bus-rail links.
- 4.6. The strategy recommends that SWLEP and partners take a lead in determining, promoting, developing, funding and delivering rail investment schemes, as this is unlikely to happen with Network Rail or Train Operating Companies. Multi-partner task forces are a recommended model.

**Ian Durston**

**SWLEP Programme Manager**

**16 July 2019**



**This page left  
intentionally blank**

<b>Security Level:</b>	Confidential <input type="checkbox"/>	Restricted <input type="checkbox"/>	Unclassified <input checked="" type="checkbox"/>	Commercially Sensitive <input type="checkbox"/>
------------------------	---------------------------------------	-------------------------------------	--------------------------------------------------	-------------------------------------------------

<b>Meeting &amp; Date:</b>	SWLEP Board Meeting – Wednesday, 24 July 2019		
<b>Subject:</b>	Highlight Reports		
<b>Attachments:</b>	None		
<b>Author:</b>	Ian Durston	<b>Total no of sheets: (inc cover sheet)</b>	15

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

## 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 SWLEP 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 deteriorated from Amber/Red to Red.

Initial development work is underway on the Phase 5 (Station Forecourt) with design options being developed. Development work is also progressing on phase 1b (Northern Access Lift).

Tenders for Phase 2 (Sadlers Mead Car Park), have been received. Prices are higher than estimated (maximum of £452,872) – options being explored. Discussions are taking place with Good Energy on appointing a developer for its building on the site.

Wiltshire Council is in the process of commissioning GWR to develop proposals for the bus turnaround area and cycle facilities to the north of the station (phase 3/4). A number of additional sustainable transport schemes around the station area are also being proposed.

### **A350 Yarnbrook / West Ashton**

RAG rating remains at Red.

A grant agreement between Homes England and Wiltshire Council for Housing Infrastructure Fund monies is close to signature.

Detailed design work continues to a revised programme.

### **Salisbury Central Car Park and Maltings**

RAG rating has deteriorated from Amber Green to Red.

The Wiltshire Council Strategic Planning Committee refused the full application for plot 1 on design grounds. A review of the design is being carried out with a view to resubmit plans in sufficient time for the application to be considered by planning committee on 11 September. However, the whole site masterplan was approved by committee, establishing the basis for future applications.

It is now considered unlikely that the LGF allocation can be spent on regenerating the Market Walk (plot 3) by March 2021 as the library needs to be moved from this site before physical work can commence. Wiltshire Council is examining the available options to ensure that the LGF is spent on the Maltings or a suitable alternative scheme in Salisbury deliverable within the time remaining.

### **Swindon Bus Boulevard**

RAG rating has deteriorated from Amber/Red to Red.

BT utility diversion work has begun on site. The Outline Business Case was due to come to the July Board for approval but has now been delayed until September 2019.

All non-LGF funding (£22m) for the wider scheme is dependent on a bid to the Future High Streets Fund. This project has been identified as one of 50 projects to proceed to the next round.

### **Southern Connector Rd**

RAG rating remains at red.

The Housing Infrastructure Fund application business case was submitted on 22 March 2019 for additional required funding. A decision is expected during summer 2019. In parallel, the Outline Business Case is being reviewed by the Department for Transport.

The planning application has now been submitted.

Land assembly is on the critical path for the project and is still work in progress. A CPO is now likely to be required.

Swindon Borough Council is still forecasting to complete all LGF spend by March 2021.

### **A420/Gablecross**

RAG rating remains at Red.

Land acquisition is still in progress which has caused a further two-month slip to the design and procurement milestones for the project. Sainsbury's has agreed to the design solution but not a commercial agreement for the land. A CPO is now being considered.

The Outline Business Case is being developed in conjunction with discussions with the LEP Independent Technical Advisor and DfT. This will be submitted to the Board ex-committee.

### **Wichelstowe Southern Access**

RAG rating has improved from Amber/Green to Green.

A design and build contractor has been appointed. The Full Business Case is currently being considered by DfT. 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 are rated GREEN;
- three projects are rated AMBER GREEN;
- one project is rated AMBER RED;
- seven projects are rated RED;
- three projects have improved their RAG rating since the last report, and three have deteriorated.

### **3. Recommendations**

The Board 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	R	Development work is underway on Phase 5 (Station Forecourt) and Phase 1b (Northern Access Lift). Phase 2 planning application has been approved and tenders received – some price issues. Proposal being made to Commissioning Group for bus interchange and cycle facilities to north of station, plus various sustainable transport schemes.
LGF/1617/009/YWA	A350 Yarnbrook/ West Ashton	WC	R	R	A grant agreement between Homes England and Wiltshire Council for Housing Infrastructure Fund monies is close to signature.
LGF/1718/003/CCPM	The Maltings (Salisbury)	WC	AG	R	The Wiltshire Council Strategic Planning Committee refused the full application for plot 1 on design grounds. It is now considered unlikely that the LGF allocation can be spent on regenerating the Market Walk (plot 3) by March 2021. Options being investigated.
LGF/1617/008/SBX	Swindon Bus Boulevard	SBC	AR	R	BT utility diversion work has begun on site. The Outline Business Case was due to come to the July Board for approval but has now been delayed until September 2019. Future High St Fund bid (£22m) has gone through to next round.
LGF/1516/003/EV (iv)	New Eastern Villages Southern Connector Road	SBC	R	R	The planning application has now been submitted. Land assembly is on the critical path for the project and is still work in progress. A CPO is now likely to be required.
LGF/1516/003/EV (iii)	New Eastern Villages A420 Gablecross	SBC	R	R	Land acquisition is still in progress which has caused a further 2 month slip. Sainsbury's have agreed to the design solution but not a commercial agreement for the land. A CPO is now being considered. OBC to be submitted to Board ex-committee.
LGF/1617/002/WI	Wichelstowe Southern Access	SBC	AG	G	A design and build contractor has been appointed. Construction is on track for completion by March 2021.

<b>Local Growth Fund (Growth Deals 1 and 2)</b>					
<b>Project Ref</b>	<b>Project Name</b>	<b>Lead Delivery Partner</b>	<b>Previous</b>	<b>Current</b>	<b>Notes</b>
LGF/1516/001/A350	A350 Improvements	WC	<b>Complete</b>	<b>Complete</b>	
LGF/1516/002/A429	A429 Malmesbury	WC	<b>Complete</b>	<b>Complete</b>	
LGF/1516/004/PSP	Porton Science Park	WC	<b>Complete</b>	<b>Complete</b>	
LGF/1617/001/A350	A350 Dualling Bypass (Badger – Brook + Chequers)	WC	<b>Complete</b>	<b>Complete</b>	
LGF/1617/007/MH	Mansion House (Corsham)	WC	<b>Complete</b>	<b>Complete</b>	
LGF/16/17/010/JNC17	M4 J17 Capacity Improvement	WC	<b>Complete</b>	<b>Complete</b>	
LGF/1617/009/UFB	Ultra Fast Broadband	WC	<b>AG</b>	<b>AG</b>	Build paused in some areas while review undertaken of sites to be included following the wider deployment of Superfast in the area prior to this project. Conclusion due to be signed off by DCMS in July 2019. Build continues in unaffected areas.
LGF/1516/005/LSTF	LGF Sustainable Transport Package	SBC	<b>Complete</b>	<b>Complete</b>	
LGF/1617/003/SRT	Swindon Quality Bus Corridor (Rapid	SBC	<b>AG</b>	<b>AG</b>	Construction work on all elements of Wichelstowe phase in progress or complete (small delay to Mannington). Development

	Transit)				work in progress on North Swindon and NEV schemes.
LGF/1617/006/JNC16	M4 Junction 16	SBC	<b>Complete</b>	<b>Complete</b>	
LGF/1819/001/RAM	Royal Artillery Museum	WC	<b>R</b>	<b>R</b>	Timescales being reviewed as result of waiting for land allocation conformation and the decision to re-procure for construction contractor.
LGF/1617/011/SMAG	Swindon Museum and Art Gallery	SBC			Scoping work in progress. No Highlight Report submitted to date. Grant Agreement required.
LGF/1819/002/ILS	Illuminating Salisbury	WC	<b>N/A</b>	<b>G</b>	Outline Business Case to be delivered November 2019
LGF/1819/003/FSG	Fisherton St Gateway (Salisbury)	WC			No Highlight Report submitted to date. Grant Agreement required.
LGF/1819/004/CCT	City Centre Transport (Salisbury)	WC			No Highlight Report submitted to date. Grant Agreement required.

