

AGENDA

Board Meeting

Date: Wednesday, 27 November 2019
Venue: Committee Room 6, Swindon Borough Council Civic Offices, Euclid Street, Swindon, SN1 2JH
Time: 9am – 12.30pm (Public meeting to start at 9.30am)

Membership		Attendance
Board Directors:	Paddy Bradley (PB) Amanda Burnside (AB) Mandy Clarke (MC) Col Andrew Dawes (AD) Doug Gale (DG) Andrew Gudgeon, OBE (AG) Paul Moorby, OBE (PM) Carole Kitching (CK) Becky Middleton (BC) John Mortimer (JM) – Chair Alison North (AN) Alex Reed (AR) David Renard (DR) Mark Smith (MS) Keeran Vetriko (KV) Phillip Whitehead (PW) Peter Wragg (PW) – Deputy Chair	
Advisors to the Board:	Alistair Cunningham, OBE (AC) Susie Kemp (SK)	
Observers to the Board:	Cllr Pauline Church (PCh) Cllr Oliver Donachie (OD)	
In Attendance:	Ian Durston (ID) Leanne Kendrick (LK) Philippa Venables (PV) Karen Leigh, BEIS Representative (KL) Debby Skellern (DS) Dragana Houston (DH)	
Guests:	Rory Bowen / Chris Hilton – Wiltshire Council	
Chairman:	John Mortimer (JM)	
Minutes:	Deborah House (DKH)	

Item	Timing	Topic	Paper No.	Lead	
		Board Directors' Private Session			
1.0	9am	Growing Places Infrastructure Fund (GPIF) update	Paper 1.0	AR	For approval

		Part One of meeting - Public Session			
2.0	9.30am	Welcome / Apologies / Conflicts of Interest		JM	
3.1	9.35am	Draft Board Minutes of 26 September 2019	Paper 3.1	JM	
3.2		Matters Arising not covered in the agenda:	Verbal	JM	
4.0	9.45am	Submitted questions	Paper 4.0	JM	
5.0	10am	Growing Places Infrastructure Fund (GPIF) update	Paper 5.0	AR	For approval
6.0	10.10am	Local Growth Deal <ul style="list-style-type: none"> • Overview of the Local Growth Deal Programme • Chippenham Station Hub Phase 5 – Outline Business Case (OBC) • Rapid Transit Phase 2 Outline Business Case (OBC) • Commissioning Group Project Highlight reports 	Paper 6.1 Paper 6.2 Paper 6.3 Paper 6.4	ID RB/ CH PV ID	For approval For approval For approval For approval
	11am	Comfort Break			
7.0	11.15am	Finance and Outputs Reports: <ul style="list-style-type: none"> • LGF projects; and • Core and Programme budgets 	Paper 7.1 Paper 7.2	ID PB	For approval For approval
8.0	11.30pm	Scrutiny arrangements for the SWLEP	Paper 8.0	PB	For approval
9.0	11.45am	Cross-LEP collaboration <ul style="list-style-type: none"> • Western Powerhouse • England's Economic Heartland 	Paper 9.0	PB	For approval
10.0	12.05pm	Skills Plan update	Paper 10.0	AB	For approval
11.0	12.15pm	Local Industrial Strategy (LIS) <ul style="list-style-type: none"> • Business-led cyber hub 	Verbal	DG AG	For information
12.0	12.25pm	Inward Investment	Paper 12.0	PC	For information



13.1		<ul style="list-style-type: none"> Chair's update 	Paper 13.1	JM	For information
13.2		<ul style="list-style-type: none"> Director's Report 	Paper 13.2	PB	For information
14.0		AOB		ALL	
		Date of next Board meeting: Wednesday, 22 January 2020 Committee Rooms, Wiltshire Council Offices, Monkton Park, Chippenham, SN15 1ER		JM	
		Meeting dates for 2020 Wednesday, 25 March Thursday, 21 May Wednesday, 22 July Wednesday, 23 September Wednesday, 25 November All locations to be advised.			
	12.30pm	Close of Meeting			



In attendance:	Board Members: Paddy Bradley (PB) Amanda Burnside (AB) Mandy Clarke (MC) Doug Gale (DG) – left at 3.30pm Carole Kitching (CK) Becky Middleton (BM) Paul Moorby (PM) John Mortimer (JM) – Chair Alison North (AN) – left at 3.45pm Alex Reed (AR) – left at 3.50pm David Renard (DR) – arrived 9.20am Mark Smith (MS) Keeran Vetriko (KV) Peter Wragg (PW) – Deputy Chair	Board Advisers and Observers: Cllr Pauline Church (PCh) Alistair Cunningham (AC) Ian Durston (ID) Karen Leigh, BEIS – left at 3.34pm Susie Kemp (SK) – arrived 9.25am and left at 12.30pm Philippa Venables (PV) – arrived 9.25am and left at 3.45pm Flo Churchill (FC)
Apologies:	Col Andrew Dawes (AD) / Oliver Donachie (OD) / Andrew Gudgeon (AG)	
Guest(s):	Chris Hilton (CH) and Rory Bowen (RB), Wiltshire Council Jo Minnaar (JoM) / Debby Skellern (DS) and Dragana Houston (DH), SWLEP Chris Crowther, Strabourg Lt Col Duncan Attwell – representing Col Dawes Matt Moore / Jonathan Newby – Science Museum Group	
Chair:	John Mortimer	
Minutes:	Deborah House (DKH)	
Location:	The Auditorium, Aspire Business Centre, Ordnance Road, Tidworth, SP9 7QD	

Item	Narrative	Deadline
2.0	Welcome / Apologies / Conflicts of Interest / Board Appointment	
	<p>The meeting opened at 9.30am and the Chair welcomed attendees. Particular welcome was extended to Alison North in her role as a newly-appointed Board Director at her first meeting, and congratulations were offered to Cllr Philip Whitehead in his newly appointed role as Leader of Wiltshire Council. Welcome was also given to Lt Col Duncan Attwell, who was representing Col Dawes. A note of formality was that Cllr Whitehead was the nominated representative of Wiltshire Council on the SWLEP Board, and Cllr Church was now the nominated alternate should Cllr Whitehead be unable to attend.</p> <p>Apologies were noted.</p> <p>JM reminded attendees of the Conflict of Interests policy:</p> <ul style="list-style-type: none"> PW stated his Conflict regarding the LGF General Account for the Royal Artillery Museum (RAM); 	



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	<ul style="list-style-type: none"> AR stated his Conflict regarding the IoT, as Catalent was an anchor employer; AB stated her Conflict regarding the Local Growth Fund 3 allocation for Wiltshire College & University Centre both the Salisbury and Lackham campuses; KV stated his Conflict as a governor of New College, Swindon; and CK stated her Conflict regarding the IoT, as New College was one of the anchor FE colleges. 	
3.0	Review of minutes and matters arising	
3.1	The minutes of the Board Meeting held on 24 July 2019 were reviewed and approved, with an amendment to Matters Arising regarding HIF and New Eastern Villages.	
3.2	<p>Matters Arising not on the agenda:</p> <ul style="list-style-type: none"> Porton Science Park – advertise for a post to develop proposal further – work was being undertaken and the SWLEP Board would be updated in due course; Governance Framework – the SWLEP Governance Framework had been delayed owing to the complex work involved in the Local Industrial Strategy (LIS). It would now come forward to the November Board Meeting; Annual Delivery Plan – was to be issued ex-committee and PB had emailed to Board Directors the preceding evening. Owing to the time delay in issuing the plan, the update covered two quarters and PB offered to take questions outside the meeting; Full Business Case White Hart Roundabout – HIF application. SK advised that the minutes need to be amended as the HIF Application was for the Southern Connector Road not the White Hart Roundabout. Swindon Borough Council was still awaiting information on the application. <p>Action: DKH to amend minutes from July meeting accordingly.</p> <ul style="list-style-type: none"> The Steer Group had been engaged to act by the SWLEP to provide an independent analysis of the likelihood of deploying the full financial allocation on the Southern Connector Road by March 2021. The full business case for the Southern Connector Road would come to the next Board Meeting in November together with the Steer Group report. This would be for Board information only, as DfT had the final sign off on retained schemes. SBC was providing a suite of documents for the Steer Group to review. SBC to provide summary of the key decisions / who was making them and consequences of delaying that action for 	27/09/2019



