	Board Meeting **26 September 2019** **Paper Number 6.0**
Swindon&**Wiltshire** LOCAL ENTERPRISE PARTNERSHIP	

Security Level:	Confidential ☐	Restricted ☐	Unclassified ▣	Commercially Sensitive ☐

Meeting & Date:	SWLEP Board Meeting – Thursday, 26 September 2019		
Subject:	Commissioning Group Highlight Reports		
Attachments:	None		
Author:	Ian Durston	**Total no of sheets:** (inc cover sheet)	14

Papers are provided for:	Approval ☐	Discussion ▣	Information ☐

1. Purpose

Highlight reports on the status of each LGF project (and other SWLEP 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 improved from Red to Amber/Red.

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).

A contractor has been selected for the construction of phase 2 with construction due to start in November. Discussions are taking place with Good Energy on appointing a developer for their building on the site.

The Wiltshire Council team has developed a suite of potential packages of work for the station area for the remaining project funding. Options are presented in a separate paper and will be discussed at the September Board Meeting.

A350 Yarnbrook / West Ashton

RAG rating improved from Red to Amber/Red.

A grant agreement between Homes England and Wiltshire Council for Housing Infrastructure Fund monies is close to signature. This is not affecting progress.

Detailed design work continues to revised programme.

Salisbury Maltings

RAG rating improved from Red to Amber/Red.

The Wiltshire Council Strategic Planning Committee approved a revised design for plot 1 at the planning committee on 11 September.

Wiltshire Council is now proposing that LGF monies be spent on a variety of elements of the phase 2 work (but not the Market Walk element), which will enable them to be defrayed by March 2021.

An Outline Business Case for the scheme is being developed.

Swindon Bus Boulevard

RAG rating improved from Red to Amber/Red.

BT utility diversion work has completed on the southern site. Work to the north ongoing. The Outline Business Case for the scheme has been postponed until December 2019 while extra design work is carried out. This will not affect the critical path.

All non LGF funding (£22m) for the wider scheme is dependent on a bid to the Future High Street Fund for which an EOI has been successful. £150,000 is now available to develop a full submission.

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 has not yet been received. 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 and is being progressed in parallel.

A420/Gablecross

RAG rating remains at Red.

Discussions have been held with Sainsbury's and a decision on the land negotiations with them will be available for the September Board meeting. Once this has been resolved the project is expected to progress.

The Outline Business Case has been approved ex-committee.

Wichelstowe Southern Access

RAG rating has deteriorated Green to Amber/Green.

A design and build contractor has been appointed. The Full Business Case is currently being reviewed 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 18 live LGF projects covered by the highlight reports;
- four projects are rated GREEN;
- seven projects are rated AMBER GREEN;
- five projects are rated AMBER RED;
- two projects are rated RED; and
- six 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	R	AR	Development work is underway on Phase 5 (Station Forecourt) and Phase 1b (Northern Access Lift). Phase 2 contractor has been appointed with construction due to start in November. Proposal being made to Board for various sustainable transport schemes and station bridge link scheme.
LGF/1617/009/YWA	A350 Yarnbrook/West Ashton	WC	R	AR	A grant agreement between Homes England and Wiltshire Council for Housing Infrastructure Fund monies is close to signature. Design work is progressing.
LGF/1718/003/CCPM	The Maltings (Salisbury)	WC	R	AR	The Wiltshire Council Strategic Planning Committee approved a revised design for plot 1 on 11th September. Wiltshire Council is now proposing that LGF monies be spent on various elements of phase 2.
LGF/1617/008/SBX	Swindon Bus Boulevard	SBC	R	AR	BT utility diversion work has completed on southern site. Future High St Fund bid (£22m) EOI was successful - main bid being developed.
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 and is being progressed. No news to date on HIF application.
LGF/1516/003/EV (iii)	New Eastern Villages A420 Gablecross	SBC	R	R	Agreement on price reached with Sainsbury's regarding land acquisition. Heads of Terms being developed.
LGF/1617/002/WI	Wichelstowe Southern Access	SBC	G	AG	A design and build contractor has been appointed. FBC being reviewed by DfT. Construction is on track for completion by March 2021.

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Local Growth Fund (Growth Deals 1 and 2)

Project Ref	Project Name	Lead Delivery Partner	Previous	Current	Notes
LGF/1516/001/A350	A350 Improvements	WC	Complete	Complete	
LGF/1516/002/A429	A429 Malmesbury	WC	Complete	Complete	
LGF/1516/004/PSP	Porton Science Park	WC	Complete	Complete	
LGF/1617/001/A350	A350 Dualling Bypass (Badger – Brook + Chequers)	WC	Complete	Complete	
LGF/1617/007/MH	Mansion House (Corsham)	WC	Complete	Complete	
LGF/16/17/010/JNC17	M4 J17 Capacity Improvement	WC	Complete	Complete	
LGF/1617/009/UFB	Ultra Fast Broadband	WC	AG	AG	Build paused in some areas while review undertaken of sites to be included following the wider deployment of Superfast in the area prior to this project. Now resolved in north; ongoing in south. Build continues in unaffected areas.
LGF/1516/005/LSTF	LGF Sustainable Transport Package	SBC	Complete	Complete	
LGF/1617/003/SRT	Swindon Quality Bus Corridor (Rapid	SBC	AG	AG	Final construction work on Mannington element of Wichelstowe phase due to complete in October. Development work in progress

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			Complete	Complete	
	Transit)				on North Swindon and NEV schemes.
LGF/1617/006/JNC16	M4 Junction 16	SBC			
LGF/1819/001/RAM	Royal Artillery Museum	WC	R	AR	RAM have received confirmation that it will be allocated the land required for new museum. Progress on project now expected.
LGF/1617/011/SMAG	Swindon Cultural Quarter	SBC	N/A	G	Stakeholders have met to agree common purpose and ways of working, objectives and action plan being developed through business case development.
LGF/1819/002/ILS	Illuminating Salisbury	WC	G	AG	Delays to Outline Business Case. Draft will be delivered in January 2020.
LGF/1819/003/FSG	Fisherton St Gateway (Salisbury)	WC	N/A	G	On track for OBC delivery April 2020.
LGF/1819/004/CCT	City Centre Transport (Salisbury)	WC	N/A	G	Preferred option determined for March 2020.

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Local Growth Fund (Growth Deal 3)

Project Ref	Project Name	Lead Delivery Partner	Previous	Current	Notes
LGF/1718/001/WCS	Wiltshire College - Salisbury	Wiltshire College	G	G	Refurbishment work (contract 1) complete. New build (contract 2) demolition work has now started.
LGF/1718/002/WCL	Wiltshire College - Lackham	Wiltshire College	G	AG	Animal Care and Lackham House build work underway. Agri Centre build tenders being reviewed. Dairy Unit pre app submitted.

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Department for Transport – LGF (Growth Deal 1)

Project Ref	Project Name	Lead Delivery Partner	Previous	Current	Notes
LGF/1516/003/EV (i)	New Eastern Villages - Great Stall Bridge	SBC			Project no longer LGF funded.
LGF/1516/003/EV (iia)	New Eastern Villages - Greenbridge Roundabout (Package 1)	SBC	Complete	Complete	
LGF/1516/003/EV (iib)	New Eastern Villages -West of A419 (Package 2)	SBC	AG	AG	Work progressing on business case for submission to December Board. Procurement process about to start.

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	AG	FBC being reviewed by DfT. Site being prepared for start of construction.

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City Deal

Project Ref	Project Name	Lead Delivery Partner	Previous	Current	Notes
LGF/1516/006/CD	Higher Futures	WC & SBC	G	G	Target numbers of learners remain a challenge – increasing but behind profile. 726 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. Recruiting for schools who currently do not have an Enterprise Adviser volunteer. A second pot of funding has been secured which will allow all schools and colleges, to be part of the Careers Hub from September 2019.

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	Full application for ERDF funding for further face to face support submitted to MHCLG (inc. Start Up, delivered by Outset and Scale Up, delivered by Set Squared). Various workshops being delivered.

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Growing Places Infrastructure Fund (GPIF)

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

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Key

Project Status

Red	Amber Red	Amber Green	Green
R	AR	AG	G

See below for RAG rating methodology

Direction of Travel

Project status expected to remain same going forward

Project status expected to improve going forward

Project status expected to get worse going forward

Milestones

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

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RAG Rating

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
	• All funding for overall scheme has been secured and is available to spend as required.	• Deliverables and project scope remains unaltered.	• Minor project slippage may be present but total project delivery remains on track. • <30 days total slippage.
	• Extra funding is required for overall project and is expected to be secured shortly (within 1 month).	• Project is experiencing or is expected to experience small changes to scope and outputs delivered.	• Project is experiencing or is expected to experience slippage. • >30 days but <90days total project slippage
	• 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.	• Project is experiencing or is expected to experience major changes to scope and outputs delivered.	• Project is experiencing major slippage and is due to deliver the project outputs and outcomes late. • >90 days slippage but <6 Months total project slippage.
	• Extra funding is required for overall project. No funding plan is in place or applications made in order to address funding gap.	• Project is experiencing or is expected to experience significant change to scope and outputs delivered.	• Project is suffering significant and major delays to delivery. • >6 Months total project slippage.

Principles of Overall Project RAG Status

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

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Slippage Chart

Column headers (projects):
- Rapid Transit — 1
- NEV West of A419 — 1
- NEV A420 Gablecross — 1
- Yarnbrook West Ashton Relief Road — 2
- Swindon Bus Boulevard — 2
- Chippenham Station — 2
- NEV Southern Connector Road — Retained
- NEV White Hart Junction — Retained
- Wichelstowe Southern Access — Retained
- Ultra Fast Broadband — 1
- RAM
- Swindon Cultural Quarter
- Illuminating Salisbury
- Fisherton St
- Salisbury Centre Transport
- Wiltshire College - Salisbury — 3
- Wiltshire College - Lackham — 3
- The Maltings (Salisbury) — 3

Timeline rows: 2015 Q1–Q4, 2016 Q1–Q4, 2017 Q1–Q4, 2018 Q1–Q4, 2019 Q1–Q4, 2020 Q1–Q4, 2021 Q1–Q4, 2022 Q1–Q4

Legend:
- Baseline Plan
- End date slippage
- Project complete
- Project accelerated (time no longer required)
- Complete but time slipped

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Security Level:	Confidential ☐	Restricted ☐	Unclassified ▣	Commercially Sensitive ☐

Meeting & Date:	SWLEP Board Meeting – Thursday, 26 September 2019		
Subject:	LGF Finance and Outputs Summary		
Attachments:	None		
Author:	Ian Durston	Total no of sheets: (inc cover sheet)	13

Papers are provided for:	Approval ☐	Discussion ☐	Information ▣

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.

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.

Updated output figures are reported.

3. Recommendations

The Swindon & Wiltshire Local Enterprise Partnership Board it recommended 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 Cultural Quarter
- 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.

4.7 £1.1m of LGF funding has been allocated to support 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 allocatiions 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.