<b>Local Growth Fund (Growth Deal 3)</b>					
<b>Project Ref</b>	<b>Project Name</b>	<b>Lead Delivery Partner</b>	<b>Previous</b>	<b>Current</b>	<b>Notes</b>
LGF/1718/001/WCS	Wiltshire College - Salisbury	Wiltshire College	<b>AG</b>	<b>G</b>	Refurbishment work (contract 1) complete. New build (contract 2) demolition work has now started.
LGF/1718/002/WCL	Wiltshire College - Lackham	Wiltshire College	<b>G</b>	<b>G</b>	Animal Care and Lackham House build contract awarded. Agri Centre build out for tender. Dairy Unit design being reviewed due to heritage concerns.

<b>Department for Transport – LGF (Growth Deal 1)</b>					
<b>Project Ref</b>	<b>Project Name</b>	<b>Lead Delivery Partner</b>	<b>Previous</b>	<b>Current</b>	<b>Notes</b>
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	<b>Complete</b>	<b>Complete</b>	
LGF/1516/003/EV (iib)	New Eastern Villages -West of A419 (Package 2)	SBC	<b>R</b>	<b>AG</b>	Work progressing on business case for submission to Board ex-committee. Change control approved at July Commissioning Group for transfer of funding from Quality Bus Corridor project.

### Department for Transport - Retained

Project Ref	Project Name	Lead Delivery Partner	Previous	Current	Notes
LGF/1516/003/EV (v)	New Eastern Villages White Hart Junction	SBC	AR	AR	Preliminary design has been completed and tender has been issued. Risk around approval for required departure from design standards affecting programme.



### City Deal

Project Ref	Project Name	Lead Delivery Partner	Previous	Current	Notes
LGF/1516/006/CD	Higher Futures	WC & SBC	AG	G	Target numbers of learners remain a challenge – increasing but behind profile. 696 L4 + Learners achieved to date. 2 staff members recently left team.

### Careers and Enterprise Company (CEC)

Project Ref	Project Name	Lead Delivery Partner	Previous	Current	Notes
LEP/GEN/001/CEC	Enterprise Advisor Network & Careers Hub	WC & SBC	G	G	57 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	New telephone triage service has been contracted and implemented. Work is progressing on full application for ERDF funding for further face to face support (inc. Start Up, delivered by Outset and Scale Up, delivered by Set Squared).

<b>Growing Places Infrastructure Fund (GPIF)</b>					
<b>Project Ref</b>	<b>Project Name</b>	<b>Lead Delivery Partner</b>	<b>Previous</b>	<b>Current</b>	<b>Notes</b>
LEP/GPIF/001/CAS	GPIF – Castledown Business Park	WC	<b>Complete</b>	<b>Complete</b>	£2.54m loan now repaid.
LEP/GPIF/002/WG	GPIF – Woods Group	Woods Group	<b>G</b>	<b>G</b>	£1,279,235 loan in place with repayment to SWLEP by end March 2021.
LEP/GPIF/003/RT	GPIF – Recycling Technologies	Recycling Technologies	<b>G</b>	<b>G</b>	£1,035,433 loan in place with repayment to SWLEP by December 2021
LEP/GPIF/004/OW	GPIF – Our Wilton	Our Wilton	<b>G</b>	<b>G</b>	£1,250,000 loan in place with repayment to SWLEP by December 2021




## Key

### Project Status

	Red	Amber Red	Amber Green	Green
	R	AR	AG	G

See below for RAG rating methodology

### Direction of Travel

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

### Milestones

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

### RAG Rating

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

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

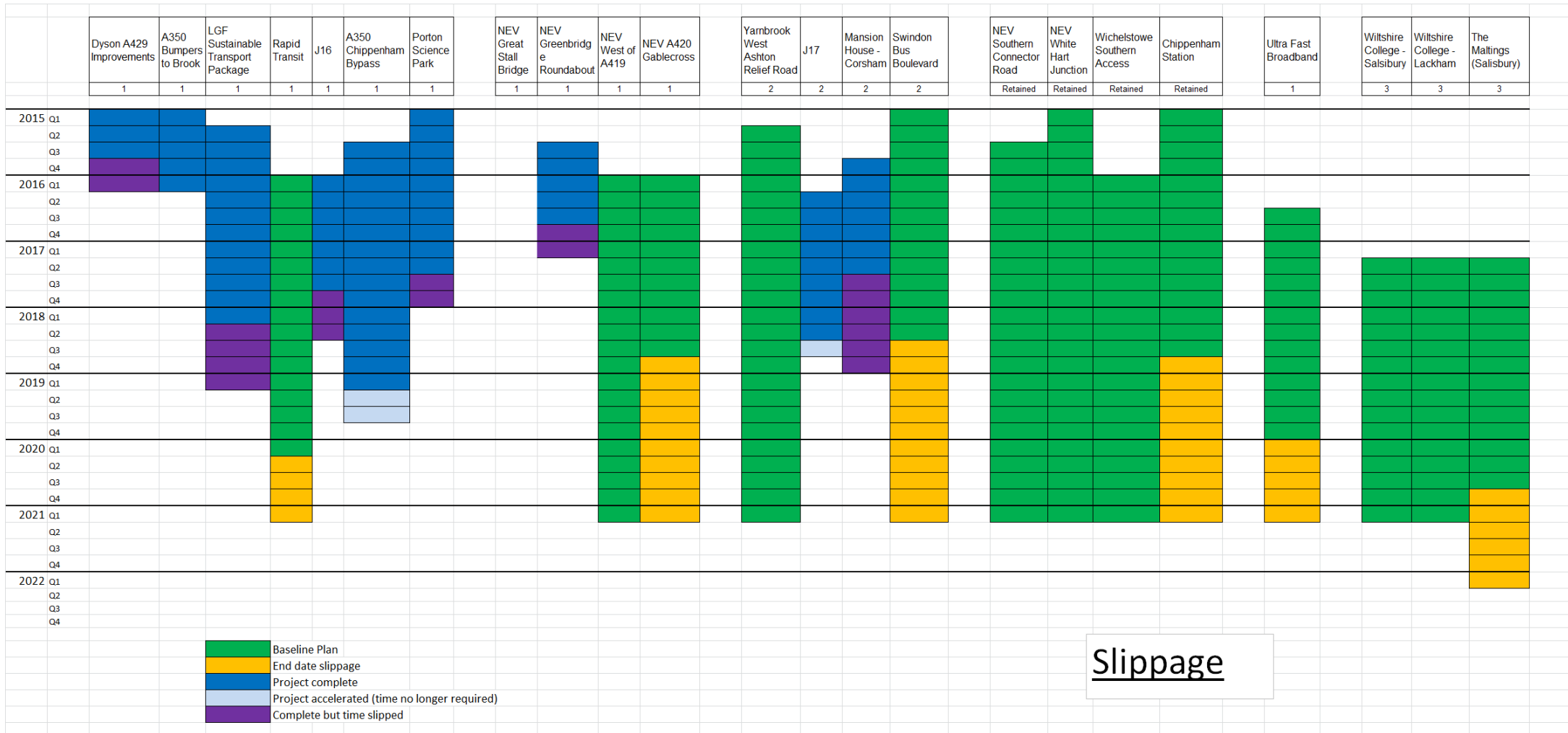
- **GREEN:** Project considered being on track, to time, quality and cost.
- **AMBER-GREEN:** Project considered at risk of minor to medium impacts on time, scope and/or cost – requires small mitigating action.
- **AMBER-RED:** Project considered at risk of medium to major impacts on time, scope and/or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