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	<p>Southern Connector Road - SBC was providing the key decisions and would align to the Steer Group review.</p> <p>ID explained to the Board Directors the difference between DfT retained and unretained schemes. DfT retained schemes were:</p> <ul style="list-style-type: none">• White Hart Junction;• Southern Connector Road; and• Wichelstowe Southern Access. <p>With regard to the Southern Connector Road, the Board's role would be to act in an advisory capacity to the DfT, feeding any comments and observations back as part of that process. With other projects, the business cases would come to the Board in the normal manner to be approved. All still had March 2021 as a deadline.</p> <ul style="list-style-type: none">• Chippenham Station Hub scheme – a presentation would be given later in the agenda;• Proposals for Salisbury Central Car Park and The Maltings – a presentation would be given in Part Two of the meeting, not in the public meeting;• Finance and outputs report, review the current situation and discuss what action should be taken for mitigation – discussion would take place later in the agenda;• Local Industrial Strategy – a presentation would be given later in the agenda;• A420 Gablecross Business Case - was issued ex-committee after the Board meeting on 24 July. ID thanked Directors for comments received and advised the Business Case had been approved;• GPIF further due diligence• LIS workshop – directors to receive update on the emerging narrative – ongoing;• SK to provide briefing note to Directors on the situation with Honda – There will be an opportunity at subsequent meetings to brief Directors as the situation changes. SK was also happy to go through all SBC projects with new Directors to demonstrate how SBC projects had reached their current status. <p>ID advised the Board that all summaries of the projects, including their RAG ratings were available on the SWLEP website and that the link to these was included in paper 6. Swindon Borough Council's Chief Executive reassured the Board that all was being done to progress the projects and every one of the team was aware of the deadline. The SWLEP's letter to Sainsbury's had assisted this significantly. The Chair offered to write to Ministers to chase their response and was happy to attend meetings with Swindon Borough Council's Chief Executive to offer support.</p>	



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	<p>The Chair commented that the Board had congratulated Swindon Borough Council at the last meeting on its successful bid into the Future High Streets Fund. The Board would now offer congratulations to Wiltshire Council on its subsequent success on schemes for Salisbury and Trowbridge.</p> <p>Swindon Borough Council advised the Board that it had also been successful in a bid for the Stronger Towns Fund, which would mean an additional £25m.</p>	
4.0	Submitted Questions	
	<p>The Chair invited Oliver Rawle to approach the table with his question regarding Calne.</p> <p>“Calne is a growing town of over 20,000 inhabitants in a North Wiltshire dead zone created by focusing all investment on/ around ‘Trunk Roads.’ Whilst failing miserably to support its population or that of it’s considerable natural service area, (due in part to un-funded Town Centre re-development plan,) Calne does form a wonderful bottleneck on both the A4 and A3102 due to an obviously incomplete bypass. Please advise whether the Board have any plans to upgrade any infrastructure in the Calne area.”</p> <p>PB responded that the current funding was from the Local Growth Fund (LGF) and these funds had already been allocated, so the initial response would be no. There would need to be further funding and for a project to come forward for it. We were awaiting further notification of funding streams from Government.</p> <p>The Great West Way would potentially present further opportunities as Calne was on the route. AC commented that Wiltshire Council was currently reviewing the local plan, so the suggestion was made to engage with Wiltshire Council.</p> <p>The Chair thanked Mr Rawle for his question and suggested he first approach Wiltshire Council. If it then needed funding the Council may subsequently come to SWLEP.</p>	
5.0	Local Growth Deal	
	<p>Project Delivery and Management</p> <p>ID spoke to the paper and explained the underspend on the LGF projects, which was pushing up against the deadline for defraying the money. The projects specifically affected in this discussion were:</p> <ul style="list-style-type: none"> • Southern Connector Road, which was discussed above; • Chippenham Station Hub; • New Eastern Villages Gable Cross; and • The Maltings; 	



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	<p>Chippenham Station Hub</p> <p>£16m of LGF funding had been allocated to the Chippenham Station Hub. The project had been divided into phases for ease of delivery and sub phases 1, 2 and 5 were on track for delivery.</p> <p>Certain phases were being reviewed. The car parking to the north of the station had been allocated £5m of funding, but the feasibility of delivery was deemed not viable in the timescale. A bus turnaround area and cycling facilities had been proposed as an alternative. However, at the Commissioning Group discussion, the scheme was thought to be undeliverable by March 2021. So, there were two new phases being put forward to make use of the £5m of surplus funding:</p> <ul style="list-style-type: none">• sustainable transport schemes, station hill junction, cycle ways etc, which the Commissioning Group felt would be deliverable in the timescale and would support the initial outcomes and purpose of the overall project. Although this would not provide parking spaces, it would provide more reasons not to need them, and• a path leading from the station across existing business premises currently on limited leases down through the council carpark to a bridge across the river to Emery Gate Shopping Centre. This would improve the connection to the Town Centre. There is also the prospect of developing a business incubator space opposite the station at the beginning of the path. <p>Wiltshire Council would give a presentation on the scheme later in the agenda.</p> <p>The Maltings</p> <p>This project had adapted since the incident. Phase 1 had now received planning permission, which allowed more of the plan to be unlocked and the project would be looking to use the £6m of LGF allocated funding.</p> <p>A presentation would be given in Part 2 of the meeting owing to commercial sensitivities not in the public domain.</p> <p>NEV A420 GableCross</p> <p>The project had previously stalled owing to negotiations with Sainsbury's over land ownership. However, since the last Board Meeting, there had been positive discussions, a price agreed and a Heads of Agreement was close to signature. This was all now moving forward and the project was in a much better state.</p> <p>If the Board were to disagree to these projects retaining their monies, there were several projects in the pipeline which could make use of this money instead and were standing by:</p>	



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	<ul style="list-style-type: none"> • Growing Places Infrastructure Fund (GPIF) – was getting good responses and plenty of interest from businesses and had Government agreement to the transfer of funds; • Wiltshire College & University Centre – Salisbury campus for cladding on the rear of the building costing £1m. Contractors were already engaged and the project would be completed by next year; • a cyber building on Salisbury campus, which needed more work on its Business Case, but was still a potential project; • MoD was looking for funding for cycle ways in Ludgershall, Bulford and Larkhill, as part of the Army rebasing. (Appendix attached to paper); • the University of Bath was looking for funding for a Circular Economy Research Centre in the area working with partners; and • Wiltshire Council – would make use of the funding for some of its Salisbury projects. <p>Questions were debated on where that would leave the projects if the money were withdrawn and where that would leave the SWLEP against the initial plans.</p> <p>The Chair asked the Directors for their decision regarding the projects as to whether they wished the monies to stay with the projects, or to end the funding and move the monies to different projects.</p> <p>The Swindon & Wiltshire Local Enterprise Partnership Board: APPROVED the continuation of funding for the NEV A420 Gablecross project.</p>	
5.1	<p>Chippenham Station Hub – Outline Business Case (OBC) Review</p> <p>CH spoken to the paper. (The presentation given at the meeting can be accessed on the SWLEP website via using the following link:</p> <p>https://swlep.co.uk/docs/default-source/board-meetings/2019/26-sep-2019/chippenham-station-hub_26_9_19_final-(002).pdf?sfvrsn=ff891a60_4).</p> <p>Sustainable transport schemes</p> <p>Concerns were raised that the increase in the number of new jobs would mean the additional use of cars and the road was already very congested. The national opinion was for more sustainable transport and the questions was raised as to whether this project had been aligned with the use of electric vehicles. In response, the meeting was advised that new car parking spaces in the new Saddlers Mead Car Park (construction to start end 2019) had Electric Vehicle (EV) points and that while the proposed sustainable transport schemes did not add to car parking spaces, they would be giving people more options for travel, thus reducing demand for spaces. There will also be infrastructure available in the Saddlers Mead Car Park to increase the number of charging points in the future.</p>	



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	<p>Directors indicated that this project would appear to provide better connectivity and access into the Town Centre and was an improvement on the original proposal. As there was a move towards autonomous vehicles it was felt that the car parking spaces would no longer be needed in the longer term. Significant changes in car ownership had been made in the past two years since the original project was submitted. A question was raised as to whether car and bikes for hire could be facilitated within the scope of the project, similar to the Salisbury scheme with rail funding, and the meeting was informed that such could be included.</p> <p>Station Link Bridge</p> <p>The Bridge would be fully-funded by the SWLEP, and no additional funding would be necessary to complete that project. The proposed workspace around the area would be funded by the developer.</p> <p>Overall Station Hub</p> <p>These new phases were in alignment with the original Outline Business Case. Sustainable transport schemes in Chippenham had been submitted at LGF3, but were not high enough up the initial list to go forward to Government. So, they had been part of the Masterplan for some time. A question was raised on the current usage and future trends and CH advised that a lot more information lay behind the presentation from the analysis carried out by the developer, Atkins.</p> <p>The Chair asked the Board to consider whether the two proposals were of sufficient merit to retain the funding for Chippenham Station Hub. If so, business cases for the two new schemes would be required in order to leave the original investment with the project. These projects would be able to come forward as viable and be spent by March 2021.</p> <p>The Chair highlighted the rural community link to Chippenham Station. This was not the end of the question on providing better access to Chippenham Station with car parking. There must be sustainable transport into Chippenham from rural areas, as the station served a much larger area than just Chippenham town itself and asked the Board to bear this in mind.</p> <p>The Bridge was transformative for the Town Centre and would help to bring improved commercial space back into town making more use of the river frontage.</p> <p>The Swindon & Wiltshire Local Enterprise Partnership Board: APPROVED the inclusion of the sustainable transport schemes, and the associated funding, in the Chippenham Station Hub project; APPROVED the inclusion of the station link bridge, and the associated funding, in the Chippenham Station Hub project;</p> <p>At this stage the Board was content to continue with the funding to the Chippenham Station Hub, but this was dependent on receiving business cases</p>	