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Table 1

Project	Category	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									2,900,000	2,600,000	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	5,500,000
	Actual Spend to Date	0	117,300	0	3,000	610,000				610,000		730,300
M4 Junction 17 - COMPLETE	Original Grant Request										500,000	500,000
	Forecast Profile Spend	0	140,400	369,600								500,000
	Actual Spend to Date	0	140,400	369,600								500,000
Corsham Mansion House	Original Grant Request		1,900,000	600,000								2,500,000
	Forecast Profile Spend	26,200	155,500	373,300	1,800,695	0	0	0	144,315	144,315		2,500,000
	Actual Spend to Date	26,200	155,500	373,300	1,800,685							2,355,685
A350 Dualling Chippenham Bypass - COMPLETE	Original Grant Request			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			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
Royal Artillery Museum	Original Grant Request			425,000	925,000							1,350,000
	Forecast Profile Spend	0	0	0	0	0	0	0	0	0	1,350,000	1,350,000
	Actual Spend to Date	0	0	0	0							0
Swindon Cultural Quarter	Original Grant Request			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							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		6,080,000	2,960,000						-3,120,000		5,920,000
	Forecast Profile Spend	875,800	4,186,500	3,978,700						-3,120,000		5,920,000
	Actual Spend to Date	875,800	4,185,500	3,978,700		-723,072				-723,072		8,316,928
Rapid Transit	Original Grant Request		164,000	3,283,000	3,283,000					2,190,000	2,896,900	8,920,000
	Forecast Profile Spend	0	55,500	799,200	2,446,328	1,043,072	350,000	400,000	930,000	2,723,072	2,896,900	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			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	966,300	3,000,000
	Actual Spend to Date	0	0	67,100	819,036	205,064				205,064		1,091,200
Wiltshire College - Salisbury	Original Grant Request			2,300,000	2,300,000					2,300,000	6,930,000	13,830,000
	Forecast Profile Spend	0	0	670,000	2,850,000	1,393,613	769,291	890,970	1,776,126	4,830,000	5,480,000	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			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	3,465,084	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			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	5,704,012	6,060,000
	Actual Spend to Date	0	0	283,100	72,888	6,530	6,338			12,868		368,856
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	12,102,900	16,000,000
	Actual Spend to Date	27,900	114,000	178,100	1,211,100	102,364	86,578			188,943		1,720,043
Salisbury Projects (Not all allocated)	Original Grant Request			175,000	925,000							1,100,000
	Forecast Profile Spend	0	0	0	0	162,500	162,500	162,500	162,500	650,000	450,000	1,100,000
	Actual Spend to Date	0	0	0	0							0
	Grant Annual	7,800,000	10,214,948	21,439,293	20,870,160					16,117,812	15,697,417	92,139,630
	TOTAL Forecast Profile	5,226,700	8,383,400	12,888,670	14,026,602	3,556,249	3,428,256	3,662,626	7,457,701	14,984,832	36,539,896	92,050,000
	TOTAL Actual	5,226,700	8,383,400	12,888,570	14,026,602	1,707,571	2,576,172	0	0	4,283,744	0	44,809,015

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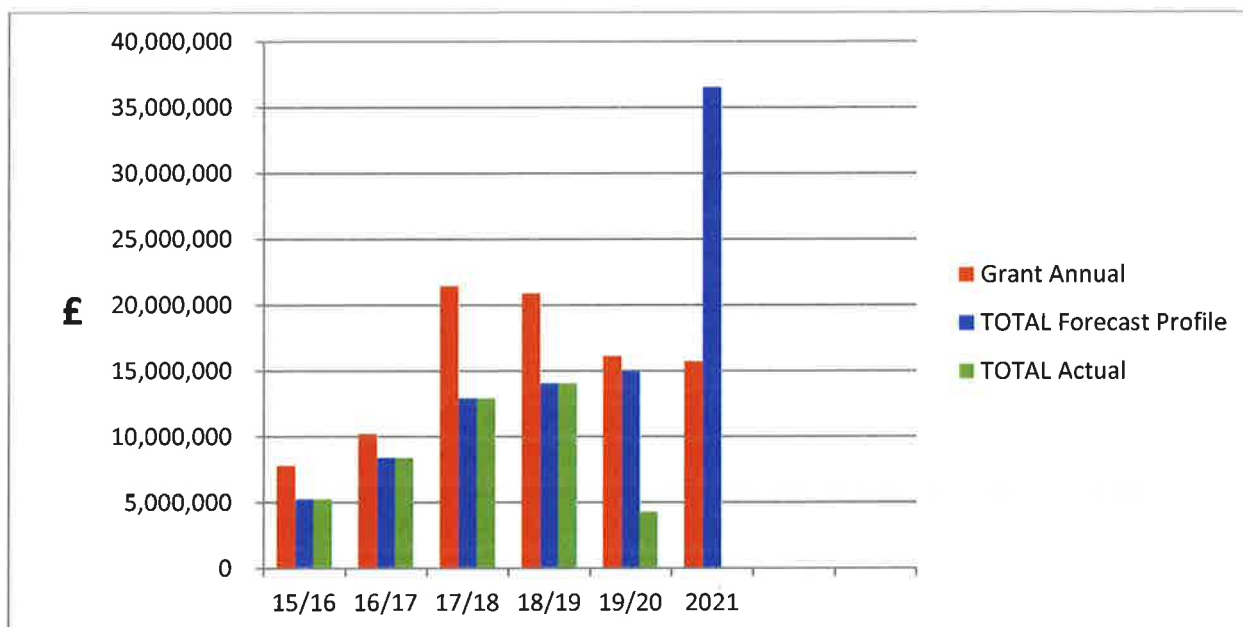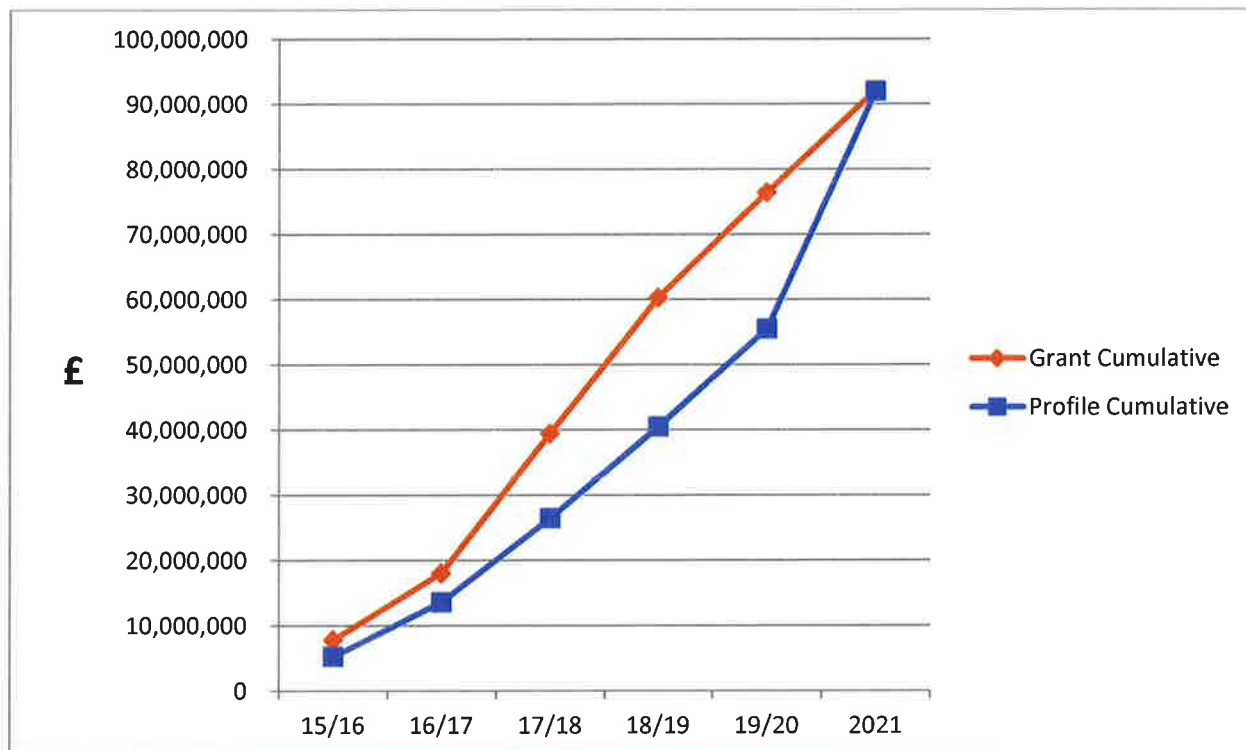LOCAL ENTERPRISE PARTNERSHIP

Figure 1a

Figure 1b

5. LGF – DfT Projects Summary

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

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

5.2 Table 2 shows the actual spend for each project to date 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.

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LOCAL ENTERPRISE PARTNERSHIP

Board Meeting
26 September 2019
Paper Number 7.1

Table 2

Project	Line	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
Green Bridge Roundabout - COMPLETE	Original Grant Request		2,000,000									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
West of A419 - Package 2	Original Grant Request									500,000	2,430,000	2,930,000
	Forecast Profile Spend		0	0	100,000	124,400	35,000	55,000	90,000	304,400	2,525,600	2,930,000
	Actual Spend to Date	0	0	0	100,000	101,100				101,100		261,100
A420 Corridor	Revised Grant Request		2,500,000							1,900,000		4,400,000
	Forecast Profile Spend	48,500	21,300	432,300	295,368	101,232	184,000	1,994,000	972,000	3,328,232	282,300	4,400,000
	Actual Spend to Date	48,500	21,300	432,300	295,368	215,332				215,332		1,004,800
Great Stall Bridge - Removed	Revised Grant Request											0
	Forecast Profile Spend											0
	Actual Spend to Date											0
	Grant Annual (Revised)	0	4,500,000	0	0					2,400,000	2,430,000	9,330,000
	TOTAL Forecast Profile	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
	TOTAL Actual	632,000	1,429,800	432,300	395,368	316,482	0	0	0	316,432	0	3,295,900