### RAG Scoring

RAG rating	Cost	Scope	Time
	<ul style="list-style-type: none"> <li>• All funding for overall scheme has been secured and is available to spend as required.</li> </ul>	<ul style="list-style-type: none"> <li>• Deliverables and project scope remains unaltered.</li> </ul>	<ul style="list-style-type: none"> <li>• Minor project slippage may be present but total project delivery remains on track.</li> <li>• &lt;30 days total slippage.</li> </ul>
	<ul style="list-style-type: none"> <li>• Extra funding is required for overall project and is expected to be secured shortly (within 1 month).</li> </ul>	<ul style="list-style-type: none"> <li>• Project is experiencing or is expected to experience small changes to scope and outputs delivered.</li> </ul>	<ul style="list-style-type: none"> <li>• Project is experiencing or is expected to experience slippage.</li> <li>• &gt;30 days but &lt;90days total project slippage</li> </ul>
	<ul style="list-style-type: none"> <li>• Extra funding is required for overall project. A funding plan is in place and applications have been made but there is a risk of an unsuccessful bid.</li> </ul>	<ul style="list-style-type: none"> <li>• Project is experiencing or is expected to experience major changes to scope and outputs delivered.</li> </ul>	<ul style="list-style-type: none"> <li>• Project is experiencing major slippage and is due to deliver the project outputs and outcomes late.</li> <li>• &gt;90 days slippage but &lt;6 Months total project slippage.</li> </ul>
	<ul style="list-style-type: none"> <li>• Extra funding is required for overall project. No funding plan is in place or applications made in order to address funding gap.</li> </ul>	<ul style="list-style-type: none"> <li>• Project is experiencing or is expected to experience significant change to scope and outputs delivered.</li> </ul>	<ul style="list-style-type: none"> <li>• Project is suffering significant and major delays to delivery.</li> <li>• &gt;6 Months total project slippage.</li> </ul>

### 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.





**This page left  
intentionally blank**



<b>Security Level:</b>	Confidential <input type="checkbox"/>	Restricted <input type="checkbox"/>	Unclassified <input checked="" type="checkbox"/>	Commercially Sensitive <input type="checkbox"/>
------------------------	---------------------------------------	-------------------------------------	--------------------------------------------------	-------------------------------------------------

<b>Meeting &amp; Date:</b>	SWLEP Board Meeting – Wednesday, 24 July 2019		
<b>Subject:</b>	LGF Finance and Outputs Summary		
<b>Attachments:</b>	None		
<b>Author:</b>	Ian Durston	<b>Total no of sheets: (inc cover sheet)</b>	13

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

### 1. Purpose

This paper summarises the current financial status across the various streams of LGF funding. Also 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 underspend figure remains at £19.8m.

All projects still forecast that all LGF money will be spent by March 2021, with the exception of The Maltings project in Salisbury which is now unlikely to do so.

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.

Output figures are as reported at the May 2019 Board Meeting. Updated figures will be available for the September 2019 Board Meeting.

### 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

##### 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 1 shows the actual spend for each project to date against what is forecast to be spent during the course of the year (blue lines). Forecast figures for years in the past have been made the same as actual 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 2018/19 was £19.8m.

- 4.5 The projects with a significant contribution to the overall underspend situation are Swindon Bus Boulevard, Swindon Rapid Transit, The Maltings and Chippenham Station Hub due to initial delays in progress. The two museum projects and the Wiltshire College projects are also contributors (though these are due to profiling issues rather than delays to the projects).
- 4.6 Currently, all projects still forecast that all LGF money will be spent by March 2021, with the exception of The Maltings project in Salisbury which is now unlikely to do so. The forecast spend for The Maltings is still shown as being completed by March 2021 in these figures while a more accurate position is determined.
- 4.7 £1.1m of LGF funding is now available for the Salisbury and South Wiltshire area. £100,000 of this money has been allocated to the Illuminating Salisbury project, £300,000 to the Fisherton St Gateway project and £250,000 to the City Centre Transport Improvement project. Discussions are progressing with Wiltshire Council on allocations for the remaining money.
- 4.8 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	18/19	Q1 19/20	Q2 19/20	Q3 19/20	Q4 19/20	Total 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							4,000,000
	Actual Spend to Date	0	1,862,200	2,137,800							4,000,000
A350 West Ashton/Yarnbrook	Original Grant Request	0	117,300	0	3,000	610,000	215,000	215,000	215,000	2,900,000	5,500,000
	Forecast Profile Spend	0	117,300	0	3,000	610,000	215,000	215,000	215,000	1,255,000	4,124,700
	Actual Spend to Date	0	117,300	0	3,000	610,000	215,000	215,000	215,000	0	120,300
M4 Junction 17 - COMPLETE	Original Grant Request	0	140,400	359,600						500,000	500,000
	Forecast Profile Spend	0	140,400	359,600							500,000
	Actual Spend to Date	0	140,400	359,600							500,000
Corsham Mansion House	Original Grant Request	26,200	1,900,000	600,000	1,800,685	0	0	0	144,315	144,315	2,500,000
	Forecast Profile Spend	26,200	1,900,000	600,000	1,800,685	0	0	0	144,315	144,315	2,500,000
	Actual Spend to Date	26,200	1,900,000	600,000	1,800,685	0	0	0	144,315	144,315	2,355,685
A350 Dualling Chippenham Bypass - COMPLETE	Original Grant Request	0	667,000	2,370,000	2,370,000				2,360,000		7,100,000
	Forecast Profile Spend	0	667,000	2,863,400	3,569,600						7,100,000
	Actual Spend to Date	0	667,000	2,863,400	3,569,600						7,100,000
Ultra Fast Broadband	Original Grant Request	0	0	1,000,000	0	0	0	500,000	500,000	1,000,000	1,000,000
	Forecast Profile Spend	0	0	0	0	0	0	500,000	500,000	1,000,000	1,000,000
	Actual Spend to Date	0	0	0	0	0	0	500,000	500,000	1,000,000	0
Royal Artillery Museum	Original Grant Request	0	0	425,000	925,000						1,350,000
	Forecast Profile Spend	0	0	0	0	0	0	0	0	1,350,000	1,350,000
	Actual Spend to Date	0	0	0	0	0	0	0	0	1,350,000	0
Swindon Museum and Art Gallery	Original Grant Request	0	0	250,000	0	62,500	62,500	62,500	62,500	250,000	250,000
	Forecast Profile Spend	0	0	0	0	62,500	62,500	62,500	62,500	250,000	250,000
	Actual Spend to Date	0	0	0	0	62,500	62,500	62,500	62,500	250,000	0
LGF Sustainable Transport (LSTF) - COMPLETE	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	496,000						3,750,000
	Actual Spend to Date	1,226,800	1,086,000	941,200	496,000						3,750,000
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						-3,120,000	5,920,000
	Actual Spend to Date	875,800	4,185,500	3,978,700							9,040,000
Rapid Transit	Original Grant Request	0	164,000	3,283,000	3,283,000				2,190,000		8,920,000
	Forecast Profile Spend	0	55,500	799,200	2,445,328	1,043,072	350,000	400,000	930,000	2,723,072	8,920,000
	Actual Spend to Date	0	55,500	799,200	2,445,328	723,072				723,072	4,023,100
Swindon Bus Boulevard	Original Grant Request	0	0	1,100,000	1,700,000				200,000		3,000,000
	Forecast Profile Spend	0	0	67,100	819,036	229,564	620,000	137,000	161,000	1,147,564	3,000,000
	Actual Spend to Date	0	0	67,100	819,036	147,564				147,564	1,033,700
Wiltshire College - Salisbury	Original Grant Request	0	0	2,300,000	2,300,000				2,300,000	6,930,000	13,830,000
	Forecast Profile Spend	0	0	670,000	2,850,000	1,393,613	769,291	890,970	1,776,126	4,830,000	13,830,000
	Actual Spend to Date	0	0	670,000	2,850,000	1,393,613	769,291			2,162,904	5,682,904
Wiltshire College - Lackham	Original Grant Request	0	0	1,360,000	1,360,000				1,360,000	4,120,000	8,200,000
	Forecast Profile Spend	0	0	237,070	758,965	0	1,103,965	898,656	1,736,260	3,738,881	8,200,000
	Actual Spend to Date	0	0	237,070	758,965	0	1,103,965			1,103,965	2,100,000
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	72,888	0	0	0	0	0	6,060,000
	Actual Spend to Date	0	0	283,100	72,888					5,704,012	355,888
Chippenham Station Hub	Original Grant Request	350,000		2,160,000	5,000,000				5,000,000	3,490,000	16,000,000
	Forecast Profile Spend	27,900	114,000	178,100	1,211,100	55,000	145,000	396,000	1,770,000	2,366,000	16,000,000
	Actual Spend to Date	27,900	114,000	178,100	1,211,100						1,531,100
Salisbury Projects ( Not all allocated)	Original Grant Request	0	0	175,000	925,000						1,100,000
	Forecast Profile Spend	0	0	0	0	162,500	162,500	162,500	162,500	650,000	1,100,000
	Actual Spend to Date	0	0	0	0						0
<b>Grant Annual</b>	<b>7,800,000</b>	<b>10,214,948</b>	<b>21,439,293</b>	<b>20,870,160</b>					<b>16,117,812</b>	<b>15,697,417</b>	<b>92,139,630</b>
<b>TOTAL Forecast Profile</b>	<b>5,226,700</b>	<b>8,383,400</b>	<b>12,888,570</b>	<b>14,026,602</b>	<b>3,556,249</b>	<b>3,428,256</b>	<b>3,662,626</b>	<b>7,457,701</b>	<b>14,984,832</b>	<b>36,539,896</b>	<b>92,050,000</b>
<b>TOTAL Actual</b>	<b>5,226,700</b>	<b>8,383,400</b>	<b>12,888,570</b>	<b>14,026,602</b>	<b>2,264,249</b>	<b>1,873,256</b>	<b>0</b>	<b>0</b>	<b>4,137,505</b>	<b>0</b>	<b>44,662,777</b>