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5.2	<p>for the use of the money coming forward. These would be available for the next Board Meeting, and would include an increased level of detail.</p> <p>The decision regarding The Maltings was deferred until the confidential discussion in Part Two.</p>	
6.0	Commissioning Group Project Highlight Reports	
	<p>ID spoke to the paper. Several of the projects had already been discussed above, but the RAG ratings of all LGF projects were given in the paper. The paper was therefore provided for information and was taken as read.</p> <p>The Board: AGREED that the highlight reports were an accurate representation of the current status of all LGF projects.</p>	
7.0	Finance and Outputs Reports	
7.1	<p>LGF projects</p> <p>ID spoke to the paper and referred the meeting to Fig I, which had not changed significantly since the last report. The Outputs Report had been submitted into central government for Q2 of this year.</p> <p>The question was raised on what would happen if the money was not spent by March 2021 and the meeting was advised that in theory it could have to be returned to the Government. This itself should be the strongest case for an increased sense of commitment and urgency on behalf of the scheme promoters to improve performance. The Public Accounts Committee had questioned the LEP capacity to spend the £9bn allocated funds and had questioned whether LEPs as a whole would be able to spend this money in time. Responsibility for delivery was given to scheme promoters, but in future should the Board have better resources to ensure the delivery? Additional capacity would be very welcomed. Some LEPs had top-sliced the funding, but this had not been viewed well by all Accountable Bodies, including Wiltshire. Our performance on this issue was similar to other LEPs, who were working hard to ensure appropriate use of the funding by March 2021.</p> <p>The major performance challenge was to ensure the money was spent in line with agreed outcomes. The SWLEP had to get the spend against profile better. Our projects were complex and the question was made as to whether there was something systemic in our decision-making process which contributed to this situation.</p> <p>Concern was expressed by the Board about the spend profile and this was duly noted.</p> <p>The Board: APPROVED the paper as an accurate summary of the current LGF financial position.</p>	



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7.2	<p>Core and Programme budgets</p> <p>PB spoke to the paper and advised that profile budget to-date would be added in future reports.</p> <p>Expenditure against additional funding was starting to come through now. The Higher Futures programme was significantly underspent as two staff members had left and not been replaced. So, there would be some cash to carry forward. The programme would be merged into the Growth Hub offer. Higher Futures programme money was ring-fenced for skills delivery and would remain so as it would be used for skills for businesses via Growth Hub.</p> <p>The paper was deemed to be data heavy, but more insight was required. PB advised the meeting that SWLEP was looking to change the financial reporting to the Board.</p> <p>Action: AR with PB and the Chair to discuss future financial reporting.</p> <p>The Swindon & Wiltshire Local Enterprise Partnership Board: NOTED the current status of core and programme budgets.</p>	
8.0	<p>Local Industrial Strategy (LIS) content update and presentation</p> <p>DS gave an introduction to the item and explained that the presentation was to demonstrate the priorities within the Local Industrial Strategy for which we would be seeking the Board's agreement. DG, as Chair of the Steering Group, explained that the Government had pushed for SWLEP's speedy publication but there was an extensive evidence base to support its development.</p> <p>DG asked the Directors to decide whether the narrative was clear and followed a natural progression.</p> <p>DH gave the presentation to the meeting. (The presentation given on the day can be accessed on the SWLEP website by using the following link: https://swlep.co.uk/docs/default-source/board-meetings/2019/26-sep-2019/swlis-priorities-discussion---sep-2019-board-meeting-v0-5.pdf?sfvrsn=e20f7d7a_8). The five foundations of productivity were outlined below.</p> <p>Place</p> <p>Comments from the Board included:</p> <ul style="list-style-type: none"> • a clearer definition of Natural Capital to be added; • how regularly the value would be calculated; DS proposed that this was undertaken every two years; • a recognition of the role of the A350 as a transport route; and • reference to the sub-national transport bodies within the document. 	



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	<p>A brief discussion around how there was a big opportunity for productivity improvement in the leisure and tourism sector.</p> <p>People Comments from the Board included:</p> <ul style="list-style-type: none"> • Strategic – Include involvement with the English Economic Heartland (EEH) • Whether references to the Military included partners and spouses etc. This was the case. • A comment was made about attracting people into Swindon and Wiltshire by having an attractive proposition. This is closely linked to the place foundation. SWLEP did already have an existing Strategy document on skills provision. • Following discussions with DfE, the term multi-campus university (MCU) had now been dropped in favour of a Federation of HE provision. There was discussion on raising the aspiration and making it an ambition within the LIS to have a University. Wiltshire College & University Centre, Swindon College and New College already provided HE courses, so it was questioned why it should not be the delivery mechanism. AB stated that she supported the federation model in the area and that an FE college could go through the process to award degrees and the Institute of Technology could expand this provision. This was supported by CK. The Federation in turn would become a centre of excellence for the whole of UK and a good place for SMEs to send staff on day release and to have a range of ages with life-long learning. Having such an institution would also lead to research being carried out locally within the set up. • Connectivity was not just about infrastructure, but also about providing networks and opportunities linked to provision, including intellectual property sharing and Knowledge Transfer Partnerships. <p>Ideas Comments from the Board were:</p> <ul style="list-style-type: none"> • Swindon was mentioned strongly within the Advanced Value Manufacturing sector, but the meeting commented that we should also consider the importance of this activity in Wiltshire too, for example, Malmesbury with Dyson etc. DS assured the Board that this was reflected in the draft LIS. • Sustainability – this should be defined in the LIS • Start-up, scale up and investor-led support was mentioned in the Business Environment section. <p>Infrastructure Comments from the Board included:</p> <ul style="list-style-type: none"> • Rail strategy – east to west connectivity was already good but could be improved but to make the OxCam links and to Birmingham better; 	



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	<ul style="list-style-type: none"> Department of Culture Media and Sport had a call out currently for a project to extend %G in rural areas, but PB added that SWLEP was already carrying out too much at the moment; and PCh commented that the LIS should not forget the connections to the south of the county and to the coast as well. <p>Business Environment Comments from the Board included:</p> <ul style="list-style-type: none"> EU funding still existed for SME competitiveness and a bid was in progress to continue this support. Start-ups and scale-ups would be able to access this support; There was a discussion regarding the use of GVA as a measure for productivity; this was however the Government's preferred measure. Rural areas would always be less productive, although paying attention to Natural Capital should alleviate this by showing the contribution made by rural areas; and the measures to be used in the LIS were produced by ONS, and would therefore be consistent across all LEPs. co-working was really important to SMEs as this was a good way for industry to link in. Rural areas have limited opportunities to co-work; make procurement by Councils easy for SMEs to access to promote a positive attitude to working with the public sector; and Why the Cyber Capital had been renamed the Cyber Hub. PB explained that this request had come from the LEPs working together across the Cyber Valley that is, to recognise that collectively the area would combine its assets as a Cyber Capital for the UK. The proposed cyber hub located in Swindon and Wiltshire would be business-led and aimed at SMEs, which made it unique. <p>The Chair thanked DH for a good presentation and to the wider team for continuing input.</p> <p>The Swindon & Wiltshire Local Enterprise Partnership Board: NOTED the progress made on the development of the LIS; and APPROVED the key priorities set out in the presentation for inclusion in the next version of the LIS, taking into account the suggestions made during the debate.</p>	
9.0	Local Industrial Strategy	
	<p>Developing Wroughton Airfield – Science Museum Group presentation</p> <p>Jonathan Newby and Matt Moore from the Science Museum Group presented to the meeting on the plans for the development of Wroughton Airfield. (A copy of the presentation given on the day can be accessed via the SWLEP website by following the link below:</p>	



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	<p>https://swlep.co.uk/docs/default-source/board-meetings/2019/26-sep-2019/national-collections-centre-vision-pps.pdf?sfvrsn=7aa7550_4).</p> <p>PM advised the meeting of the Great West Way and asked whether the Science Museum could become a destination on the route. Although guided tours of the Science Museum were managed, it was certainly something they would consider.</p> <p>They were now looking for partners, working together with the SWLEP, to leverage inward investment.</p> <p>The Wroughton Airfield already had energy development, innovation, Research & Development on site, so SWLEP needed to use this to tie up with the LIS. This was the Industrial Strategy in action</p> <p>BM offered advice to the Science Museum Group on sources of support for innovation.</p> <p>This was a critical enabler. The question was asked whether the infrastructure was already in place for all this, such as power, digital and water and the response was that was why they were seeking partnerships</p> <p>The Chair thanked JN and MM for their presentation.</p>	
10.0	Scrutiny arrangements for the SWLEP	
	<p>Previously Wiltshire Council carried out the Secretariat function for the Joint Scrutiny Task Group, which was attended by Wiltshire Council councillors, Swindon Borough Council councillors and the SWLEP and was held in private with reports being submitted to both LA scrutiny committees. Minutes were available through the Council websites.</p> <p>With the new incorporated structure of the SWLEP, and the Joint Strategic Economic Committee being disbanded, an amended committee structure was now required as SWLEP was keen to continue to demonstrate transparency and to strengthen scrutiny. The business community would in future have equal voting on the discussions. Reports would be available to go into the two councils.</p> <p>PW advised the meeting that he had spoken to Wiltshire Council's Scrutiny Councillors who were content for the way it was progressing.</p> <p>PB advised the meeting that the Terms of Reference for this meeting were being drafted in order to ensure balance and transparency. There was a need to open up the membership to SWLEP Ltd from now on. The voting arrangements would be one member one vote with three members from each Local Authority and the SWLEP Ltd membership.</p>	