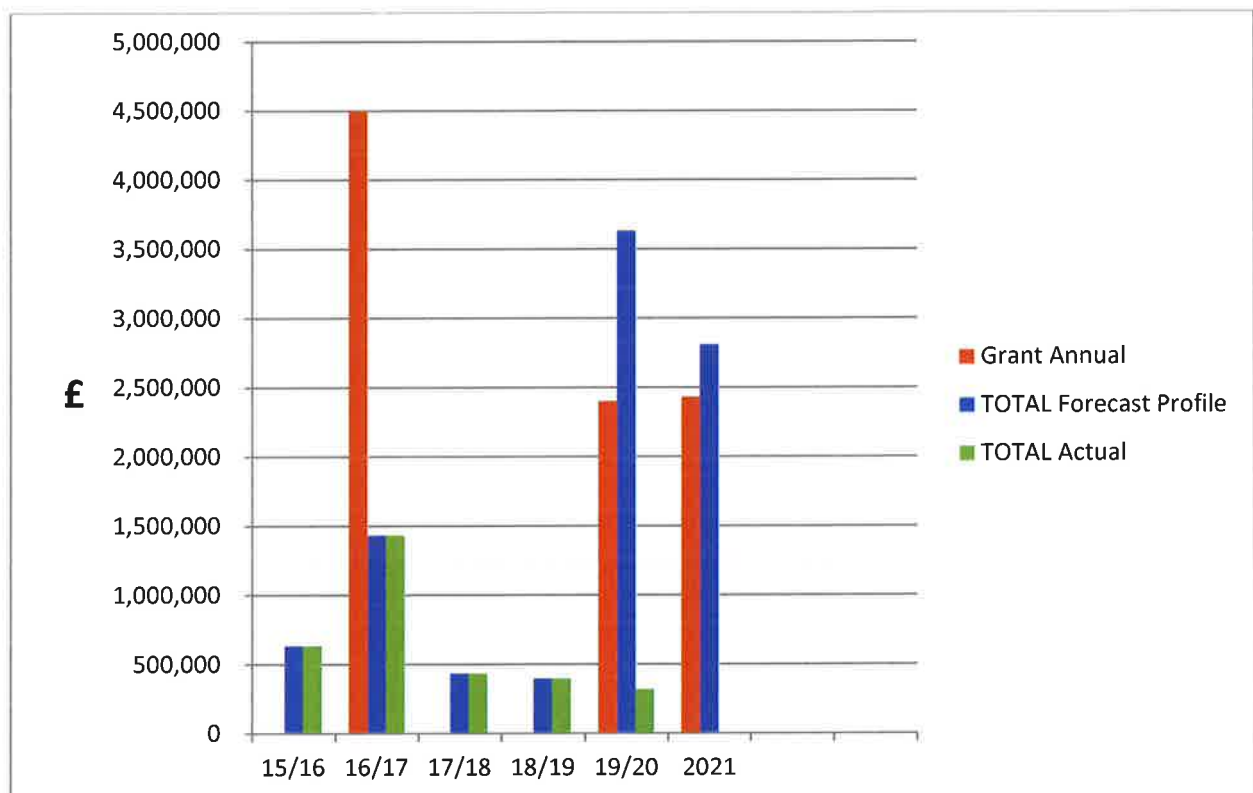Swindon&Wiltshire
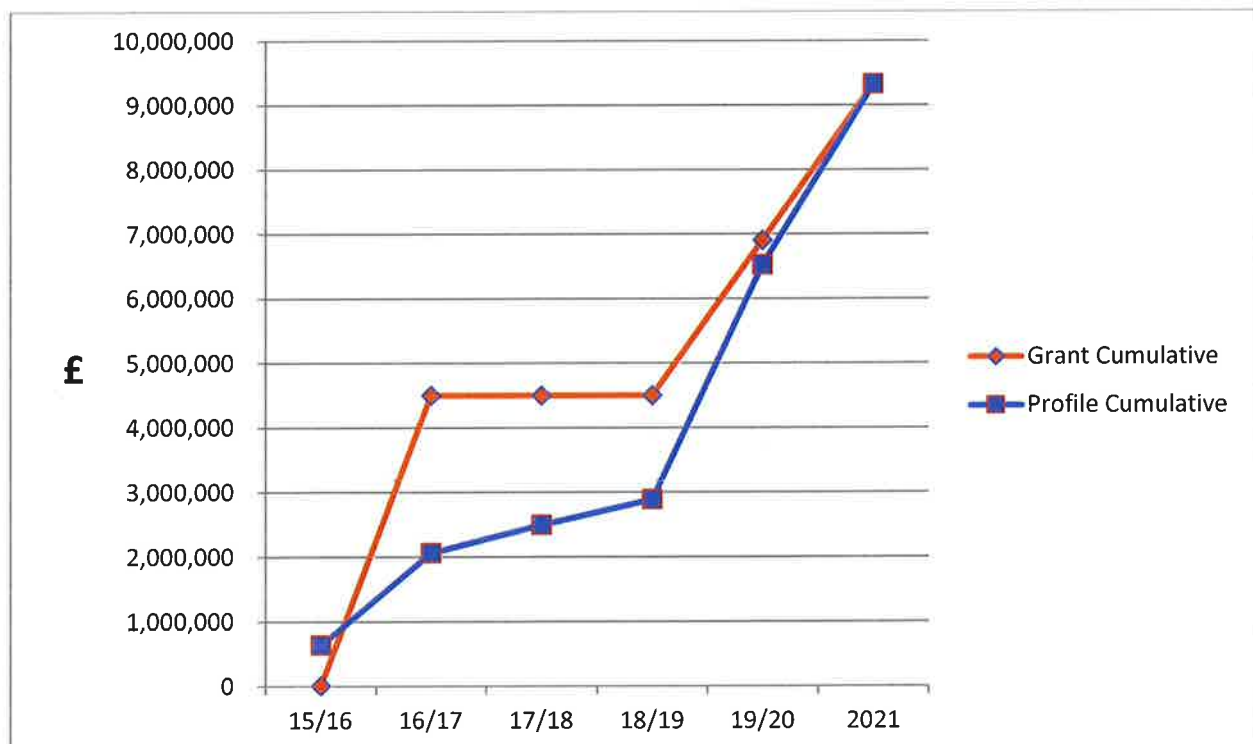LOCAL ENTERPRISE PARTNERSHIP

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 Road;
- 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.

Swindon & Wiltshire
LOCAL ENTERPRISE PARTNERSHIP

Table 3

	16/16	16/17	17/18	18/19	Q1 19/20	Q2 19/20	Q3 19/20	Q4 19/20	Total 19/20	20/21	TOTAL
Wichelstowe Southern Access											
Revised Grant Request		0	200,000	510,000		800,000	4,500,000	4,500,000	10,000,000	12,190,000	22,900,000
Forecast Profile Spend	0	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	0	200,000	441,881	315,719				315,719		957,600
New Eastern Villages - Business Case											
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
New Eastern Villages - White Hart Junction											
Revised Grant Request		600,000	900,000						16,200,000	10,500,000	28,200,000
Forecast Profile Spend	0	28,000	417,500	1,093,935	82,265	256,000	5,694,000	5,781,000	11,813,265	14,847,300	28,200,000
Actual Spend to Date	0	28,000	417,500	1,093,935	90,465				90,465		1,629,900
New Eastern Villages - Southern Connector Road											
Revised Grant Request									2,100,000	9,500,000	11,600,000
Forecast Profile Spend	0	0		0	1,879,700	0	0	220,300	2,100,000	9,500,000	11,600,000
Actual Spend to Date	0	0		0	1,924,000				1,924,000		1,924,000
Grant Annual	500,000	600,000	1,100,000	510,000					28,300,000	32,190,000	63,200,000
TOTAL Forecast Profile	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
TOTAL Actual	381,900	146,100	617,500	1,535,816	2,330,184	0	0	0	2,330,184	0	5,011,500

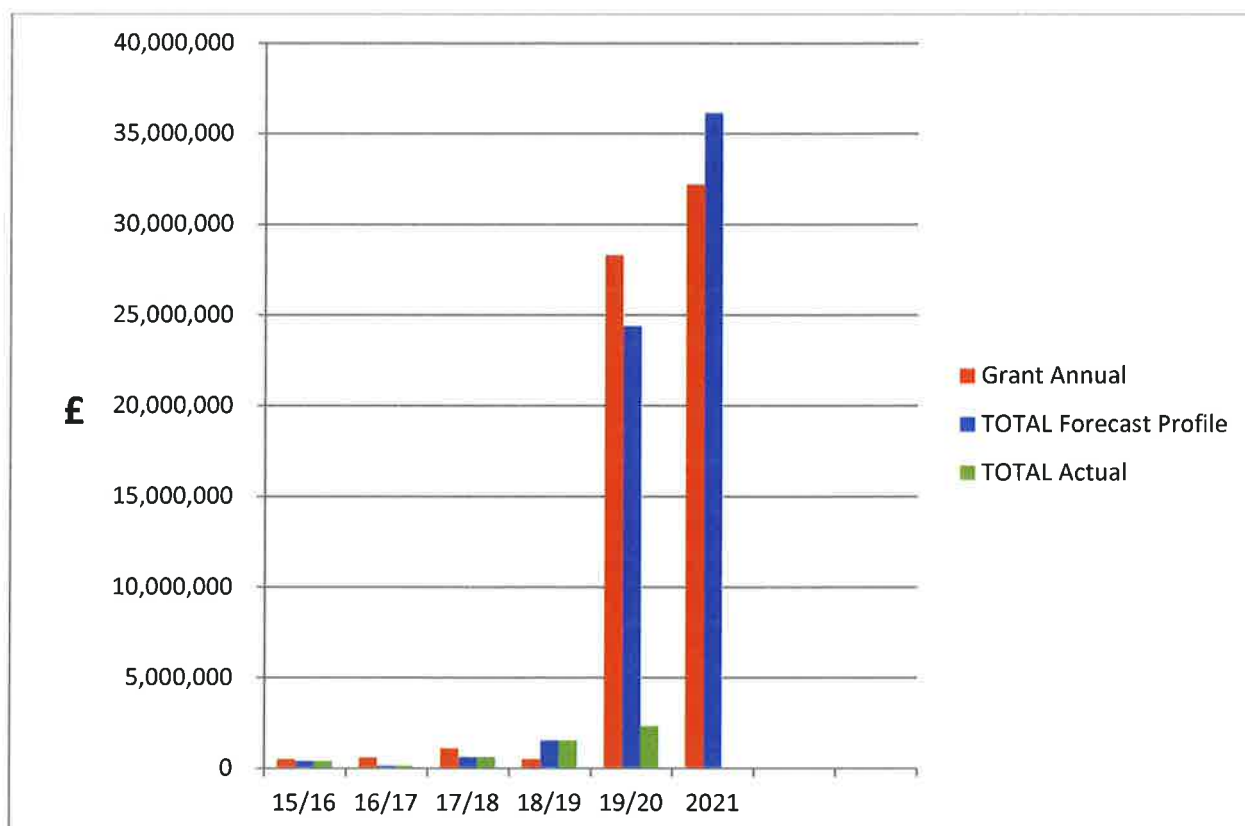**Swindon&Wiltshire**
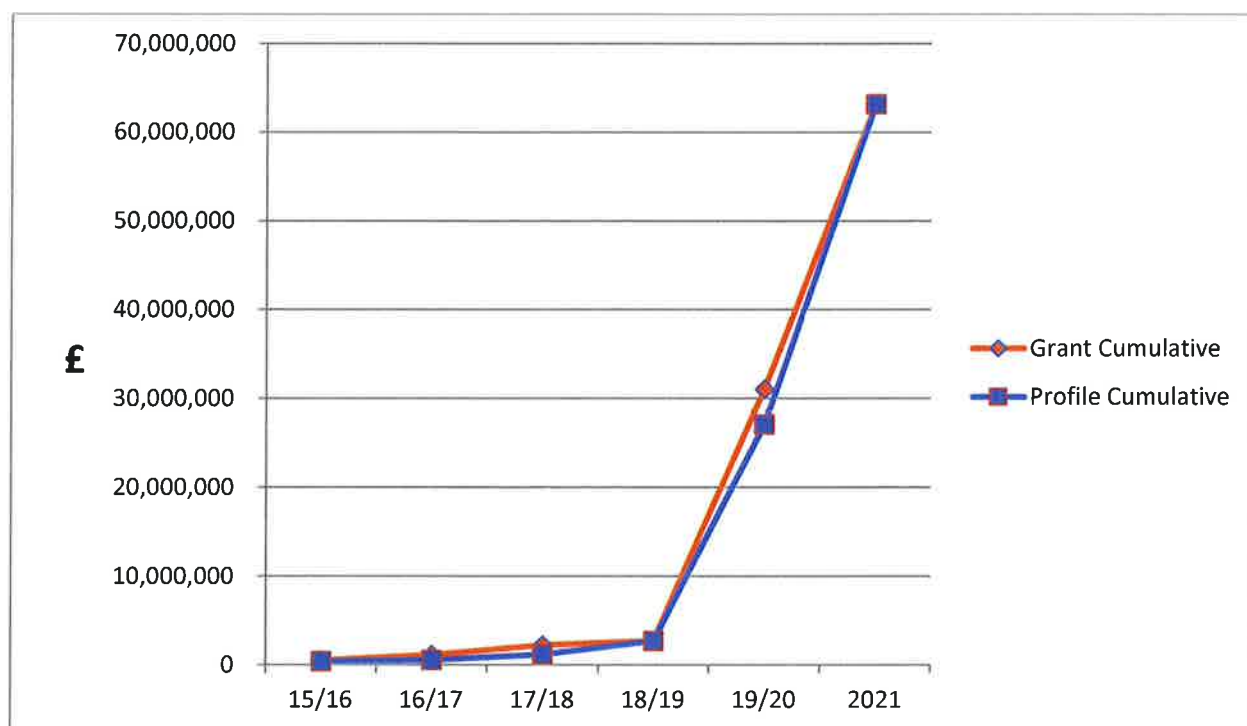LOCAL ENTERPRISE PARTNERSHIP

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.