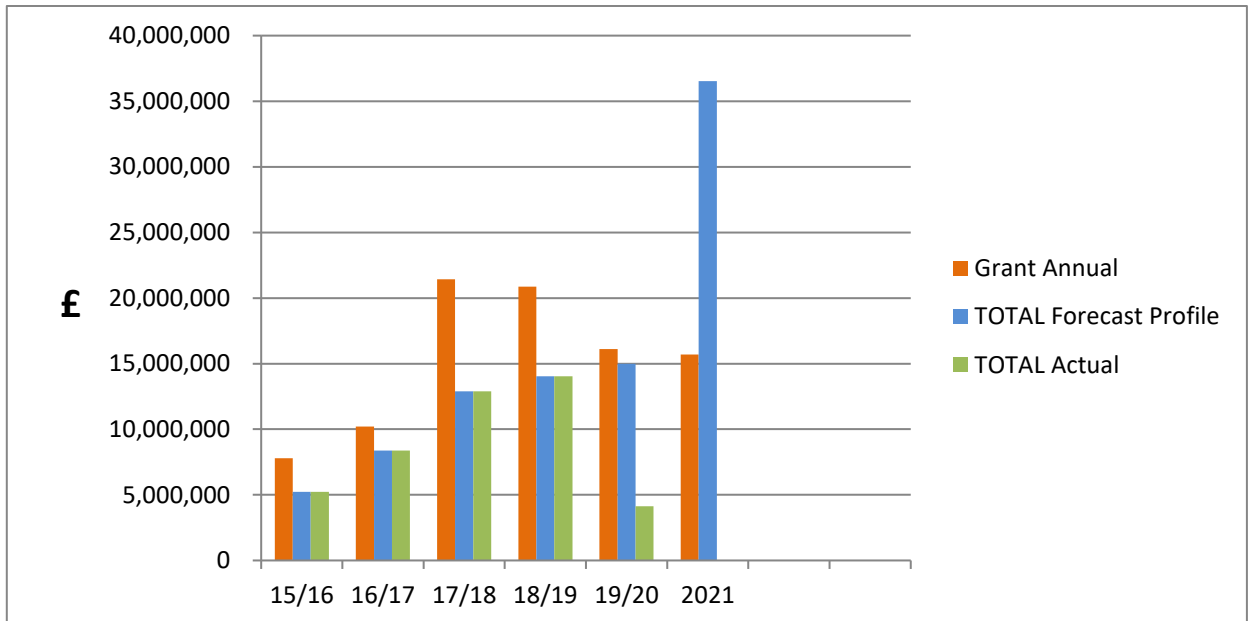


Figure 1a

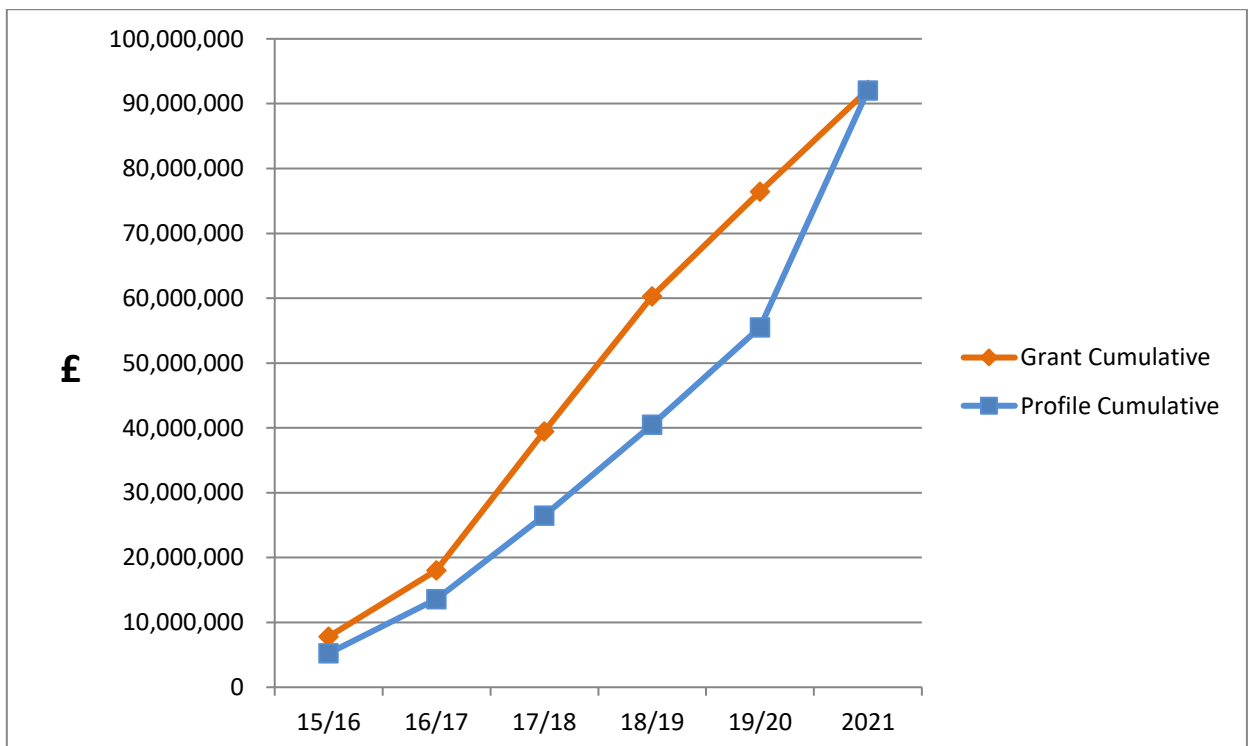


Figure 1b

## 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); and
- NEV – A420 Gablecross.

5.2 Table 2 shows the actual spend for each project to date against what is forecast to be spent during the course of the year (blue lines). Forecast figures for years in the past have been made the same as actual 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 in 2018/19 was broadly in line with forecast spend. There are, however, delays with the NEV A420 Gablecross project caused by land assembly discussions with Sainsbury's taking longer than planned. Discussions are therefore taking place with the Department for Transport on these projects (and the Retained NEV projects) 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	18/19	Q1 19/20	Q2 19/20	Q3 19/20	Q4 19/20	Total 19/20	20/21	TOTAL
<b>Green Bridge Roundabout - COMPLETE</b>	Original Grant Request										2,000,000
	Forecast Profile Spend	591,500	1,408,500								2,000,000
	Actual Spend to Date	591,500	1,408,500								2,000,000
<b>West of A419 - Package 2</b>	Original Grant Request								500,000	2,430,000	2,930,000