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	<p>Action: both Local Authorities to check the technicalities about whether they would be allowed to pay for the scrutiny of a limited company and bring back to the next meeting.</p> <p>The Swindon & Wiltshire Local Enterprise Partnership Board: AUTHORISED 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 REQUIRED 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.</p>	
11.0	Growth Hub update – presentation	
	<p>ID gave an introduction on the purpose of the Growth Hub and to update the Board on some of its achievements. Jo Minnaar (JoM) had been the Growth Hub Manager and had helped launch the Growth Hub in its current format at the SWLEP Conference two years ago. However, Jo would be leaving SWLEP at the end of the year.</p> <p>JoM gave a presentation to the Board on the status of the Growth Hub, which can be accessed on the SWLEP website by following the link below: https://swlep.co.uk/docs/default-source/board-meetings/2019/26-sep-2019/growth-hub-update.pdf?sfvrsn=a341e60b_4</p> <p>The SME Competitiveness bid was being developed in consultation with the Managing Agent, the Ministry of Housing Communities and Local Government (MHCLG) with a high degree of confidence that we will be successful and contract for the programme. KL advised the meeting that Government had commissioned Nat West / RBS to provide a banker in residence, who would offer a free service to SMEs. SMEs would then be able to obtain free support. 38 individuals, one based in each LEP area which would be at no additional cost to the LEPs.</p>	
12.0	Marketing & Communications	
	<p>Marketing Plan</p> <p>TB spoke to the paper and presented a brief overview of the Annual Report, which would be available at the conference on 3 October and can be accessed via the SWLEP website using the link below: https://swlep.co.uk/docs/default-source/strategy/annual-reports/swlep-annual-report-2019.pdf?sfvrsn=8bc7aa_2</p>	



Item	Narrative	Deadline
	<p>PB advised the meeting of a proposal to create a Western Powerhouse, with LEP areas working together. SWLEP had not yet committed to participate and this continued to be a Work in Progress. SWLEP would continue its watching brief. Swindon Borough Council and Wiltshire Council had adopted similar positions.</p> <p>PB announced to the meeting that next year's conference would be held at Salisbury Cathedral in the year of the 800th anniversary of the move to the present site. The overall theme would be that of movement.</p> <p>Conference update PW updated the meeting on the Growth Summit taking place the following week with details of speakers and numbers of attendees and stalls etc.</p>	
13.0	SOBC Business-led Cyber Hub – presentation	
	<p>PB introduced Chris Crowther from Strabourg Consulting. CC had presented at the Board Meeting in May, where the Directors had agreed to take the Business-led Cyber Hub idea to a Strategic Outline Business Case stage, and which was attached with the paper. (The presentation given at the meeting can be accessed via the SWLEP website by following the link below:</p> <p>https://swlep.co.uk/docs/default-source/board-meetings/2019/26-sep-2019/swlep-lis---sobc-v1-0.pdf?sfvrsn=10e45dfa_6).</p> <p>Comments from the Board included:</p> <ul style="list-style-type: none"> • the question on how we would be marketing this; • the country was well-known for its great talent, IP protection and rule of law etc, so this was a game changer and the area would benefit enormously; • there would be spin off opportunities in fintech and life sciences; • there was land at the back of Digital Mansion Corsham which could be developed and digital courses at Wiltshire College; • highly skills people were the most sought-after resource and we had them in the area; and • the USP was that this was about business cyber security. <p>The Chair thanked CC for another excellent presentation.</p> <p>The Swindon & Wiltshire Local Enterprise Partnership Board: APPROVED the SOBC for inclusion in the Swindon and Wiltshire draft LIS.</p> <p>At this stage of the meeting, the Chair brought into the public domain the decision of the Board regarding the Growing Places Infrastructure Fund Working Group, which had been discussed in the private session.</p>	



Item	Narrative	Deadline
	The Swindon & Wiltshire Local Enterprise Partnership Board: APPROVED progression to stage 2 loan applications from one company for £150,000 and another company for £1.25m; and APPROVED a change in delegated authority to the Working Group to bring applications to the Board following appraisal of an online application and full due diligence, such that only one Board meeting is required to formally sign-off a loan offer, subject to the Board monitoring the pipeline.	
14.1	<ul style="list-style-type: none"> Chair's update <p>The list of meetings the Chair had attended since the last meeting was in the published Board pack. No additional questions were raised.</p>	
14.2	<ul style="list-style-type: none"> Director's Report <p>The activities were listed in the published Board pack. No additional questions were raised.</p> <p>The Board: NOTED the contents of both the Chair's and Director's reports.</p>	
15.0	AOB	
	<p>PB advised the meeting that the SWLEP team was moving offices on Friday, 27 September and would provide a visible home for the Growth Hub.</p> <p>The next meeting of the Board Meeting was 27 November, which clashed with the next meeting of the Western Powerhouse. The CEO of Gfirst would lead for the two LEPs, so SWLEP did not see this as a problem at this stage.</p>	
	Date of next meeting	
	<p>Wednesday, 27 November 2019 Committee Room 6, Civic Offices, Swindon Borough Council, Euclid Street, SN1 2JH.</p> <p>Board Directors at 9am for a 9.30am start to the public meeting.</p>	
	<p>Future Meetings</p> <p>Board Directors at 9am for a 9.30am start to the public meeting.</p> <p>Year 2020, all locations yet to be confirmed Wednesday, 22 January 2020 Wednesday, 25 March 2020 Thursday, 21 May 2020 Wednesday, 22 July 2020 Wednesday, 23 September 2020 Wednesday, 27 November 2020</p>	
	Close of Part ONE of the meeting at 3.40pm	



Item	Narrative	Deadline
	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.	
	Part TWO of the meeting at 3.45pm	
16.0	Local Growth Deal – project delivery and management The Maltings CH presented to the meeting on the developing proposals for The Maltings project, and how they would make use of the £6m LGF funding. A business case for the project is required to be submitted to the Board. After debate, The Swindon & Wiltshire Local Enterprise Partnership Board: APPROVED the continuation of funding for the Maltings project.	
	Close of Part TWO of meeting at 4.10pm.	

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



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Meeting & Date:	SWLEP Board Meeting – Wednesday, 27 November 2019		
Subject:	Growing Places Infrastructure Fund (GPIF)		
Attachments:	None		
Author:	Phil Clement Head of Investment & Export	Total no of sheets:	3

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

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

2. Summary

- 2.1 The report includes an update on the current loans allocated to businesses and the proposed allocation to new loans.
- 2.2 The Growing Places Infrastructure Fund (GPIF) is proving popular and there is a strengthening pipeline of potential applications. The applications arise from personal networking at meetings in the area.
- 2.3 Although the monies are used in a revolving loan fund, there is the ability to allocate funds as direct grants. The report sets out the case for making such allocations for grants in support of businesses affected by Honda's decision to leave Swindon and, separately, allocation of grants to businesses as match within a potentially new SME Competitiveness Programme, which is EU-funded.

3. Recommendations

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

- 3.1 note the contents of the report and that loan applications and grant allocations were considered in private session due to reasons of commercial sensitivity.



4. Detail

- 4.1 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.
- 4.2 Loan funds can only be used for capital purposes, for example, the refurbishment of a building or the purchase of plant and machinery.
- 4.3 There is currently an 'open call' for proposals from companies based in Swindon and Wiltshire seeking loans of between £150,000 and £1m.
- 4.4 To-date we have loaned just over £3.5m on three projects.
 - 4.4.1 Woods Group is now operating from a new HQ office in Chippenham following receipt of a loan last year. Arrangements are underway for the current loan of over £1m to be repaid which can then be recycled for other projects.
 - 4.4.2 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 the company exports globally. It has doubled its headcount to around 80 since the time of its application.
 - 4.4.3 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.
- 4.5 The GPIF Working Group is now seeking Board approval to make three new loans totalling £2,540,000.
- 4.6 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.
- 4.7 In the immediate aftermath of the Novichock attack in Salisbury, the Board moved very quickly to provide support to affected businesses by agreeing to release £100,000 from the GPIF loan account to be used to provide grants of up to £5,000 direct to businesses. The grant process was made easy for businesses to use that met the published criteria and the administration of the fund was simple. There were follow up checks to ensure that recipients of the grants did do what they said they would do in their application.