Swindon & Wiltshire LOCAL ENTERPRISE PARTNERSHIP

LEP Name   **Swindon and Wiltshire LEP**

This Quarter: Q1_1920

Deliverables Progress

	This Quarter	15-17	17-18	18-19	Financial Year 19-20	20-21	21-25	Total
Housing								
Houses Completed	0	0	106	55	0	0	-	161
Forecast for year	458	-	106	55	458	1,053	6,397	8,069
Progress towards forecast	0%	-	100%	100%	0%	0%	-	2%
Jobs								
Jobs Created	15	1,500	77	321	15	0	-	1,913
Apprenticeships Created*	0	0	0	0	0	0	-	0
Jobs including Apprenticeships	15	1,500	77	321	15	0	-	1,913
Forecast for year	1,404	1,500	77	321	1,404	2,126	1,862	7,290
Progress towards forecast	1%	100%	100%	100%	1%	0%	0%	26%

* Apprenticeships included within jobs totals prior to 2017

	This Quarter	15-17	17-18	18-19	Financial Year 19-20	20-21	21-25	Total
Skills								
Area of new or improved floorspace (m2)	0	0	0	0	0	0	-	0
Forecast for year	0	-	0	0	0	9,000	0	9,000
Progress towards forecast	-	-	-	-	-	0%	-	0%
Number of New Learners Assisted	0	0	0	0	0	0	-	0
Forecast for year	0	-	0	0	0	3,730	0	3,730
Progress towards forecast	-	-	-	-	-	0%	-	0%
Transport								
Length of Road Resurfaced	0.0	0.0	0.1	0.0	0.0	0.0	-	0.1
Length of Newly Built Road	0.0	1.0	2.0	1.4	0.0	0.0	-	4.4
Length New Cycle Ways	0.0	3.0	3.0	0.0	0.0	0.0	-	6.0

Figure 4

Swindon&Wiltshire LOCAL ENTERPRISE PARTNERSHIP	

Security Level:	Confidential ☐	Restricted ☐	Unclassified ◼	Commercially Sensitive ☐

Meeting & Date:	SWLEP Board Meeting – Thursday, 26 September 2019		
Subject:	Core and programme Budgets		
Attachments:			
Author:	Leanne Kendrick	**Total no of sheets:**	2

Papers are provided for:	Approval ☐	Discussion ☐	Information ◼

1. **Purpose**

    1.1. The budget is provided to Board Directors for information to demonstrate the status of the core and programme budget situation.

2. **Recommendation**

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

    2.1. note the current status of core and programme budgets.

Board Report - SWLEP CAPITAL 2019/2020	2019-20 Budget	2019-20 Actual	Variance
Growing Places Capital			
Balance b/f 2018/2019	£7,197,002	£7,197,002	£0
Loan Repayment - Woods	£419,670	£0	£419,670
Total Income	**£7,616,672**	**£7,197,002**	**£419,670**
Our Wilton	£1,000,000	£1,000,000	£0
Recycling Technologies	£885,433	£100,000	£785,433
Salisbury/South Wiltshire Businesses	£500,000	£0	£500,000
Longleat	£0	£0	£0
Total Expenditure	**£2,385,433**	**£1,100,000**	**£1,285,433**
Balance Growing Places Capital	**£5,231,239**	**£6,097,002**	**£865,763**

Board Report - SWLEP REVENUE 2019/2020	2019-20 Budget	2019-20 Actual	Variance
Growing Places Revenue			
Balance b/f 2018/2019	£410,816	£410,816	£0
Interest from Loan - Woods	£43,716	£12,240	£31,475
Interest from Loan - Recycling Technologies	£58,148	£10,753	£47,395
Interest from Loan - Our Wilton	£35,137	£6,884	£28,253
Total Income	**£547,817**	**£440,693**	**£107,124**
Consultants	£25,000	£0	£25,000
Legal Fees	£25,000	£448	£24,552
Match funding for EU Inward Investment Project	£111,000	£0	£111,000
Strategic Investment Manager and other staff time	£93,991	£38,662	£55,329
Total Expenditure	**£254,991**	**£39,110**	**£215,881**
Balance Growing Places Revenue	**£292,826**	**£401,582**	**£108,757**
Higher Futures			
Balance b/f 2018/2019	£281,735	£281,735	£0
Staffing	£222,240	£68,196	£154,044
Staff Development	£6,600	£3,590	£3,010
Marketing & Communications	£25,000	£6,363	£18,637
Total Expenditure	**£253,840**	**£78,149**	**£175,691**
Balance Higher Futures	**£27,895**	**£203,586**	**£175,691**
Growth Hub			
Balance b/f 2018/2019	£0	£0	£0
Total Income	**£205,000**	**£110,250**	**£94,750**
Staffing	£78,000	£38,537	£39,463
Staff Development	£3,000	£2,150	£850
Marketing & Communications	£18,000	£4,584	£13,416
Events	£24,000	£31	£23,969
Growth Hub	£82,000	£23,646	£58,354
Total Expenditure	**£205,000**	**£68,948**	**£136,052**
Balance Growth Hub	**£0**	**£41,302**	**£41,302**
Careers & Enterprise			
Balance b/f 2018/2019	£97,221	£97,221	£0
Total Income	**£312,221**	**£77,351**	**£234,870**
Staffing	£75,000	£1,665	£73,335
Careers Hub	£60,000	£23,997	£83,997
C&EC 2 years school funding	£80,000	£0	£80,000
Total Expenditure	**£215,000**	**£22,332**	**£237,332**
Balance Careers & Enterprise	**£97,221**	**£99,684**	**£2,463**
BEIS Energy Support			
Balance b/f 2018/2019	£5,920	£5,920	£0
Total Income	**£5,920**	**£5,920**	**£0**
Developing Local Energy Strategy	£0	£0	£0
Total Expenditure	**£0**	**£0**	**£0**
Balance BEIS Energy Support	**£5,920**	**£5,920**	**£0**

| **Security Level:** | Confidential ☐ | Restricted ☐ | Unclassified ▣ | Commercially Sensitive ☐ |

Meeting & Date:	SWLEP Board Meeting – Thursday, 26 September 2019		
Subject:	Swindon and Wiltshire Local Industrial Strategy update		
Attachments:			
Author:	Debby Skellern	**Total no of sheets:**	2

| **Papers are provided for:** | Approval ▣ | Discussion ☐ | Information ☐ |

1. Purpose

1.1. This paper provides the SWLEP Board with an update on the development of the Swindon and Wiltshire Local Industrial Strategy.

2. Summary

2.1. Work continues at pace to develop the Swindon and Wiltshire Local Industrial Strategy with the aspiration to agree it with Government during the Autumn 2019. Work undertaken to progress its development has included working with BEIs and the Department for Education.

3. Recommendations

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

3.1. note the progress made on the development of the LIS; and

3.2. approve the key priorities set out in the presentation for inclusion in the next version of the LIS.

4. Detail

4.1. The following activities have taken place since the July Board meeting:

- at the end of July, the LIS evidence pack submitted to the cross-departmental LIS Analysts (LISA) Panel for its review on 6 August;

- the draft LIS was submitted to the BEIS team for informal comment on 1 and 16 August) and to Board Directors on 8 August for feedback and was amended accordingly;
- on 8 August, a conference call was held with BEIS regarding the Cyber Hub proposal;
- work has been undertaken on preparing a joint shared piece of text setting out the Cyber Valley proposals with The Marches, GFirst and Worcestershire LEPs. This was submitted to BEIS on 29 August for comment;
- on 4 September the University of Bath submitted the first draft of the skills supply and demand analysis;
- the LIS Working Group met on 9 September;
- a LIS business breakfast was held on 12 September to hear about the headline evidence and priorities for inclusion;
- the LIS Independent Review Panel met on 16 September to discuss the latest draft; the LISA Panel; feedback and the draft skills supply and demand analysis; and
- on 17 September there was a progress review with the Department for Education on the development of Skills Advisory Panel (Skills & Talent Subgroup) and the skills supply and demand analysis.

4.2. Work continues on writing the draft LIS and setting out the logic chain for proposed activities for agreement with government. Next steps include agreeing the final structure of the document and editing text so it is a more accessible document to range of audiences of read.

Presentation by
Science Museum Group

Security Level:	Confidential ☐	Restricted ☐	Unclassified ▣	Commercially Sensitive ☐

Meeting & Date:	SWLEP Board Meeting – Thursday, 26 September 2019		
Subject:	Scrutiny Arrangements for the Swindon & Wiltshire Local Enterprise Partnership		
Attachments:			
Author:	Paddy Bradley	**Total no of sheets:**	3

Papers are provided for:	Approval ▣	Discussion ☐	Information ☐

1. **Purpose**

   1.1. This paper provides the SWLEP Board with a proposal for approval of new arrangements to formally scrutinise the governance, strategy and delivery performance of the SWLEP in line with national expectations of a body which is in receipt of public money.

2. **Summary**

   2.1. The work of the SWLEP has been subject to scrutiny by non-executive councillors from both local authorities for close to five years. This process provides a high level of local democratic accountability. In addition, the SWLEP is accountable for its governance, strategy and delivery to central government through the departments of Business Energy and Industrial Strategy and Housing, Communities and Local Government. The SWLEP has always been a leader within the LEP Network on transparency and democratic accountability.

   2.2. The SWLEP acquired a legal personality when it incorporated as a not-for-profit company limited by guarantee on 14 January 2019. The change of status provides an opportunity to review the local scrutiny arrangements and engage both local non-executive councillors and business leaders in a new scrutiny process.

   2.3. The proposal seeking Board approval is for the creation of a Joint Scrutiny Committee giving equal representation to local non-executive councillors and business leaders who are members of SWLEP Ltd but are not represented on the Board of the company.

   2.4. The SWLEP Board would receive independent reports into the work of the SWLEP from a combination of the major interest groups in the SWLEP; the business community and locally elected councillors.

3. **Recommendations**

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

3.1. authorise the SWLEP Director to work with the relevant partners within the SWLEP to establish a Joint Scrutiny Committee which comprises three non-executive councillors from each of Swindon Borough Council and Wiltshire Council and three business leaders who are members of SWLEP Ltd but do not have representation on the Board of the SWLEP; and

3.2. require a report from the SWLEP Director at the Board Meeting on 27 November 2019 on the terms of reference of the Joint Scrutiny Committee and the resource requirements to operate it.

4. **Detail**

4.1. In 2014 the SWLEP adopted an Assurance Framework which included provision for joint scrutiny arrangements between Wiltshire Council and Swindon Borough Council. This led to the creation of a Joint SWLEP Scrutiny Task Group containing membership from Swindon Borough and Wiltshire non-executive councillors. The objectives of the joint task group were to act as a "critical friend" and develop an overview of strategies and plans, and to provide independent scrutiny of the work of the SWLEP Board and Joint Strategic Economic Committee (JSEC).

4.2. The Joint SWLEP Scrutiny Task Group commissioned a report from Wiltshire Council's Senior Scrutiny Officer into the options for new scrutiny arrangements following the establishment of the SWLEP as a company limited by guarantee on 14 January 2019.

4.3. The comprehensive report was reviewed by the Task Group at its meeting on 9 September 2019, with the SWLEP Chair and Director present and contributing to the debate.

4.4. The Task Group members considered our current, practice, examples from other LEPs and Government guidance. The guidance in the National Local Growth Assurance Framework 2019 for LEPs states:

"LEPs should agree with their Accountable Body the appropriate scrutiny arrangements to ensure that decisions have the necessary independent and external scrutiny in place."

In addition to any agreed internal scrutiny arrangements within the LEP, the LEP should participate in relevant Local Authority scrutiny arrangements to guarantee the effective and appropriate democratic scrutiny of their investment decisions. LEPs should ensure this engagement by either:

 o *making an open offer to attend Local Authority Scrutiny Committees in their area and attending when requested; this will enable democratic scrutiny to take place when required and enable LEP decision makers to be held to account;*

- o *creating a joint Local Authority Scrutiny Committee, comprised of all Local Authorities from the LEP area, who meet to scrutinise and examine LEP decisions; or*
- o *creating a joint Scrutiny Committee which comprises of all Local Authorities from the LEP area and relevant representatives that can provide scrutiny from a business perspective, who meet to scrutinise and examine LEP decisions."*

4.5. The SWLEP is fully behind transparent local scrutiny of its work both by local government and by the business community.