	Forecast Profile Spend	0	0	0	100,000	124,400	35,000	55,000	90,000	304,400	2,930,000
	Actual Spend to Date	0	0	0	100,000	99,400				99,400	199,400
<b>A420 Corridor</b>	Revised Grant Request		2,500,000						1,900,000		4,400,000
	Forecast Profile Spend	40,500	21,300	432,300	295,368	181,232	181,000	1,994,000	972,000	3,328,232	4,400,000
	Actual Spend to Date	40,500	21,300	432,300	295,368	112,232				112,232	901,700
<b>Great Stall Bridge - Removed</b>	Revised Grant Request										0
	Forecast Profile Spend										0
	Actual Spend to Date										0
<b>Grant Annual (Revised)</b>	0	4,500,000	0	0					2,400,000	2,430,000	9,330,000
<b>TOTAL Forecast Profile</b>	632,000	1,429,800	432,300	395,368	305,632	216,000	2,049,000	1,062,000	3,632,632	2,807,900	9,330,000
<b>TOTAL Actual</b>	632,000	1,429,800	432,300	395,368	211,632	0	0	0	211,632	0	3,101,100



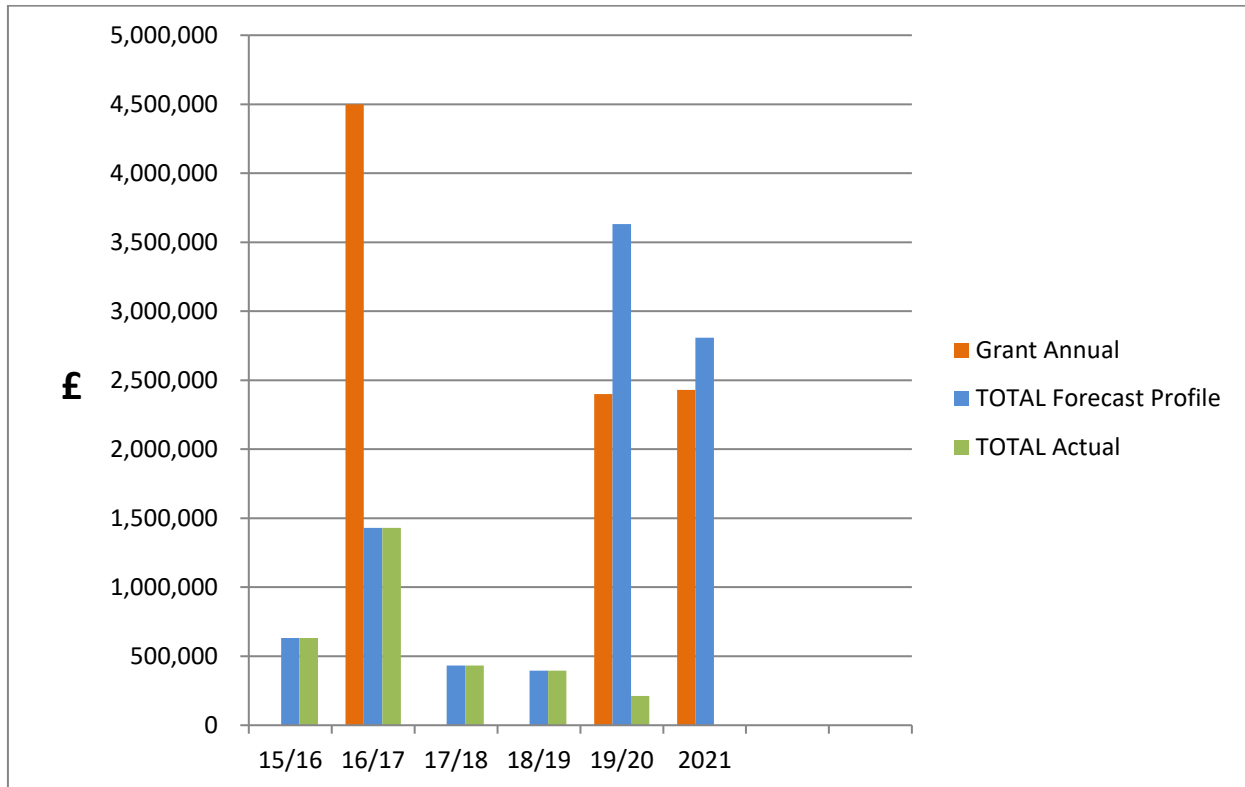


Figure 2a

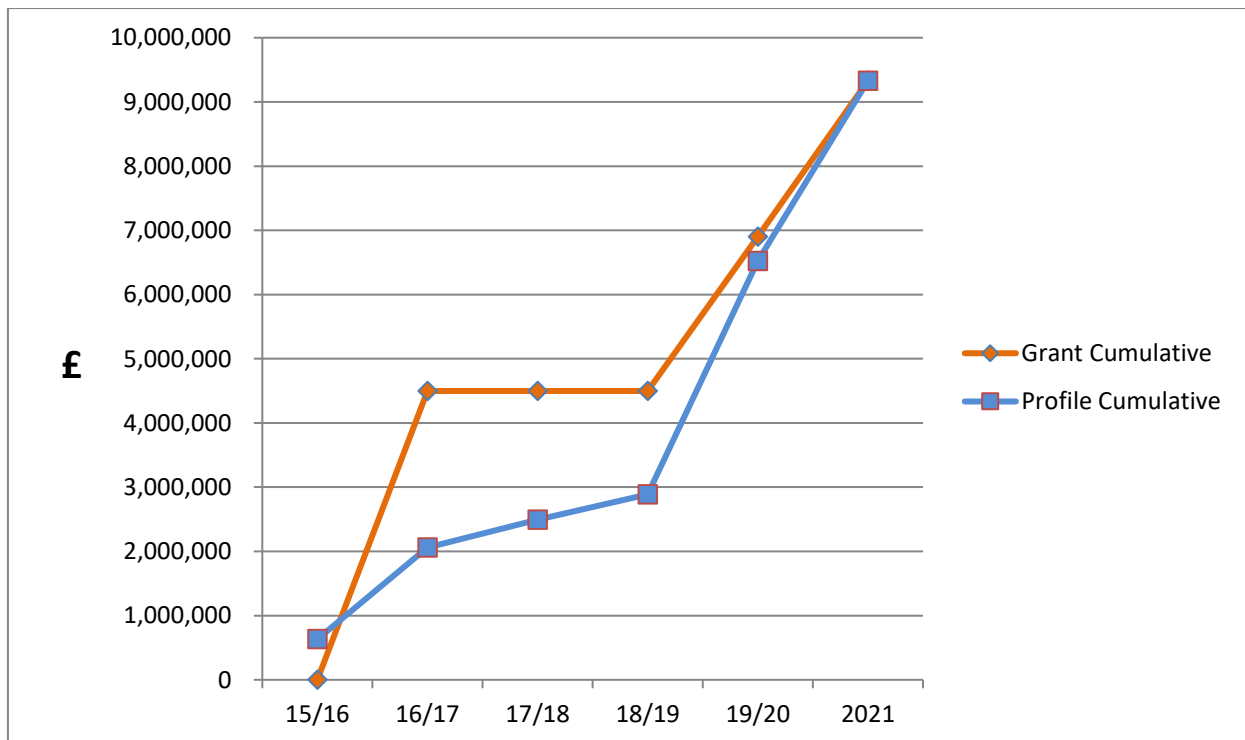


Figure 2b

## **6. DfT Retained Projects Summary**

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

- NEV – Business Case;
- NEV – Southern Connector Rd;
- NEV – White Hart Junction; and
- Whichelstowe Western Access.