The grant process and the speed at which it was delivered made formed a good, tangible contribution to the Recovery Programme led by Wiltshire Council in Salisbury and Amesbury.

- 4.8 It is proposed that a similar approach, using an allocation from the GPIF loan account of £100,000, is taken to businesses affected by Honda's decision to leave its site in Swindon in 2021. Direct grants, using a similar process, albeit with amended criteria, would form an additional element to the support being co-ordinated by Swindon Borough Council.
- 4.9 Since its incorporation in January 2019, the SWLEP has been able to apply in its own right for EU funds to run programmes in its area. Previously, the SWLEP was a partner or associated with bids submitted by Wiltshire Council and Swindon Borough Council.
- 4.10 The SWLEP has assembled a bid to create a programme of circa £3m to support start-up businesses and those on a steep growth trajectory, described as scale-up businesses.
- 4.11 A very helpful element to business support programmes such as these is the availability of direct grants to help those businesses that meet necessary criteria access funding to maximise the support they have received from business advisers and trainers.
- 4.12 As part of its bid, the Growth Hub, which will manage the programme, is seeking support from the Board for the release of £100,000 from the GPIF loan fund to distribute as direct grants, using a similar process to that in place for other SWLEP-managed grant programmes, with the added element of ensuring compliance with EU programme rules and guidance.
- 4.13 The pipeline of enquiries from companies is steadily growing. There are three companies whose applications are in the due diligence stage with the GPIF Working Group. In addition, a further two companies are in discussions with the SWLEP regarding the submission of a formal application.
- 4.14 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.



Swindon & Wiltshire
LOCAL ENTERPRISE PARTNERSHIP

**Board Meeting
27 November 2019**

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 Swindon & Wiltshire LOCAL ENTERPRISE PARTNERSHIP	Board Meeting 27 November 2019 Paper Number 6.1
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Meeting & Date:	SWLEP Board Meeting – Wednesday, 27 November 2019		
Subject:	Overview of Local Growth Deal (LGF) Programme		
Attachments:			
Author:	Ian Durston	Total no of sheets:	4

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

- 1.1. To provide an overview of the LGF papers being presented to the Board and the status of other key LGF projects. Detail is provided in the individual papers. Underlined text indicates recommended Board actions.

2. Summary

2.1. Chippenham Station Hub Phase 5 OBC (Paper 6.2)

This phase of the project has been previously reviewed by the Board, is on track and is of very low risk. It is therefore recommended the Board approve the Outline Business Case (OBC), including the design option being proposed.

2.2. Rapid Transit Phase 2 OBC (Paper 6.3)

The OBC is comprehensive and has been positively reviewed by a SWLEP Independent Technical Advisor (ITA). It is therefore recommended that the Board approves the OBC.

2.3. Salisbury Projects Update

Wiltshire Council has submitted a request for further funding from the £1.1m Salisbury recovery project to be allocated to two new items of work:

- **£200k for preparing a planning application for Salisbury Station forecourt, design work to RIBA Stage 3 on Fisherton Street and scoping out related projects of an Artisan Arcade and Heritage Living.**

The initial allocation of £300k is nearly spent - predominately with Wiltshire Council's term contractor Atkins. It has enabled designs to be produced for the Station forecourt, transport investigations of Fisherton Street and early concept design for the Heritage Living and Artisan Arcade. The Board is requested to allocate a further £200k so these projects can continue their design work. This is especially important around the station forecourt as South West Railways is willing to co-invest with Wiltshire Council and SWLEP to take forward the scheme. With Salisbury progressing to the next stage of the Future High Street Fund, the more developed our propositions are the more likely we will be allocated a higher level of funding. Secondly, if the design and technical propositions can be formulated it will be easier to seek match funding for the interventions.

Wiltshire Council is employing its term contractor Atkins to undertake the majority of the work for the Fisherton Gateway project. Atkins was appointed through a tender process to agree rates that provided the Council with value for money. To take the project forward, the client project team scope out the envisaged work then request Atkins to produce a costed response. This is then analysed. The Council seeks to reduce unnecessary costs. Specialist sub-consultants are subject to a separate tender.

- **£100k to support investigative work with Highways England to improve traffic flows on the A36 around Salisbury.**

Following further meetings and discussions between officers of Wiltshire Council and Highways England, Highways England is now happy to consider working with partners on a more ambitious study, which would include potentially third-party land, and would produce definitive proposals to achieve a significant improvement to traffic flows. A contribution of £100k to allow the SWLEP, Wiltshire Council and the Highways Agency to commission a more fundamental study of the operation of the A36 is requested. At present the Highways Agency has not allocated funding; however, it is believed that with this allocation the Highways Agency will contribute financially and with resources to such a study leading to recommended interventions. Monies would not be drawn down until there was a firm partnership arrangement and a clear brief for the study including scope and expectations of the impact of recommendations being a fundamental improvement of traffic flow. It is likely that the study would be undertaken by the Highways Agency term contractor, as it has a good understanding of the traffic flows and constraints. Significant amount of officer time has already been extended to this issue and Wiltshire Council will continue to invest officer and engineering resources on this issue.

Full details of both these requests can be found at:

<https://swlep.co.uk/docs/default-source/programmes/local-growth-fund-lgf/swlep-board-paper-programme-nov-td34.docx>

It is recommended that the Board approves the funding for these two pieces of work.

2.4. Chippenham Station Hub – Sustainable Transport and Link Bridge Schemes

At the September Board Meeting it was agreed in principle to progress with these schemes on the basis that more detailed business cases would be presented to the November Board Meeting.

The Sustainable Transport Schemes business case will not be available until the January 2020 Board Meeting. No Board action is required until then.

The Link Bridge scheme has encountered difficulties with local partners and cannot now feasibly be delivered within the LGF time constraints. Wiltshire Council is currently having discussions about possible alternative uses for the funding in the area. These are still work in progress – a verbal update will be given at the Board Meeting.

2.5. The Maltings, Salisbury

At the September Board Meeting it was agreed in principle to progress with this scheme. An Outline Business Case will not be available until the January 202 Board Meeting. No board action is required until then.

2.6. LGF Delivery

As a result of the business cases for Chippenham Station Hub Sustainable Transport Schemes and The Maltings not being available until January 2020, and the uncertainty over the Chippenham Station Hub Link Bridge scheme, the question re-emerges as to whether LGF funding should continue for these projects. A decision on this will be sought at the January Board Meeting.

In the event that the Board does not approve the above projects, then the following schemes are contenders for released funding:

- Current GPIF calls are oversubscribed and are experiencing a large appetite for GPIF loan funding in the area from the private sector. A robust process is now in place for allocating GPIF loans which would enable the funding to be comfortably defrayed by March 2021 to the benefit of private sector businesses;

- Wiltshire College has approached the SWLEP with a potential project at the Salisbury campus. The recent refurbishment work was not able to include cladding the rear of the building – something the college can do very quickly (by March 2020) for approximately £1.0m;
- Wiltshire College also has plans for a cyber building at Salisbury. This would require a higher level of funding, and timescales for delivery by March 2021 would be more challenging, but the college has demonstrated good delivery performance to date with its existing projects;
- The MoD (DIO) has approached the SWLEP with a potential need for £400k of funding to support the lighting of cycleways being built in the Salisbury / Boscombe / Ludgershall area. The cycleways are being constructed as part of the planning requirements associated with house building in the area for military personnel. A Strategic Outline Business Case was submitted to the September SWLEP Board Meeting.
- The University of Bath (along with its partner universities of Oxford and Southampton) is developing a plan for a multidisciplinary research centre to deliver sustainable technologies for a circular economy and basing it in our area. The centre would host research students working on sustainable chemical technologies and would promote knowledge exchange with local businesses and institutions.
- Wiltshire Council projects supporting the Salisbury recovery would also be put forward as candidates for funding.

3. Recommendations

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

- 3.1. approve the Chippenham Station Hub Phase 5 OBC, including the proposed design solution;
- 3.2. approve the Rapid Transit Phase 2 OBC;
- 3.3. approve £200k for preparing a planning application for Salisbury Station forecourt, design work to RIBA Stage 3 on Fisherton Street and scoping out related projects of an Artisan Arcade and Heritage Living;
- 3.4. approve £100k to support investigative work with Highways England to improve traffic flows on the A36 around Salisbury;
- 3.5. note that a decision on continuation of funding for the remaining elements of the Chippenham Station Hub project, and the Maltings project, will be sought at the January 2020 Board Meeting.