4.6. The Task Group opted to ask the SWLEP to form a Joint Scrutiny Committee giving equal representation to local non-executive councillors and business leaders who are members of SWLEP Ltd but are not represented on the Board of the company. Such an arrangement provides transparent overview and scrutiny by the blocks of partners who have the major interest in the SWLEP – the business community and locally-elected councillors.

4.7. If the SWLEP Board approves the establishment of the Joint Scrutiny Committee, the committee would report directly to the Board and its report would feed into the scrutiny arrangements of both local authorities.

4.8. Work has begun on drafting elements of the terms of reference of the proposed Joint Scrutiny Committee, including equal voting rights and reporting procedures.

4.9. In the run-up to the Annual Conference taking place on 3 October, the SWLEP will start the process of expanding the membership of SWLEP Ltd though a social media campaign and a sign-up process at the conference.

Swindon & Wiltshire Local Enterprise Partnership Ltd, company limited by guarantee, Company No 11766448
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Website: www.swlep.co.uk

Presentation by
SWLEP Growth Hub

Security Level:	Confidential ☐	Restricted ☐	Unclassified ▣	Commercially Sensitive ☐

Meeting & Date:	SWLEP Board Meeting – Thursday, 26 September 2019		
Subject:	Marketing and Communications Plan 2019/20		
Attachments:			
Author:	Tom Bown	**Total no of sheets:**	6

Papers are provided for:	Approval ▣	Discussion ☐	Information ☐

1. Purpose

1.1. The report and attached budget identify areas of spend against the marketing activities of SWLEP Limited in 2019-20.

1.2. To provide a written update on the Marketing Plan for endorsement by the Board

2. Summary

2.1. This report provides a strategic overview of the SWLEP Marketing and Communications plan for 2019/20 and the budget for the associated activities.

3. Recommendations

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

3.1. endorse the 2019/20 Marketing & Communications plan.

4. Marketing Strategy

4.1. Strategic Aim

The overall aim of the Swindon & Wiltshire Local Enterprise Partnership's (SWLEP) Marketing & Communications plan is:

to inform and engage targeted businesses and stakeholders in the SWLEP's programmes to enable Swindon and Wiltshire to grow a sustainable economy and be renowned for innovation, entrepreneurialism and great quality of life.

This needs effective, co-ordinated communication of the SWLEP's work, building on the platform of the SWLEP's reputation as a dependable and high-performing business.

4.2. Target Audiences

The priority audiences are:

- local businesses – pre start-up, start-up, established SMEs, growth businesses and strategically important businesses;
- business networks and all members of Business Representative Organisations' Group (BROG);
- Government – Ministers, Departments, MPs, LEP Network;
- Swindon Borough Council and Wiltshire Council;
- Investors & intermediaries – national and international target markets; and
- other Local Enterprise Partnerships and Regional Transport Bodies through regional collaboration.

The secondary audiences are:

- local residents - inspire advocacy by people who live and work here;
- media - regional, national, international & trade;
- students and graduates – future talent;
- visitors

4.3. **Marketing & Communications Plan**

4.3.1. Product

The SWLEP is well established as one of the major "voices" of the local economy in Swindon and Wiltshire and an enabler of economic growth. Now incorporated, the business will build on this to increase its reach and influence through the programmes and services it provides by:

- increasing the awareness of the Growth Hub as the 'go to' single gateway for impartial business support and advice online and offline with effective reach and audience across all sectors and types across Wiltshire and Swindon;
- increasing the brand awareness of Higher Futures in Swindon & Wiltshire with employers recognising the skills service as a solution to their 'skills-gap' challenges;
- effective business engagement maximising opportunities for reciprocal marketing from businesses, partners and intermediaries; and

- through research, evaluation and consultation with our audiences we will ensure our activities continue to align with the economic priorities for Swindon and Wiltshire and the wider challenges facing the UK.

4.3.2. Place

A multi-channel approach online and offline. SWLEP Ltd now provides information and engages with our audiences online through three websites that share a consistent, user-driven platform: www.swlep.co.uk, www.swgrowthhub.co.uk and www.higherfutures.swlep.co.uk. This includes a fully integrated CRM providing the company with a reach of over 7,000 companies and over 9,000 contacts. Offline our engagement includes collaborating with partners on events, organising our own roundtable meetings and events and sponsoring business events and awards. Our offline presence should be further enhanced as the Growth Hub is seeking to have access to physical spaces across Swindon & Wiltshire for meetings, user drop ins and Growth Hub booths. It would make sense for these to be in premises that already have a focus for business support, including:

- The Enterprise Network Centres;
- The Workshed, Swindon; and
- Porton Science Park.

4.3.3. Price

In previous financial years the entire marketing budget has been funded from the annual core and capacity funding we receive from Government. The 2019/20 financial year will be the first that SWLEP's marketing activities have generated revenue, through sponsorship of the annual Business Growth Summit and delegate ticket sales for this event. It is projected that ca. 20% of the 2019/20 marketing budget will be from this revenue and we will work to increase this over future years. Marketing budgets from core funding, Higher Futures and Growth Hub have been merged to ensure marketing activities and website development are undertaken in a co-ordinated and efficient way and reflect the use of the shared platform.

4.3.4. Promotion

The SWLEP provide information and engage with our audiences through a variety of channels:

Local Marketing
Advertising packages with local business publications and media outlets (for example, The Business Exchange and Total Guide to Swindon), online display advertising, events and networking

Swindon & Wiltshire Local Enterprise Partnership Ltd, company limited by guarantee, Company No 11766448
(England & Wales) registered office at Monkton Park, CHIPPENHAM, SN15 1ER
Website: www.swlep.co.uk

Public Relations

Sponsorship of events and business awards, organising the Swindon & Wiltshire Business Growth Summit, publishing an Annual Report, exhibiting at events and supporting the growth of business networking groups.

Content

Production and communication of engaging, shareable, business-relevant content.

Social Ads

Paid advertising across social channels, including Google AdWords and LinkedIn Campaigns for focussed, targeted campaigns for example, Board Recruitment, Growth Summit Delegate Tickets, Registrations to the Growth Hub Business Community and launching the enhanced Higher Futures Learning Hub.

Telemarketing

For appointment setting and lead generation, for example, arranging meetings with employers for Higher Futures' Business Consultants

Advertising

Printing and offline campaigns for example, drop card campaign for the Business Growth Summit and radio campaigns.

5. Marketing Revenue

As at 12 September 2019, £21,400 of revenue has been generated for the Swindon & Wiltshire Business Growth Summit on 3 October, as follows:

Delegate Tickets

To date 160 tickets have been booked generating a total income to date £2,470.

Sponsors

- GWR & Network Rail – Headline Sponsors
- Nationwide – Conference Sponsor

Exhibitors

- Bristol Airport
- University of South Wales
- Wiltshire College
- Marriott Hotels
- New College Swindon
- Swindon College
- Cirencester College
- Village Hotel Swindon

- RSM
- Holiday Inn
- University of Gloucestershire

13 stands booked, venue has capacity for ca. 25 stands.

Our event management company In Any Event, is working proactively with 120 warm sponsorship leads.

Appendix

5.1. Appendix 1- SWLEP Ltd Marketing Budget 2019/20

SWLEP Ltd Marketing Budget 2019/20					
LIS		Business Support/GH		Growth Summit	SEP Priorities
Higher Futures		Economic Recovery		LGF Projects	Board Recruitment
Government					
Government Funding					
Core Funding					£35,000
Additional Capacity Funding					£14,000
Growth Hub					£18,000
Higher Futures					£20,000
Total Government Funding					**£87,000**
Growth Summit Projected Revenue					
Growth Summit Sponsorship					£20,000
Growth Summit Ticket Sales					£3,000
Total Growth Summit Revenue					**£23,000**
Total Marketing Income					**£110,000**
Channel	Delivery Areas			Funding Source	Budget
Local Marketing					
The Business Exchange				BEIS Core Funding	£2,400
Banner Adverts				Growth Hub	£2,000
Business Magazines				Growth Hub	£1,000
Events & Networking				Higher Futures	£1,000
Public Relations					
Business Expos				Growth Hub	£750
Consultation				Skills Advisory Panels	£6,800
Sponsorships				BEIS Core Funding & Higher Futures	£14,000
Events				BEIS Core & Additional Capacity Funding	£30,000
Annual Report				BEIS Core Funding	£8,000
Media Monitoring				BEIS Core Funding	£1,500
Young Entrepreneurs Events				Growth Hub	£1,000
Content					
Community News				Growth Hub	£1,800
Social Media					
Social Ads				BEIS Core & Additional Capacity Funding	£6,000
AdWords				Growth Hub & Higher Futures	£4,000
LinkedIn				Growth Hub & Higher Futures	£4,000
Online					
Total Guide to Swindon				BEIS Core Funding	£6,800
Website content				Growth Hub	£2,000
Advertising					
Print				BEIS Core Funding	£4,200
Radio				BEIS Core & Additional Capacity Funding	£0
Website support & development					
Support & development - swlep.co.uk				BEIS Core & Additional Capacity Funding	£3,000
Support & development - Higher Futures				Higher Futures	£3,000
Other					
Business cards				BEIS Core Funding	£600
Marketing collateral				BEIS Core Funding & Growth Hub	£2,500
Marketing Development - Growth Hub				Growth Hub	£1,450
Total Expenditure					**£107,800**
Expenditure - Projected Growth Summit Revenue					**£84,800**

Swindon & Wiltshire
LOCAL ENTERPRISE PARTNERSHIP

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Security Level:	Confidential ☐	Restricted ☐	Unclassified ▣	Commercially Sensitive ☐

Meeting & Date:	SWLEP Board Meeting – Thursday, 26 September 2019		
Subject:	Strategic Outline Business Case: Swindon and Wiltshire Cyber Hub		
Attachments:	Appendix 1: Strategic Outline Business Case: Swindon and Wiltshire Cyber Hub (14 pages)		
Author:	Cover paper: Paddy Bradley and Debby Skellern SOBC: Straburg	**Total no of sheets:**	15

Papers are provided for:	Approval ▣	Discussion ☐	Information ☐

1. Purpose

1.1. This paper provides the SWLEP Board with an update on the development of the strategic outline business case (SOBC) for the Swindon and Wiltshire Cyber Hub. The SOBC is presented to the Board for approval.

2. Summary

2.1. At its meeting in May 2018, the Board received a presentation on the potential to develop Swindon and Wiltshire as a Cyber Capital. This proposal had been tested at two business engagement workshops held in the spring. At its meeting, the Board agreed that the concept should proceed to a strategic outline business case (SOBC). This SOBC is presented to the SWLEP Board for approval.

2.2. The development of a Cyber Hub is regarded as a strategic opportunity for inclusion in the Swindon and Wiltshire Local Industrial Strategy. It would form part of the work progressed through working collaboratively (the Cyber Alliance) to develop a Cyber Valley which would extend from The Marches LEP area through Worcestershire and Gloucestershire to Swindon and Wiltshire.

2.3. The Cyber Alliance partners have requested that the term Cyber 'Capital' is replaced with Cyber 'Hub' to reflect the collaborative nature of the joint working and to reflect the relationship with, and balance across, other cyber assets in Cyber Valley such as GCHQ in Cheltenham. Work is underway to agree a common piece of text for inclusion in the respective local industrial strategies (LIS).

3. Recommendations

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

3.1. approve the SOBC for inclusion in the Swindon and Wiltshire draft LIS.

4: Appendix 1: Strategic Outline Business Case: Swindon and Wiltshire Cyber Hub

1. Introduction to the proposed scheme

This strategic outline business case (SOBC) sets out the options for the development of a business-led cyber hub in Swindon and Wiltshire servicing the UK, European and global market for cyber resilience products and services. It is based upon a model successfully developed in Israel and looks to complement the existing UK cyber capabilities based around GCHQ, Gloucestershire, Malvern, Worcestershire and London.

This proposed scheme was developed as the result of cross-LEP working to develop the Cyber Science and Innovation Audit (June 2018).