6.2 Table 3 shows the actual spend for each project to date against what is forecast to be spent during the course of the year (blue lines). Forecast figures for years in the past have been made the same as actual 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 in 2018/19 was broadly in line with forecast spend. However, there are significant challenges with delivering the Southern Connector Rd project, and to a lesser extent the White Hart Junction project. Given this, and the amount of spend that is required in the final two years of these two projects, discussions are taking place with the Department for Transport to make it aware of the status of the projects and ensure that funding is protected going forward.

**Table 3**

	15/16	16/17	17/18	18/19	Q1 19/20	Q2 19/20	Q3 19/20	Q4 19/20	Total 19/20	20/21	TOTAL
<b>Wichelstowe Southern Access</b>	Revised Grant Request		200,000	510,000					10,000,000	12,190,000	22,900,000
	Forecast Profile Spend	0	200,000	441,881	668,419	800,000	4,500,000	4,500,000	10,468,419	11,789,700	22,900,000
	Actual Spend to Date	0	200,000	441,881	280,419				280,419		922,300
<b>New Eastern Villages - Business Case</b>	Original Grant Request	500,000									500,000
	Forecast Profile Spend	381,900	118,100								500,000
	Actual Spend to Date	381,900	118,100								500,000
<b>New Eastern Villages - White Hart Junction</b>	Revised Grant Request		600,000	900,000					16,200,000	10,500,000	28,200,000
	Forecast Profile Spend	0	28,000	417,500	1,093,935	82,265	256,000	5,694,000	5,781,000	11,813,265	14,847,300
	Actual Spend to Date	0	28,000	417,500	1,093,935	53,265			53,265		1,592,700
<b>New Eastern Villages - Southern Connector Road</b>	Revised Grant Request								2,100,000	9,500,000	11,600,000
	Forecast Profile Spend	0	0	0	0	1,879,700	0	0	220,300	2,100,000	9,500,000
	Actual Spend to Date	0	0	0	0	1,879,700			1,879,700		1,879,700
<b>Grant Annual</b>	500,000	600,000	1,100,000	510,000					28,300,000	32,190,000	63,200,000
<b>TOTAL Forecast Profile</b>	381,900	146,100	617,500	1,535,816	2,630,384	1,056,000	10,194,000	10,501,300	24,381,684	36,137,000	63,200,000
<b>TOTAL Actual</b>	381,900	146,100	617,500	1,535,816	2,213,384	0	0	0	2,213,384	0	4,894,700

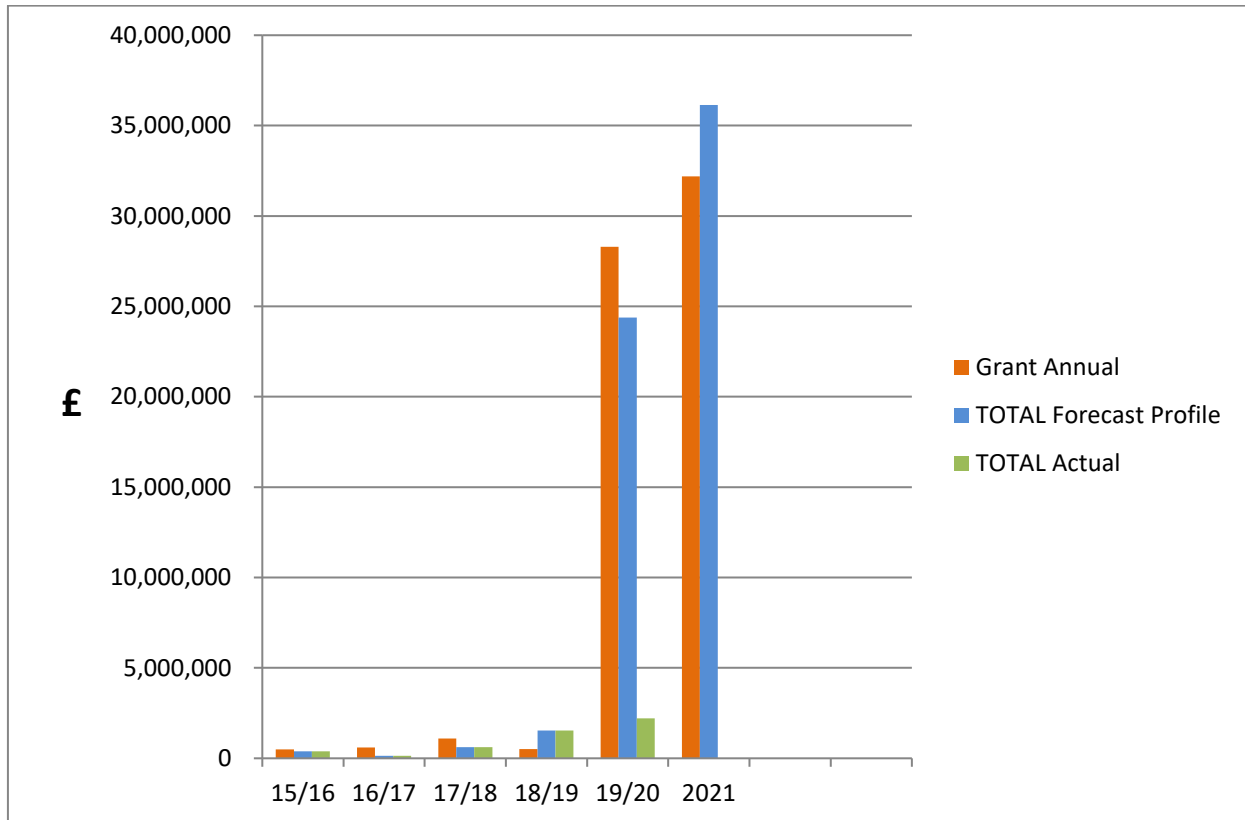


Figure 3a

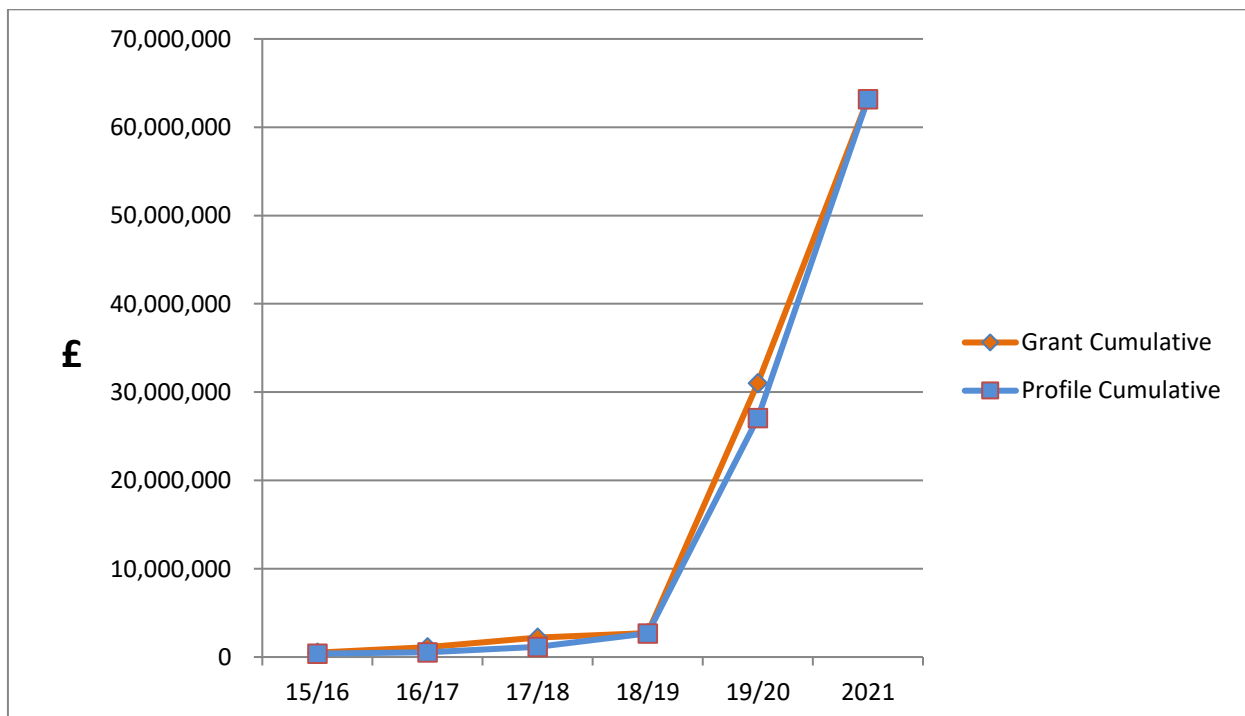


Figure 3b

## **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 This information has not changed since the May 2019 Board Paper. Updated figures will be submitted to the September 2019 Board Meeting.