Swindon & Wiltshire
LOCAL ENTERPRISE PARTNERSHIP

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Meeting & Date:	SWLEP Board Meeting – Wednesday, 27 November 2019			
Subject:	Chippenham Station Hub – Station Square Phase 5 for approval			
Attachments:	None			
Author:	Rory Bowen Raquel Leonardo Luke Farley Tom Nicol	Total no of sheets: (inc cover sheet)	18	

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

- 1.1 To update the Board and seek approval to release funding to realise further design and construction work in relation to the Chippenham Station Hub scheme, Phase 5 (Infrastructure Improvements – station square public realm).

2. Summary

- 2.1 This paper provides an update in relation to the Chippenham Station Hub scheme, focussing on Phase 5, which includes the public realm improvements to the entrance to the train station square to the south (Cocklebury Road).
- 2.2 The SWLEP Board is requested to approve this update to the Outline Business Case (see detail below), enabling the release of funding to realise detailed design and construction work (subject to securing the necessary consents).

Update to the Outline Business Case

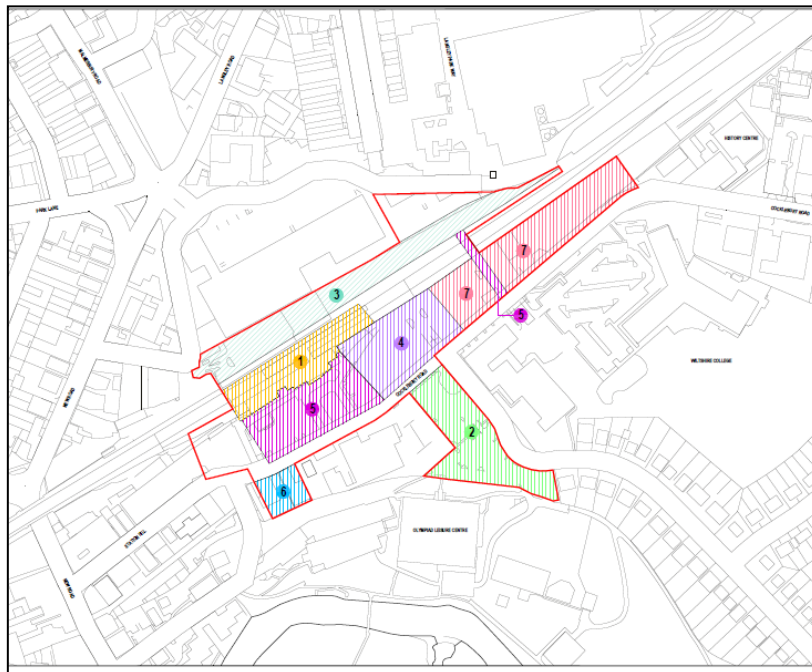
3. Strategic Case

- 3.1 The Chippenham Station Hub scheme has been developed recognising the policy context of delivering housing and economic development in a sustainable manner and by addressing current severance issues, accommodating the forecast growth in demand arising from the Great Western Main Line Modernisation Programme and creating a gateway experience for those arriving at the station.

3.2 The identified project phases as set out in the indicative masterplan are:

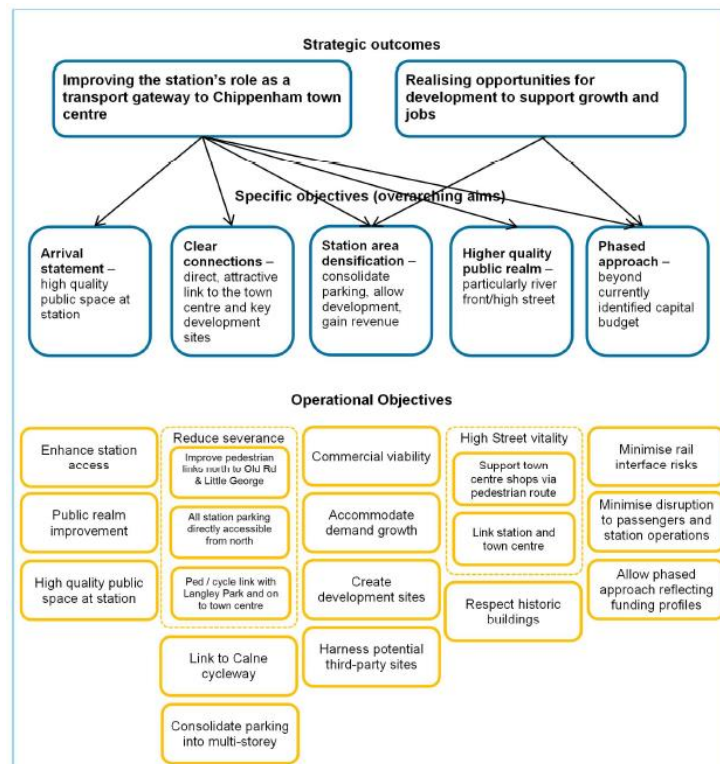
- (Phase i) Station Capacity Improvements – new booking hall, improved retail unit, gatelines, new north side lift onto public footbridge (providing step-free access across the railway line), additional cycle parking, improvement works to bus interchange;
- (Phase ii) Wiltshire Council Land – high quality commercial building and decked car parking;
- (Phase iii) Station Car Parking Capacity Improvements – decked car parking;
- (Phase iv) Rationalisation of Station Car Parking – high quality commercial building and decked car parking;
- (Phase v) Infrastructure Improvements – station square public realm and footbridge;
- (Phase vi) Commercial Development – high quality commercial and residential units; and
- (Phase vii) Residential Development – high quality residential units.

Figure 2: Chippenham Station Hub Phases



3.3 Aligned with the issues identified in the OBC and reflecting the context for considering the potential for redeveloping Chippenham station, project-specific objectives were agreed by the project stakeholder group. Figure 3 below shows these objectives, how they flow from the desired strategic outcomes (the aims and ambitions for the area), and how these translate into operational objectives.

Figure 3: Chippenham Station Hub Phase Objectives



3.4 Following a study works and consultation period, GWR has developed a desired specification for the upgrade of the station square area. The specification is intended to meet both the original scheme objectives as well as the requirements identified during the consultation period. Key elements of the specification have been identified as:

- increasing the amount of public realm in front of the historic station buildings, widening out the view from Cocklebury Road;
- installation of a secure cycle hub on the site of the existing taxi rank to provide additional cycle storage and facilitate relocation of existing facilities;
- segregated cycle path linking the new cycle hub with the Sadler's Mead cycle route;
- realignment of the station square to provide wider access for buses and a more conveniently located taxi rank;
- improved bus and taxi shelters, with improved levels of information;
- restoration of the historic features of the square, including broad-gauge track gate posts;
- inclusion of desire lines and wayfinding for station users;
- widening of the access into the short stay car park to improve flow of traffic and reduce congestion;

- reconfiguration of the short stay car park to provide better 'pick up/drop off' facilities and reduce congestion within the car park and outside the station area; and
- maintaining access for station service vehicles to ensure smooth station operation.

As part of the station square proposals, GWR and partners are also assessing options and potential delivery, in the wider station surrounds. The passenger experience requires a holistic approach to make the most of design and funding opportunities. This is likely to include further improvements to pedestrian and cycle opportunities as well as electric vehicle charging infrastructure.

3.5 These proposals align with the following Chippenham Station Hub strategic outcomes and operational objectives (highlighted yellow). Further detail on the alignment is included in table I below.

Figure 7: Chippenham Station Hub additional transport measures outcomes and objectives alignment

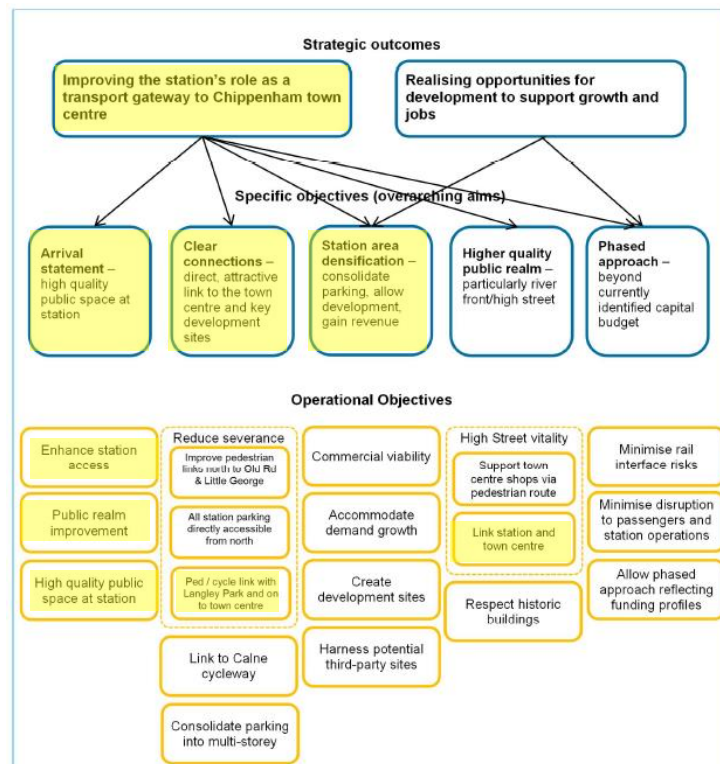


Table 1 – wider transport measures alignment

Output	Alignment
Cycle Hub – increasing desirability of accessing the station by bike Desire lines built into the design to encourage easy pedestrian flow to neighbouring areas Better pick up/drop off points for cars Improved quality of bus and taxi facilities to improve desirability for use of these modes	The proposals will improve the access to the station, to and from the Town Centre and surrounding residential areas
Better access and information provision for all transport modes combined with improved train service for the station.	The proposals will improve the station's role as a transport gateway to Chippenham Town Centre Reducing the need for additional private vehicle parking provision and freeing up capacity for those who rely on cars – e.g. those that do not have the option of access to sustainable transport options
Improved sense of arrival created by redesign of station exit area and improved public realm around the square, using appropriate materials and capitalising on heritage and local assets.	The proposals create an arrival statement, with a new high quality public space at the station

3.6. As outlined above the Chippenham Station Hub additional transport measures and station square redevelopment closely align with the objectives for the wider and subsequent phases of the Chippenham Station Hub scheme, including the lift and the proposed package of sustainable transport measures.