To refine and test its approach, SWLEP commissioned Straburg Consulting Ltd to undertake specialist business engagement work with a range of local and national partners to understand whether the development of a business-led cyber hub in the area was realistic and achievable. Attendees were specifically identified and targeted to participate in workshops and were selected on the basis of their ability to bring leading developers or consumers in the cyber security market to the region alongside representatives from academia and government.

Output from workshops, held in May 2019, indicated the development of a cyber hub should be pursued.

At its meeting in May, the SWLEP Board agreed that the concept should be developed as a SOBC as part of its response to developing a Local Industrial Strategy for Swindon and Wiltshire.

1.1 Rationale (Key Evidence) for Intervention

The development of a business-led cyber hub for Swindon and Wiltshire is hugely compelling: it draws on SWLEP's natural confluence of strengths to deliver effective cyber resilience products and services. This opportunity directly addresses the UK's challenges of productivity decline tapping a rapidly growing global cyber market and providing a natural growth point for SME and cyber entrepreneurs and provides a meaningful focal point for effective R&D investment.

- The Department of International Trade assesses that the **global market for cyber products and services will reach £759bn by 2021 and the UK is positioned strongly to deliver against this market.**
- The USA and Israel top the global cyber revenue charts. However, Israel outperforms the USA on GDP by a factor of 200 due to its strong **R&D investment** and **public-private commitment** to a **Cyber Capital** in Israel.
- A DCMS Cyber Breaches Report 2019 highlighted that 32% of businesses and 22% of charities identified a breach in the last 12 months. These breaches cost, on average, £4,180

and £9,470 respectively. That is the equivalent of between £3.6 and £5.8bn per annum for the UK and between £40m and £91m in Swindon and Wiltshire alone.[1]

- In 2019 more businesses and charities than ever before have taken action to improve their cyber security but there is a challenge with meeting this demand due to a quality **talent gap**[2].
- In an effort to meet this demand, other areas in the UK are developing cyber resilience capabilities. These include:

  o The Newport City Plan team are working with the University of South Wales (USW) and Defence Primes to build a cyber innovation centre at the USW Campus at Newport. The focus for this initiative will be Defence and servicing GCHQ.
  o The continuation of the Cyber Accelerator – Incubator at Cheltenham whose focus is GCHQ.
  o The announcement of a Cyber Foundry for Lancashire to support its regional digital SME in improving their cyber resilience[3].
  o The development of a Cyber Secure Operations Centre for the Police at Wigan with the intention that is will develop into a Government Secure Operations Centre.

Three key factors differentiate the Swindon and Wiltshire Cyber Hub scheme:

- It will be business-led and designed to deliver against the UK, European and Global market and demand.
- The design has the agility to incorporate innovative ideas and technologies such as artificial intelligence, machine learning and data science in order to allow greater, more effective cyber defence.
- Swindon and Wiltshire benefits from a series of natural strengths and opportunities including talent, resilience and connectivity that make it suited to developing a Cyber Hub for the UK.

2. Strategic Case

2.1.   Specifying the Requirement

A recent Public Accounts Committee report states that "the UK National Cyber Security Strategy is mostly failing"[4]. Part of the solution lies with the need for industry to be more proactive and responsive in maintaining its own cyber resilience.

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[1] Figures based on 32% of businesses operating in the UK (2,669,440 in 2018 and 29,915 across Swindon and Wiltshire)

[2] DCMS Cyber Breaches Survey 2019 - https://www.gov.uk/government/statistics/cyber-security-breaches-survey-2019

[3] https://www.lancaster.ac.uk/security-lancaster/about/news/lancaster-cyber-security-experts-help-protect-manchester-smes

[4] https://www.computerweekly.com/news/252464606/National-Cyber-Security-Strategy-mostly-failing-says-PAC-report

In June 2019, the Head of GCHQ was clear on the requirement for industry to be more proactive and responsive in maintaining its own cyber resilience: *"as much of this [cyber security] should be left to industry as possible so that government can focus on the high-end risk."*[5]

2.2. Strategic Objectives

Developing a business-led cyber hub within the SWLEP area is a step-change opportunity that aligns with the Swindon and Wiltshire Strategic Economic Plan (2016)[6] and the UK Industrial Strategy which delivers the following benefits:

- Helps boost productivity across the Swindon and Wiltshire;
- Provides an exciting employment opportunity that is well suited to the region's natural strengths;
- Provide a means to address the growing UK, European and Global cyber resilience markets;
- Supports the government in delivering its Cyber Strategy;
- Supports the wider UK business community to develop cyber resilience;
- Provides a compelling public and private investment for cyber resilience outside London; and
- Provides a focal point for academic institutions in the wider area to design, develop and deliver the complete spectrum of cyber courses that meet the needs of industry and society.

2.3. Swindon and Wiltshire's cyber capabilities

The SWLEP region offers a natural **confluence of strengths** that make it an ideal candidate for a business-led cyber hub

- **Digital infrastructure**[7] provision **is good** and is improving. Overall, coverage compares positively to provision elsewhere in the South of England.
- The local road and rail network means that **connectivity is good and improving** providing ready access to major digital markets and labour supply. In particular, there is excellent access to Bristol, Bath, London, Reading, Gloucestershire and South Wales. The region is also well located for access to **Britain's *Silicon Valley*[8].**
- There is a **strong concentration of employment and business stock** which are exerting a growing demand for advanced cyber resilience solutions. These include firms such as Nationwide (Swindon), Dyson (Malmesbury) and the MOD Global Secure Operations Centre (GSOC) (Corsham).

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[5] https://www.computerweekly.com/news/252464679/Weak-cyber-security-top-challenge-says-NCSC-chief-Ciaran-Martin
[6] https://www.lepnetwork.net/media/1128/swindon-wiltshire-sep.pdf
[7] Broadband, Superfast Broadband, 4G and 5G rollout.
[8] Cambridge– Milton Keynes – Oxford (CaMKOx) and M3 corridors

- relative to its neighbours, **Swindon and Wiltshire enjoys a series of value-for-money and quality-of-life advantages and its** connectivity and stability make this area a cost-effective place to recruit and build a business.
- There is strong **potential for growth** and **business enthusiasm for greater collaboration.** This energy gives the "human" capacity that is critical to this scheme.

2.4. Summary of issues and problems

This scheme aims to address the following issues and problems within the region

- Compared with the UK, Swindon and Wiltshire's relative **productivity has declined** in recent years[9], especially for the SME community[10]. Further losses could threaten prosperity and investor interest. A business-led cyber hub provides a focal-point to tackle this decline by attracting industries interested in the provision of cutting-edge cyber resilience goods and services.
- A business-led cyber hub will serve as a focal point and catalyst for a regional cyber SME network which is currently lacking.
- A business-led cyber hub not only provides a tangible focal point for cyber resilience but it will also attract overseas investment and potential R&D activity. The **UK lags far behind the OECD in terms of R&D** investing about 1.7% of GDP while the OECD invests 2.4%. The Cyber hub will contribute to the UK Industrial Strategy's target to raise R&D investment to 2.4% by 2027.
- A business-led cyber hub provides a platform to raise awareness of Swindon and Wiltshire as a tech location based on its cyber capabilities, business resilience, skills and connectivity.
- The demand for of cyber resilience provides a compelling incentive to **attract to tech talent** and **promote gender / age inclusive growth into the area.**

3. Economic Case

This section will show that the scheme demonstrates value for money.

3.1. Becoming a Global Cyber hub

Through strong R&D and public/private investment, Israel is second only to the USA in terms of the generation of global cyber revenues. However, Israel outperforms the USA on cyber revenue per capita by a factor of 200[11]. This has been achieved in 12 years.

3.2. Market Size

In 2017, the Department for International Trade published its **Cyber Security Sector Proposition** as part of its **Invest in Great Britain** campaign. The highlights include that:

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[9] https://www.lepnetwork.net/media/1128/swindon-wiltshire-sep.pdf
[10] The Financial Times (26 Nov 18) - https://www.ft.com/content/bb242140-ef2b-11e8-89c8-d36339d835c0
[11] Israeli PM, Benjamin Netanyahu, during his speech at Cyber Tech Israel 2019

- The cyber security market in the UK was worth almost £3.7bn in 2016. It was set to increase in real terms by around 6% in 2017, with growth then gaining further momentum in 2020.
- The European cyber security market was worth $22 billion in 2016 and is expected to grow at 8% p.a. to 2018 and service provision is the main driver for this growth. See Figure 1.
- global spend on cyber security products and services is expected to exceed £759bn cumulatively between 2017 and 2021.

Given the scale of the market, there is potential for Swindon and Wiltshire to claim a greater share of the UK, European and Global share of the market.
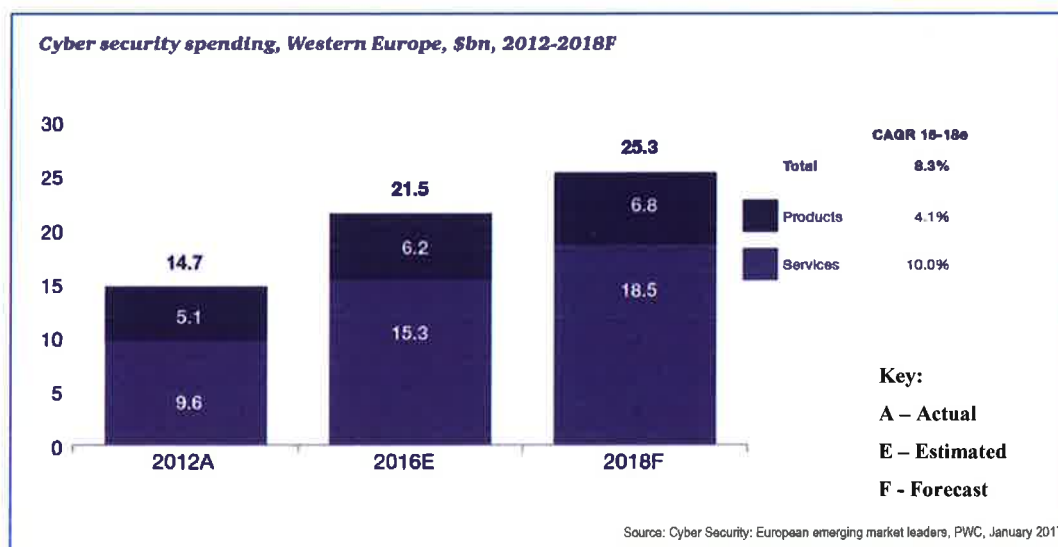

Figure 1: Department for International Trade – Invest in Great Britain – Cyber Proposition

3.3.   Additional Growth Factors

In addition, there are some strong incentives for the UK and Swindon and Wiltshire as a cyber resilience provider. These are:

- A series of large development projects[12] identified through the development of local industrial strategies across the UK that will all require cyber security once completed.
- The UK cyber security sector is supported by a comprehensive strategy and a number of government funding opportunities set alongside regulation in the sector which is open and transparent.
- The UK offers an advanced, well-connected ecosystem of world-leading companies, clusters, research institutions, networks and associations. Swindon & Wiltshire is one of

[12] Department of International Trade – Cyber Security Sector Proposition (2017/18) James Compton

the focal points for this ecosystem given the MOD activity at ISS[13] Corsham and the Defence Academy at Shrivenham.

- The cyber security market is a high-growth sector and has yet to reach maturity.

Taking these assessments together shows a total EU and global market of £25.3bn and £733.7bn respectively. Looking at the success that Israel has had with its Cyber Capital, it is assessed that a business-led cyber hub based in the SWLEP region should attract between 1-5% of those markets within 10 years. This equates to between £7.6bn - £38bn return on investment. Figure 2 explains.

Market	Size 2018 £bn	Swindon and Wiltshire potential market share	
		1% share – low estimate £bn	5% share – high estimate £bn
EU market	£25.3	£0.253	£1.26
Global market	£733.7	£7.34	£36.68

Figure 2: Department for International Trade – Invest in Great Britain – Market Assessment

4.   Social impact

The Tech Nation 2017 report presents strong advantages for the SWLEP region in terms of **community facilities and assets**. Figure 3 describes these advantages as being **Quality of Life** and **Digital Growth Optimism**. It is also encouraging to see that the SWLEP region competes effectively in the realm of **Talent Supply**.