Deliverables Progress									
	This Quarter	15-17	Financial Year					Total	
			17-18	18-19	19-20	20-21	21-25		
<b>Housing</b>									
	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%
<b>Jobs</b>									
	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									
<b>Skills</b>									
	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%
<b>Transport</b>									
	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



**This page left  
intentionally blank**





<b>Security Level:</b>	Confidential <input type="checkbox"/>	Restricted <input type="checkbox"/>	Unclassified <input checked="" type="checkbox"/>	Commercially Sensitive <input type="checkbox"/>
------------------------	---------------------------------------	-------------------------------------	--------------------------------------------------	-------------------------------------------------

<b>Meeting &amp; Date:</b>	SWLEP Board Meeting – Wednesday, 24 July 2019		
<b>Subject:</b>	Chair’s update		
<b>Attachments:</b>	None		
<b>Author:</b>	John Mortimer	<b>Total no of sheets:</b>	2

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

**Meetings attended by John Mortimer, SWLEP Chair, between  
13 May 2019 and 16 July 2019**

15 May 2019	Local Industrial Strategy (LIS) online meeting
23 May 2019	Chaired SWLEP Board Meeting – Swindon
29 May 2019	Digital Mansion Corsham Meeting – Corsham
6 June 2019	Attended Switch on to Swindon Event – Swindon
18 and 21 June 2019	Participated in Board Recruitment Interviews – Chippenham
19 June 2019	Co-chaired Honda Task Force Meeting – Swindon
26 June 2019	Chaired Rural Economy Steering Group (RESG) – Lyneham
2 July 2019	Interview for publication in Annual Report– Corsham



9 July 2019 LIS Working Group – Chippenham

11 July 2019 Chaired Commissioning Group – Chippenham  
Attended meeting with Alex Aiken, Cabinet Office Communications  
Executive Director, visit to Swindon Workshed

16 July 2019 Chaired Growth Hub Governance Group – Chippenham  
Board Recruitment Interviews - Chippenham

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



<b>Security Level:</b>	Confidential <input type="checkbox"/>	Restricted <input type="checkbox"/>	Unclassified <input checked="" type="checkbox"/>	Commercially Sensitive <input type="checkbox"/>
------------------------	---------------------------------------	-------------------------------------	--------------------------------------------------	-------------------------------------------------

<b>Meeting &amp; Date:</b>	SWLEP Board Meeting – Wednesday, 24 July 2019		
<b>Subject:</b>	Director's Report		
<b>Attachments:</b>	Marketing and Communications report		
<b>Author:</b>	Paddy Bradley	<b>Total no of sheets:</b>	8

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

## 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. 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

- Commissioning Group (11 July)



- Monthly meetings with SWLEP BEIS Local Relationship Manager and a mid-year LEP Review pre-meet (9 July)
- South Wiltshire Economy Pillar Group (24 June)
- Inaugural meeting of the Salisbury and South Wiltshire Growth Board (16 July)
- South Wiltshire Operations Board (17 July)
- Honda People, Skills and Employment Task Group (18 June)
- Honda Manufacturing UK Task Force with Greg Clark (19 June)
- Honda and Supply Chain Steering Group (5 July)
- Regular Honda Task Group Leads' teleconferences
- Local Industrial Strategy (LIS) Working Group (9 July)
  - Meeting of LIS Independent Review Panel (26 June)
  - Natural Capital Working Group Meeting (24 May)
  - Meeting with Michelle Donalan MP on Rail Strategy (28 June)
  - Conference call with LIS Evidence Panel (4 July)
  - LIS on-going follow-up meetings (various)
- SWLEP Secretariat (20 June)
- Monthly meetings with Finance, particularly with regard to Budget
- LGF cash flow and project rating meeting with SWLEP Programme Manager (30 May) and follow-up meetings with Swindon Borough Council (25 June) and Wiltshire Council SWLEP Leads (28 June)
- Range of discussions with individual Board directors
- Regular keep-in-touch calls and meetings with the Chairman and Deputy Chairman
- Keep-in-touch meetings with CEO of SBC (23 May and 1 July)
- Various meetings involving a range of SBC and Wiltshire officers to agree incorporation issues with regard to HR and TUPE arrangements, including staff consultations.
- Regular incorporation update meetings with staff, visit to Digital Mansion Corsham as prospective SWLEP offices (29 May)
- Briefing with Democratic Services regarding scrutiny and future governance prior to Committee meeting on 16 July
- Wiltshire College project update discussion (27 June)
- Inward Investment Working Group Meeting (24 May)
- Participated in the interviews for additional Board Directors (18, 21 June and 16 July)

#### **Priority theme Subgroups**

- Skills and Talent Subgroup (19 July)
  - On Panel for a teleconference regarding "Recruiting and engaging employers for Skills Advisory Panels (SAPs)" with DfE (10 June)
  - Meeting with organisation offering skills mobile technologies (14 June)
  - Discussion of membership for the Skills Advisory Panel (14 June)
  - Various meetings to discuss changes to personnel
  - Event with Ofsted to advise employers on sector providers (27 June)
  - Meeting with Steve Wain, Principal of Swindon College reference progressing the Institute of Technology (4 July)



- Place Shaping
  - Meeting regarding Swindon Cultural Quarter (14 June)
  - Facilitated at Salisbury Competitive Brand Positioning Business & Stakeholder event (5 July)
  - Salisbury High Street Revitalisation Meeting (23 July)
  - Met with VisitWiltshire consultants in London (10 July)
- Business Development Subgroup
  - GPIF Interest Rate meeting with Finance (1 July) and GPIF Working Group (12 July)

### **External events**

- LEP Network meetings:
  - LEP Network CEOs meeting (11 June) presenting on Natural Capital with Roger Turner of Newcastle University
  - Teleconferences for LEP CEO Operational Group (various)
- Meeting of the Business and Economy Group hosted by Business West in Wiltshire (29 May and 17 July) and in Swindon (19 June)
- Switch on to Swindon Place Board (20 June)
- SWLEP attended as headline sponsor of the South Wiltshire Business of the Year Awards in Salisbury (20 June)
- LEP Collaboration - SW Energy Hub, Western Rail Link to LHR, Cyber SIA - meeting with Baibre Kelly, Assistant Director for Place, Impact and Research BEIS, in Malvern (17 June)
- Spoke at Swindon & Wiltshire Property Forum (12 June)
- Attendance at the Western Powerhouse launch event at the House of Lords (8 July)
- Spoke at Local Economic Growth Conference in London (18 July)

### **4.2. Business visits and meetings**

- Various meetings and telephone calls with people interested in Board directorship
- Meeting with PRP Optoelectronics Ltd, Swindon (23 May)
- Introductory meeting with new CEO of West of England Academic & Health Science Network (29 May)
- Introductory meeting with Flo Churchill, Interim Director of Economy & Planning for Wiltshire Council (24 June)
- Meeting with Wessex Community Energy (24 June)
- Honda Logistics introductory meeting (2 July)
- Honda Manufacturing UK site meeting (3 July)
- Porton Science Park meeting (11 July)
- Met with DfT area lead (2 July) and various DfT staff regarding retained schemes in London (10 July)
- Introductory meeting with new CEO of Prospect Hospice (3 July)



- Participated in meeting with Alex Aitken, Executive Director of Government Communications at the Cabinet Office on visit to Swindon (11 July)

#### **4.3. Marketing and Communications**

- 4.3.1. The report from the Interim Head of Marketing and Communications is attached at Appendix I.
- 4.3.2. The report covers online activity, response to the Annual Conference and media coverage.