3.7 The SWLEP plays a central role in determining local economic priorities and undertaking activities to drive economic growth and the creation of local jobs. SWLEP accesses government funding, channelling investment into the region that will leverage even greater funding from private investors. It aims to secure wealth, jobs and new businesses by focusing on four priorities:

- inward investment;
- supporting and stimulating existing business growth and facilitating new business set up;
- job creation, education and skills; and
- economic infrastructure.

3.8 The project demonstrates a strong alignment to the Swindon & Wiltshire Local Enterprise Partnership (SWLEP) priorities and objectives. The projects will create an arrival statement, with a new high quality public space at the station, they will improve



the station's role as a transport gateway to Chippenham and create clear, attractive and direct connections to between the town centre and the station.

3.9 The evaluation of the scheme's success in delivering the objectives set for it will be assessed on the basis of the achievement of outputs in relation to:

- improved sense of arrival into Chippenham;
- improved public realm at the station; and
- improved pedestrian and cycle circulation and access to the station.

3.10 The quantification of the measures will be confirmed as part of the monitoring and evaluation exercise.

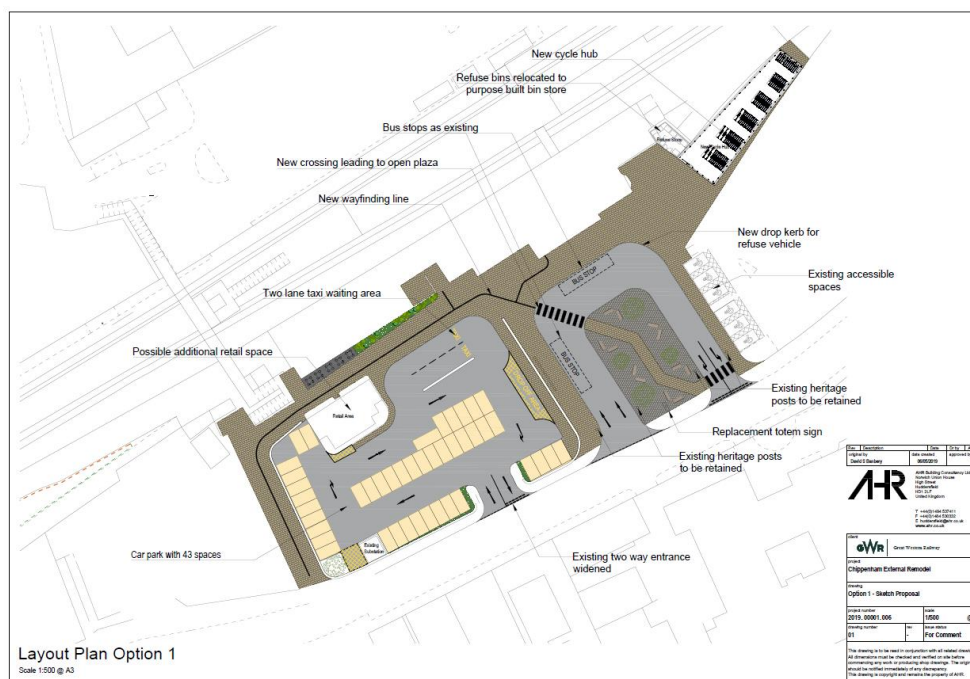
4. Economic Case

- 4.1 The current preferred schemes include Option 4, which was a design option developed after the study work and consultation had taken place with stakeholder groups. Four initial design options were developed for consideration, before a preferred option was identified:

Option 1 – Medium “Silver” Cost Option

This option retained much of the existing layout, but with the addition of a new cycle hub and relocation of the taxi rank into the short stay car park. Some improvements to wayfinding and walking routes were identified using the existing station square footprint. It also removed the industrial bins from the station exit into a new dedicated space away from the station front. The entrance to the short stay car park would be widened to improve traffic flow and answer one of the biggest existing frustrations with the station layout.

Moving the taxi rank into the short stay car park was seen as a backwards step by stakeholders due to the existing levels of traffic and congestion in this area. No increase in the amount of public realm was seen as a missed opportunity. Pro-cycling stakeholders agreed that the position of the cycle hub was desirable.



Option 2 – Higher “Gold” Cost Option

This option included all of the items requested during the consultation exercise, and sought to take a radical approach to the design. It ignored the existing footprint of the station and adopted a layout designed to maximise the benefits for each arrival mode.

It also aimed to create more obvious desire lines on the diagonal to Cocklebury Road – towards Sadler’s Mead in one direction and Chippenham Town Centre in the other.

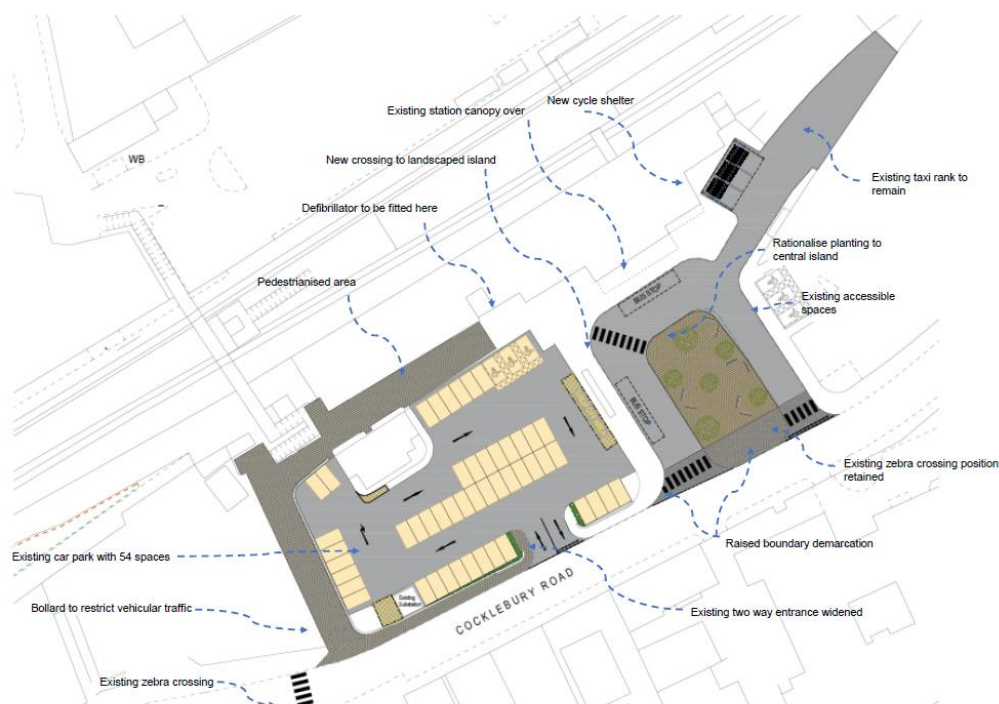
The most unsatisfactory element of the design was that personal motor traffic would be mixed with both buses and taxis around the front of the station in order to exit the sight. This was seen by most stakeholders as a major disadvantage.



Option 3 – Lower “Bronze” Cost Option

This option took some of the fundamental requirements of the design and applied them to the existing station square layout, with a minimum of material changes to surfaces, perimeters and other hardware such as bus shelters.

It included the addition of a cycle shelter opposite the existing taxi rank along with the widening of the entrance to the short stay car park. It also relocated the existing bins from the station entrance to a new facility adjacent to the taxi rank. A general ‘tidy up’ was proposed for the station square, including rationalisation of the vegetation.