Location	Talent Supply	Quality of Life	Digital Growth Optimism	Transport Infrastructure
Swindon and Wiltshire	41%	92%	88%	-
Thames Valley	42%	74%	77%	43%
London	45%	54%	78%	57%

Figure 3: Tech Nation 2017 Report – Regional Comparison

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[13] Information Systems & Services – the IT Agency for MOD.

A Cyber Hub is a knowledge economy scheme that it will positively impact on health and well-being for the region. It is also a strong growth industry which should employment stability. Overall, therefore, it is assessed that this scheme will offer **slight benefits** as a minimum.

5.   Environmental Case

The scheme will use existing employment land and facilities and is expected to have minimal environmental impact.

The necessary mitigation measures will be considered as part of the further business case development and scheme design.

6.   Financial Case

This scheme could be funded as a joint venture from a combination of public and private sources. Taking the recent development of the Porton Science Park as an example of building innovation and secure space, the expectation is that the build costs would be approximately £10m (23,000 sq ft including category 2 lab space). Income would be generated through leasing out incubation space and depending on the nature of the joint venture through the sale of cyber services.

7.   Commercial Case

The purpose of this section is to demonstrate that the scheme is commercially viable. There are a series of options for the placement of this scheme. The main contenders and their key advantages are:

Location	Advantages
Porton Science Park	• Access to Science Park • Access to R&D facilities • Proximity and access to Government-led research facilities such as DSTL and DASA
Swindon	• Superior road and rail connectivity to key digital regions in the south of England. • Superior digital Infrastructure
Corsham	• Access to cyber veteran community • Access to superior cyber resilience infrastructure that is in place due to the critical nature of providing defence digital communications from the ISS Corsham site.

The Israel success story indicates that there are six key components. These components either exist or have the potential to exist in Swindon and Wiltshire.

Swindon & Wiltshire
LOCAL ENTERPRISE PARTNERSHIP

Capability	Israel Cyber Capital (Be'er Sheba)	Swindon and Wiltshire	
		Existing component	Potential component
Personnel	Unit 8200 is the cyber unit for the Israeli Defence Forces (IDF). It uses aptitude tests to recruit the very best candidates. Unit 8200 soldiers are entitled to retain the Intellectual Property Rights (IPR) for any cyber capability that they develop during their IDF service.	There is a strong UK cyber military presence in the region at Corsham, Colerne and Abbeywood with some additional presence at Porton Down. This Cyber Hub scheme offers an opportunity to adopt a growth focussed approach.	
Academic Partner	Ben Gurion University provides information security HE courses and a research faculty	There is a national and global gap of cyber security skills and talent. This Cyber Hub scheme offers an opportunity to develop the local HE offer to deliver society and private sector relevant cyber education. Institute of Technology at Swindon and Wiltshire College Salisbury campus HE cyber course delivery.	Research capabilities will develop over time as the HE offer matures

Swindon&Wiltshire
LOCAL ENTERPRISE PARTNERSHIP

Capability	Israel Cyber Capital (Be'er Sheba)	Swindon and Wiltshire	
		Existing component	Potential component
CERT	Cyber Emergency Response Teams (CERT) have become a regular feature of any digital era nation. CERT – Israel offers a national incident response. Unit 8200 provides immediate response support to CERT - Israel.		CERT – UK is the UK institution that works with NCSC and GCHQ and is headquartered in London. There is a requirement for additional CERT capacity to support the private sector. This CERT, if linked to the UK CPT capability would provide a cross-government capability with reinforcing benefits. This initiative would allow CPT to consistently deploy "on operations" assisting business breaches. The move would address the shortfall as indicated by the NAO on the current UK Cyber Strategy. Finally, it provides a backstop incident response for the UK.
Accelerator Incubator	Cyberspark is the Israeli accelerator – incubator for cyber innovation. It brings together innovation, Unit 8200, with finance from US and Israeli investors to catalyse growth impetus and market access.		A Cyberspark capability will provide a route to market for cyber innovation and the SME community leading to higher employment.

Swindon&Wiltshire
LOCAL ENTERPRISE PARTNERSHIP

Capability	Israel Cyber Capital (Be'er Sheba)	Swindon and Wiltshire	
		Existing component	Potential component
Connectivity	Connectivity between other major centres such as Tel Aviv has been developed to make the region more easily accessible. The region is also emerging as a high-tech centre.	Connectivity in the SWLEP region is good providing ready access to major digital markets and labour supply. There is excellent access to Bristol, Bath, London, Reading, Gloucestershire and the region is well located for access to Britain's Silicon Valley.	
Growth Potential	Be'er Sheba offers huge growth potential. It is the second most populous city after Jerusalem with just over 200,000 population with plans to further develop the region to accommodate 340,000 by 2030.	The SWLEP region shows strong growth potential. This strength is based on convincing figures for its Quality of Life, Digital Growth Optimism and Talent Supply. See Figure 3.	.

8.   Procurement challenges

There are no known specific procurement challenges associated with delivering this scheme. The development of the JV company to bring the development forward will be the hardest element to achieve.

Swindon&Wiltshire
LOCAL ENTERPRISE PARTNERSHIP

9. Management Case

Overall, it is recommended that cyber resilience, in the form of a business-led cyber hub for the UK, is included as a central component of the Swindon & Wiltshire Local Industrial Strategy.

Delivery of the scheme will require a comprehensive approach with a strong emphasis on R&D, a balanced public / private investment plan and a people-centric plan that embraces diversity and includes skills, training and education. A confident cultural mind-set that instils confidence to engage, win and deliver against a growing global demand pipeline will be a key ingredient.

Risk **Score:** 1- low, 2 – medium, 3 – high, 4 – very high	Impact (I) Score 1-4	Likelihood (L) Score 1-4	Score IxL	Mitigating Action to offset the risk
The fledgling cyber sector identity and digital reputation impacts cyber investment decisions for the region.	4	2	8	An output of the programme will be a comprehensive showcase & investment package that addresses these concerns and demonstrates their inaccuracy or how they are being resolved.
Political uncertainty will lead to investment hesitancy.	3	3	9	There are three mitigating strategies in place to address this risk: • This scheme has already been requested to inform the 2021 UK Cyber Security Strategy; • Must secure senior stakeholder endorsement (GCHQ / Industry / Government); • Develop a comprehensive showcase investment package to instil confidence amongst the private investment community

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Risk	Impact (I) Score 1-4	Likelihood (L) Score 1-4	Score IxL	Mitigating Action to offset the risk
Securing sufficient private investment sources in the early stages	2	2	4	The programme will mitigate this risk by: • Developing a clear roadmap with relevant KPI; • Build a team with the very best people to run the programme; • Design a scheme to deliver mutually supporting benefits across various Government Departments and initiatives; and • Deliver a compelling showcase investment package
The scheme requires further development work	4	4	16	This SOBC will need additional development work in order to work out the necessary detail.
Time is of the essence. • There are a series of variables, such as land ownership and time to build, that need to be researched and elaborated. • Other regions in the UK are seeking to gain early mover advantage in developing a leading-edge cyber resilience capability.	4	3	12	Endorsement of the SOBC and commitment of sufficient resources to ensure that the SWLEP region does not get left behind.

10. Submission information

Written by	CP Crowther, Straburg (on behalf of)
Organisation	Swindon & Wiltshire Local Enterprise Partnership
Date submitted	3 July 2019

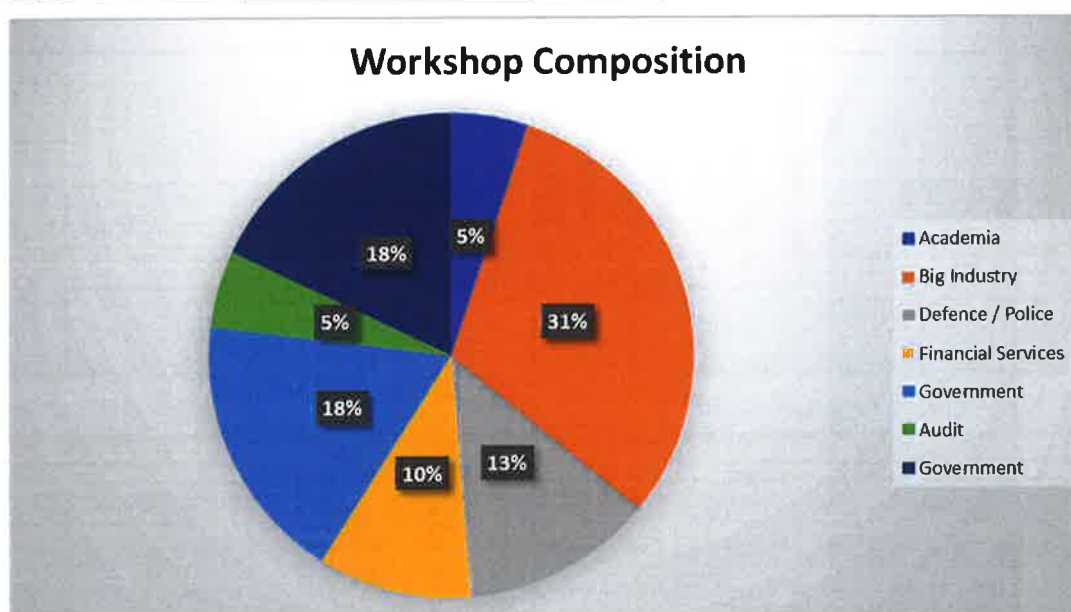## Appendix 1 – Cyber Hub Workshop Participation

Figure 4: SOBC Workshop Composition

Two stakeholder workshops were held in May 2019. The sector breakdown is described in Figure 4. There were also a series of interviews for those that could not attend either session. The following organisations supported the consultation:

Organisation ▾	Sector ▾
Defence	Defence / Police
Hartham Park	SME
Qinetiq	Big Industry
Nationwide Building Society	Financial Services
Public Health England	Government
NHS Foundation Trusts	Government
Forgenix	SME
Torchlight	SME
Salute My Job	SME
Cardwave Solutions	SME
Set Sq	Academia
Police	Defence / Police
Raytheon (EX)	Big Industry
Digital Marketing	SME
SWLEP Deputy Chair	Government
MCJ	Financial Services
DCMS	Government
Bath Spa University	Academia
KPMG	audit
EY	Audit
Altran	big industry
BMT Global	big industry
THALES	big industry
Roke Manor	big industry
Fujitsu	big industry
Chemring Countermeasures	SME
Police	Defence / Police
DIT	Government
CND Ltd	SME
EBENI	SME
Anson Resolutions	SME
ASYSTU	SME
Torchlight	SME
MODUX	SME
Oakford Technologies	SME
Blue Flame Digital	SME
DCMS	Government
BEIS	Government
Chemring Countermeasures	SME

Security Level:	Confidential ☐	Restricted ☐	Unclassified ☒	Commercially Sensitive ☐

Meeting & Date:	SWLEP Board Meeting – Thursday, 26 September 2019
Subject:	Chair's update
Attachments:	None
Author:	John Mortimer	**Total no of sheets:**	2

Papers are provided for:	Approval ☐	Discussion ☐	Information ☒

Meetings attended by John Mortimer, SWLEP Chair
Between 17 July 2019 to 18 September 2019

24 July 2019	Chaired SWLEP Board Meeting in Devizes
30 July 2019	Attended LEP Chairs and CEOs (South West) meeting in Bristol
2 August 2019	Met James Gray MP in Chippenham
14 August 2019	Interview with BBC Wiltshire Radio in Swindon
2 September 2019	Attended M4 Collaboration, Western Powerhouse meeting in Bristol
3 September 2019	Tim Royal in Kington St Michael
9 September 2019	Attended Local Industrial Strategy (LIS) Working Group at County Hall, Trowbridge Attended SWLEP Joint Scrutiny Task Group meeting in Chippenham
10 September 2019	Attended LEP Chairs' Strategy Group meeting in London

11 September 2019   Chaired Commissioning Group in Chippenham

12 September 2019   Hosted LIS Business Engagement event at The Angel Hotel in Chippenham

13 September 2019   Met John Glen MP – Salisbury

16 September 2019   Met Robert Buckland QC MP - London

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

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Security Level:	Confidential ☐	Restricted ☐	Unclassified ▣	Commercially Sensitive ☐

Meeting & Date:	SWLEP Board Meeting – Thursday, 26 September 2019
Subject:	Director's Report
Attachments:	Marketing and Communications report
Author:	Paddy Bradley **Total no of sheets:** 7

Papers are provided for:	Approval ☐	Discussion ☐	Information ▣

1. Purpose

1.1. The Chairman has requested that a report of this nature be included in each Board meeting agenda to keep Directors fully informed of the varied activity of the Swindon & Wiltshire Local Enterprise Partnership (SWLEP).