**Appendix I – Marketing and Communications**

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

**5. Purpose**

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

**6. Summary**

- 6.1. Online engagement continues to grow – website traffic increased by 13% Month-on-Month.
- 6.2. SWLEP Limited’s first paid social media campaign on LinkedIn as part of the Board Recruitment marketing campaign generated 5,131 impressions and 26 leads.
- 6.3. £16,000 of sponsorship for the Swindon & Wiltshire Business Growth Summit secured to date and 61 delegates registered.

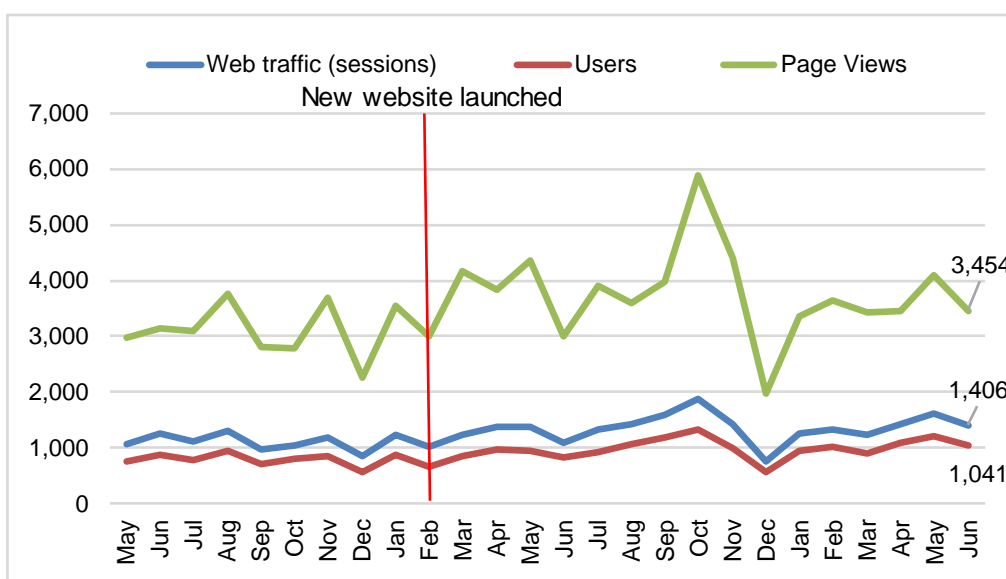
**7. Recommendations**

7.1. This paper is for information only.

**8. Detail**

**8.1. Online Engagement**

**8.1.1. SWLEP Website**



- Website traffic increased by 13% in the period May - June 2019 with 3,021 sessions (the period of time a user is actively engaged in the site);





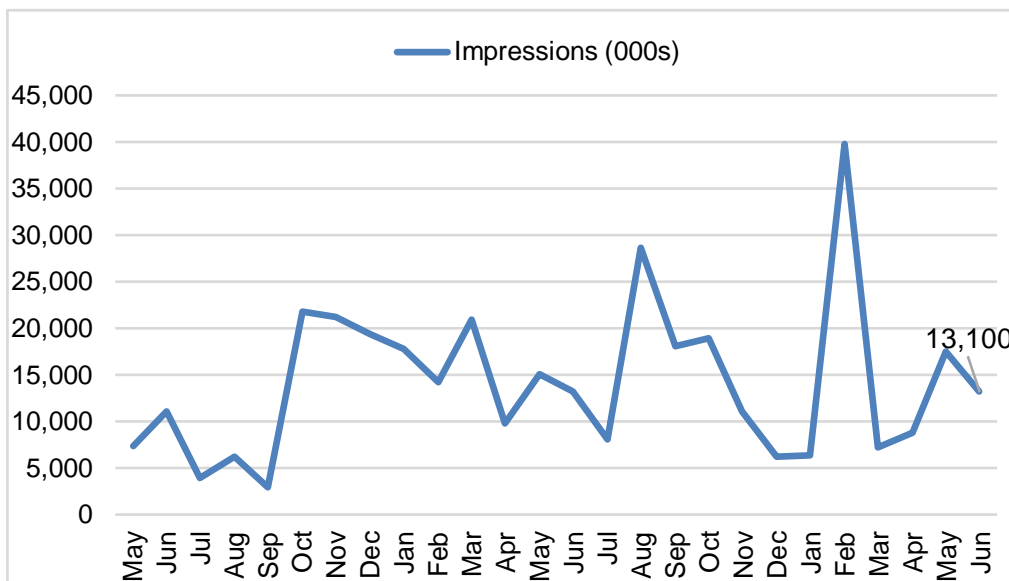
- Comparing the performance year-on-year, engagement via the SWLEP website has increased by 23%. Users of the website have increased 27% y-o-y to 2,248 - 81% are New Visitors.

	May-Jun '18	Mar-Apr	May-Jun		Y-o-Y
Web traffic (sessions)	2,459	2,672	3,021	13%	23%
Users	1,768	1,991	2,248	13%	27%
Page Views	7,352	6,889	7,545	10%	3%
Avg. Session Duration	-	00:02:13	00:02:22	7%	n/a

- The top pages in the period May - June 2019 were:

	Pageviews
/	1,636
/about/who-we-are	541
/contacts	338
/documents	337
/projects	279
/about/our-strategies/lis	186
/news	177
/about/what-we-do	173
/events/business-growth-summit	158
/about/our-strategies	149

### 8.1.2. Social media - Twitter





	Mar-Apr	May-Jun		Followers
Tweets	15	15	0%	2,621
Retweets	27	37	27%	
Impressions	15,900	30,500	48%	

- Twitter activity increased to 30.5k impressions in May and June. The tweet with the highest impressions (4,893) was on 3 May for the Board Recruitment campaign.
- Our LinkedIn audience and engagement continues to grow with regular weekly connection requests. Our audience currently stands at 1,964 connections and the network is being used to generate sponsorship leads for the 2019 Business Growth Summit.

## 8.2. Marketing

- 8.2.1. LinkedIn Board Recruitment campaign launched on 30 April and achieved 5,131 impressions and delivered 26 leads at a cost of £16.69 per lead.
- 8.2.2. In May a marketing campaign launched with Total Guide to Swindon, including online content and emails promoting our Board Recruitment Campaign and sponsorship opportunities and delegate registrations for our Swindon & Wiltshire Business Growth Summit.
- 8.2.3. An ebook focussed on Swindon & Wiltshire's Inward Investment Offer was published in June 2019 and marketing collateral for the US Bio Convention in May.
- 8.2.4. Work in progress includes:
- telemarketing and email follow up to secure sponsorship for the Swindon & Wiltshire Business Growth Summit; and
  - marketing campaigns across all channels to deliver delegate bookings for the Swindon & Wiltshire Business Growth Summit.

## 8.3. Event and Awards Sponsorship

- 8.3.1. SWLEP sponsored and spoke at the following awards:
- Headline Sponsor of [The Techies Swindon & Wiltshire 2019](#) organised by The Business Exchange Swindon & Wiltshire (May 2019); and
  - Headline Sponsor of the [South Wilts Business of the Year Awards](#) (20 June 2019)

## 8.4. Engagement

- 8.4.1. Swindon & Wiltshire Business Growth Summit 3 October 2019:
- venue confirmed: Cineworld, Regent Circus, Swindon;



- sponsorship of £16,000 secured to-date with conversations with other potential sponsors ongoing;
- to-date there are 61 delegates booked to attend the event; and
- Headline Sponsors confirmed as GWR and Network Rail and Nationwide Building Society as Conference Sponsors.

8.4.2. MPs Q2 2019 briefing paper sent, topics included the proposed Business-Led Cyber Capital, Growing Places Infrastructure Fund update, Local Industrial Strategy Appointments, incorporation and an update on the LGF projects.

#### 8.5. Communication

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

- [Statement on Honda UK's Announcement \(14 May 2019\)](#)
- [New Building Works Start at Wiltshire College \(20 May 2019\)](#)
- [Careers Hub Expands Reach \(5 June 2019\)](#)