1.2. This report updates Directors 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 September)
- Monthly meetings with SWLEP BEIS Local Relationship Manager

- Chaired South Wiltshire Economy Pillar Group (18 September)
- South Wiltshire Operations Board (13 September)
- Regular Honda Task Group Leads' teleconferences and meetings (25 July and 18 September)
- Local Industrial Strategy (LIS) Working Group (9 September)
  - Meeting of LIS Independent Review Panel (17 September)
  - Meetings with local MPs James Gray (2 August), John Glen (13 September) and Robert Buckland (16 September) with SWLEP Chair
  - LIS Business Consultation event at The Angel Hotel, Chippenham (12 September)
  - Met with representative from University of Bath (12 September)
  - Meeting with representatives of MoD regarding sustainable transport funding (25 July)
  - Met with interested parties regarding an implementation of energy strategy (6 August)
  - Meetings regarding Tech Swindon (28 August and 4 September)
  - LIS on-going follow-up meetings
- SWLEP Secretariat Exec Group (1 and 29 August)
- Monthly meetings with Finance, particularly with regard to Budget
- Range of discussions with individual Board directors
- Regular keep-in-touch calls and meetings with the Chair and Deputy Chair
- Various meetings involving a range of SBC and Wiltshire officers to agree incorporation issues with regard to HR and TUPE arrangements and finance and asset transfer
- Various discussions with external lawyers
- Regular incorporation update meetings with staff
- Attended the Joint Scrutiny Task Group Meeting regarding scrutiny and future governance of SWLEP (9 September)
- Inward Investment Working Group Meeting (6 August)
- Meet with New Board Directors as part of induction process (28 August, 2, 13, 17 and 20 September)

Priority theme Subgroups
  - Skills and Talent Subgroup Meeting (10 September)
    - Conference call with Government regarding apprenticeships and skills (25 July)
    - Discussions on agendas for Skills & Talent Subgroup, running as the first meeting in the Skills Advisory Panel format, (29 July and 4 September) and Careers Hub (5 September)
    - Chaired the Careers Hub Steering Group (19 September)

  - Place Shaping
    - Attended Swindon Cultural Quarter Advisory Group meeting (8 August)
    - Met with representative regarding Calne regeneration (4 September)

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- o Business Development Subgroup
    - Business Representative Organisations' Group (BROG) meeting (7 August)
    - Meeting with prospective GPIF applicants (31 July and 30 August)

External events

- LEP Network meetings:
    - o LEP Network CEOs meeting (24 September)
- Attended Digital Drinks event at the Workshed (29 July)
- LEP Collaboration – attended meeting of Chairs and CEOs of SWLEP, West of England LEP and Gfirst (30 July) and teleconference regarding cyber, also including government representation (8 August)
- Attended Western Powerhouse meeting in Bristol with SWLEP Chair (2 September)
- Spoke at the Salisbury Community Energy AGM (9 September)
- Attended the Swindon Academy KS4 Awards (10 September)
- Attended the ground-breaking ceremony at Catalent (11 September)
- Switch on to Swindon Place Board (19 September)
- Attended the Southern Policy Centre Conference (20 September)

4.2. Business visits and meetings

- Met with MD of Science Museum Group (1 August)
- Briefed speakers for Growth Summit (31 July and 5 August) and visited potential venue for SWLEP Conference in 2020 (7 August)
- Met with Amanda Newbery (30 August)
- Meeting with SevernWye regarding ERDF proposal (30 August)
- Pre-meet with the Chair and CEO of the West of England Academic & Health Science Network (3 September) prior to attendance as a Member at the Board Meeting (6 September)
- Meetings with Wiltshire Council regarding Community Cohesion & Brexit (5 and 17 September)
- Catch-up meetings regarding SWLEP growth Summit 2019 and visit to Cineworld venue (16 September)
- Held inward investment meeting with prospect from USA (18 September)

4.3. Marketing and Communications

4.3.1. The report from the Interim Head of Marketing and Communications is attached at Appendix 1.

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

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Appendix 1 – Marketing and Communications

Papers are provided for:	Approval ☐	Discussion ☐	Information ◉

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 – users of the website have increased 9% year-on-year, 80% are new visitors.

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. £21,400 of sponsorship for the Swindon & Wiltshire Business Growth Summit secured to-date and 160 delegates registered.

7. Recommendations

7.1. This paper is for information only.

8. Detail

8.1. Online Engagement

8.1.1. SWLEP Website

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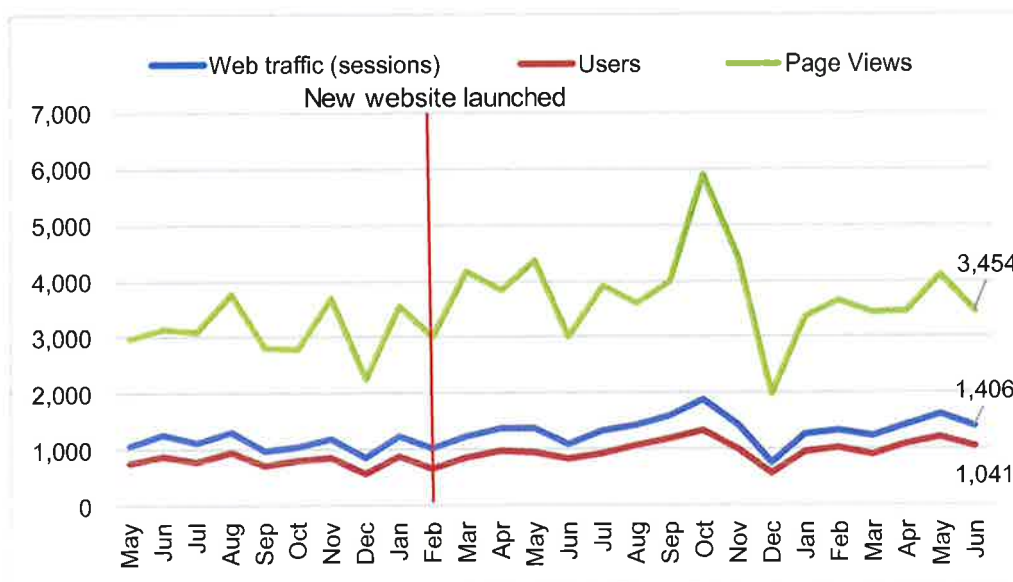
- Website traffic decreased by -2% in the period July-August 2019 with 2,975 sessions (the period of time a user is actively engaged in the site);
- Comparing the performance year-on-year, engagement via the SWLEP website has increased by 8%. Users of the website have increased 9% y-o-y to 2,151 - 80% are New Visitors.
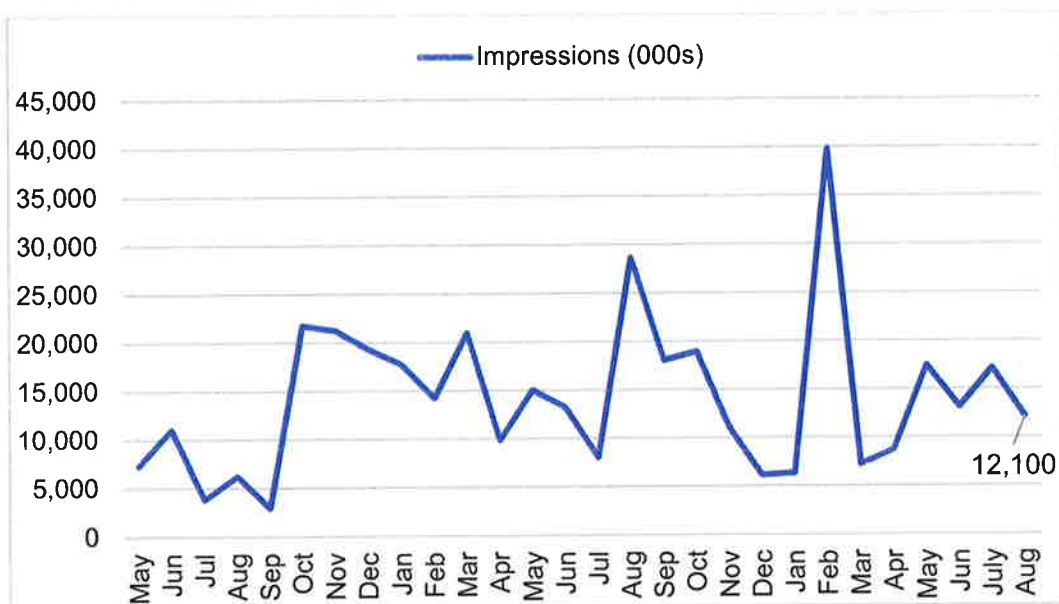
	Jul-Aug '18	May-Jun	Jul-Aug		Y-o-Y
Web traffic (sessions)	2,765	3,021	2,975	-2%	8%
Users	1,976	2,248	2,151	-5%	9%
Page Views	7,508	7,545	7,863	4%	5%
Avg. Session Duration	-	00:02:22	00:02:24	1%	n/a

- The top pages in the period July-August 2019 were:

	Pageviews
/	1,700
/about/who-we-are	773
/contacts	356
/projects	289
/documents	281
/events/business-growth-summit	250
/news	218
/about	158
/about/what-we-do	148
/about/our-strategies	128

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8.1.2. Social media - Twitter

	May-Jun	Jul-Aug		Followers
Tweets	15	35	57%	
Retweets	37	41	10%	2,655
Impressions	30,500	29,200	-4%	

- Twitter activity decreased to 29.2k impressions in July and August. The tweet with the highest impressions (4,893) was on 2 July announcing the Growth Summit sponsors.

- Our LinkedIn audience and engagement continues to grow with regular weekly connection requests. Our audience currently stands at 2,081 connections and the network has been used to generate sponsorship leads for the 2019 Business Growth Summit.

8.2. Marketing

8.2.1. The marketing campaign continues with Total Guide to Swindon, including online content and emails promoting sponsorship opportunities and delegate registrations for our Swindon & Wiltshire Business Growth Summit.

8.2.2. Marketing campaigns across all channels to deliver delegate bookings for the Swindon & Wiltshire Business Growth Summit.

8.2.3 Work in progress includes:
- content published online through Open Access Government Publications; and
- ongoing features in print and online in The Business Exchange Swindon & Wiltshire.

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8.3. Engagement

8.3.1. Swindon & Wiltshire Business Growth Summit 3 October 2019

- Venue: Cineworld, Regent Circus, Swindon
- Sponsorship of £21,400 secured to-date
- To-date there are 160 delegates booked to attend the event.
- Headline Sponsors confirmed as GWR and Network Rail and Nationwide Building Society as Conference Sponsors.

8.4. Communication

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

- SWLEP Supports a Powerhouse for the West (18 July 2019)
- SWLEP Appoints Seven New Board Directors (22 August 2019)
- Growth Summit Keynote Speakers Confirmed (29 August 2019)

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