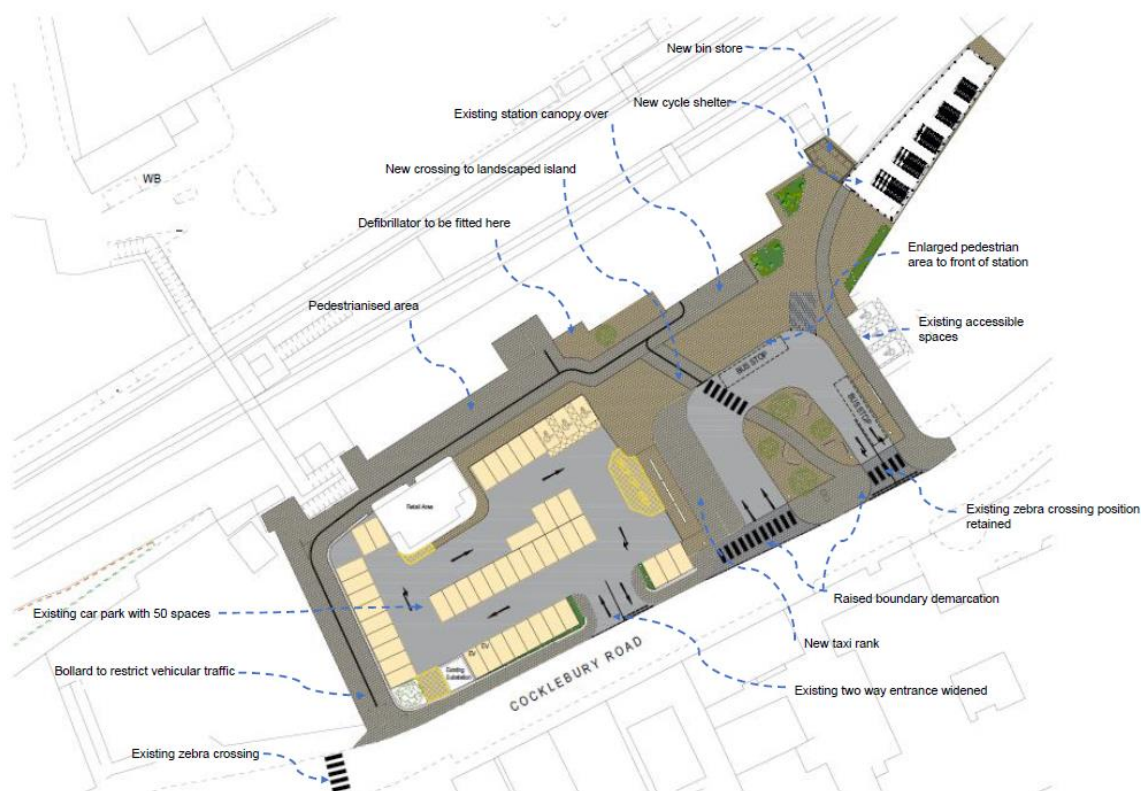
Option 4 – Medium Cost option, developed after consultation

This option was developed using the feedback received from Options 1 to 3, to best meet the needs of both the station users and the operational requirements of the station manager.

It has been designed using the existing layout as a basis, but with refinement of boundaries and changing the mix of pedestrian and vehicle space. It brings the public realm further out from the station buildings as per Option 1, with the roadway around station square widened to make bus access easier while facilitating the relocated taxi rank. The cycle hub is included as is the new refuse store to move the bins away from the platform exit. There is a strong aspiration to include electric charging points in station square.

The principle of the 'desire line' is taken from Option 2, to create a diagonal pedestrian route across station square towards Sadler's Mead and Wiltshire College. The existing roadway around the short stay car park would be pedestrianised and upgraded with new materials and wayfinding to provide a better experience when walking out of the station towards the Town Centre.

Various operational considerations are factored in to Option 4 – including the ability to accommodate a refuse lorry and other service vehicles and segregate these from pedestrians and other traffic. The principles of easing congestion and improving traffic flow in the short stay car park are also included.



Option 4



Table 2 – Economic Case Options

Option considered	Comments
Higher “Gold” Cost Option	This option included all of the items requested during the consultation exercise, and sought to take a radical approach the design
Medium “Silver” Cost Option	This option retained much of the existing layout with some key improvements. Developed to best meet the needs of both the station users and the operational requirements of the station manager
Lower “Bronze” Cost Option	This option took some of the fundamental requirements of the design and applied them to the existing station square layout, with a minimum of material changes to surfaces, perimeters and other hardware
Do nothing	This option will not achieve the outputs identified in the Strategic Case see para 2.10.

4.2 Capital Costs

4.3 The total project envelope is set at £1.4m. This cost includes Design Contractor fees, construction work costs, GWR management costs, Network Rail asset protection assurance, legal fees and 20% contingency. This sum excludes VAT.

GWR and partners will also assess options and potential delivery, in the wider station surrounds. A holistic approach to improvements will make the most of design and

funding opportunities. For example, an emphasis on improving cycle and pedestrian opportunities as well as provision of Electric Vehicle charging infrastructure is being further refined.

- 4.4 The majority of the planning and development is expected to occur between September 2019 and December 2020 and construction will take place between December 2020 and March 2021.

4.5 Operating Costs

- 4.6 We envisage the operating costs of the upgraded station will be covered by the rail franchisee, being part of the station lease area. A maintenance agreement for maintenance of bus shelters might be required, should the local authority wish to maintain these as part of its wider bus infrastructure estate.

4.7 Employment and investment

- 4.8 The main economic benefits that can be quantified are derived from the improved station public realm and accessibility to and from the town centre which will improve the town centre's vitality and resilience and help make new employment space more attractive in the town and station area by making it more accessible.

4.9 Economic Appraisal Results

- 4.10 Based on the inputs and assumptions outlined above, the results are as follows:

A scheme that improves the ability for users to access the station by sustainable means – cycling, walking and using bus services – also has tangible benefits to car parking capacity and congestion. Mode shift away from car usage will temper demand on station car parking facilities and reduce congestion in the surrounding area.

It is possible to quantify the potential capacity uplift of each mode of arrival:

Mode of accessing the station	Maximum Potential Station Capacity	Note	Potential Capacity offered by Option 4
Walking	Limitless		No capacity benefit, although major benefit of improved desirability.
Cycling	260 (130 spaces at station, 130 spaces on train)	Based on number of cycle storage spaces available at the station added to approx number of on-train cycle spaces offered on trains serving the station.	400 (Assuming 140 extra cycle spaces provided by new cycle hub)

Driving (self)	640 (assuming 1 pax per car) 2,560 (assuming 4 pax per car)	Figure based on car parking capacity at the station on both the North and South sides	No change.
Driving (drop off)	450 (assuming 1.5 pax per car)	This has been calculated based on the current number of 'drop off/pick up' spaces at the station, assuming a flow of cars using each space for 30 minutes.	600 (assuming flow rate increased by reducing amount of time permitted for waiting)
Bus	3,600	Based on existing service frequency of core route 55 (every 20 mins), set against bus capacity of 80 per vehicle.	7,400 - The original figure is based on one of the two bus stops being intensively used by a single route. The scheme would seek to encourage further bus operation at the station and use the second bus stop in a similarly intensive way.
Taxi	180	Assumes taxi occupancy of 1.5 pax per taxi, set against the taxi rank capacity.	No change

4.11 Other benefits not (fully) quantified or monetised include:

- improvement of the station's role as a transport Gateway to Chippenham's town centre;
- improvement of the links between the station and the town centre;
- regenerative effects in the town including social benefits;
- temporary jobs created linked to the construction activities;
- public realm benefits; and
- improved pedestrian/cycle safety.

5. Commercial Case

- 5.1 GWR will lead the construction elements, work has/will been procured by GWR in accordance with its procurement and contract rules. Wiltshire Council is satisfied the scheme would not be subject to State Aid issues. Construction will begin in December 2020 with completion in March 2021.

Table 6 – Project milestones

Project	Approx. Delivery Date
Approval in Principle reached with Network Rail	March 2020
Final cost report issued	March 2020
Detailed design work completed and approved by Network Rail	October 2020
Construction contract signed	November 2020
Construction works start on site	November 2020
Site brought into customer use	March 2021

- 5.2 Wiltshire Council acts as the Accountable Body for the Swindon and Wiltshire Local Enterprise Partnership. Local Growth Fund payments are made to the Accountable Body through payments from Central Government and are held in a separate Swindon and Wiltshire Local Enterprise Partnership account stream within the Accountable Body accounting arrangements. This ensures a robust and transparent accountancy procedure that will be subject to full internal and external auditing procedures at regular intervals in accordance with Council, SWLEP and Government regulations.
- 5.3 As initial lead delivery partner, Wiltshire Council will be responsible for the identification, management and mitigation of risks associated with the project. The Wiltshire Council Risk Management Strategy outlines the processes and responsibilities that the organisation upholds when delivering projects and/or services, whether these be threats to delivery or opportunities to improve delivery.
- 5.4 Where risks have been identified in advance of a procurement process the transfer of risks will be written in to the contract document prior to contract agreement.
- 5.5 The following procurement approach will be adopted for each necessary out-sourced element of works and services:
- 5.6 Procurement**
- 5.7 GWR will procure design and construction consultants through its own framework.



6. Financial Case

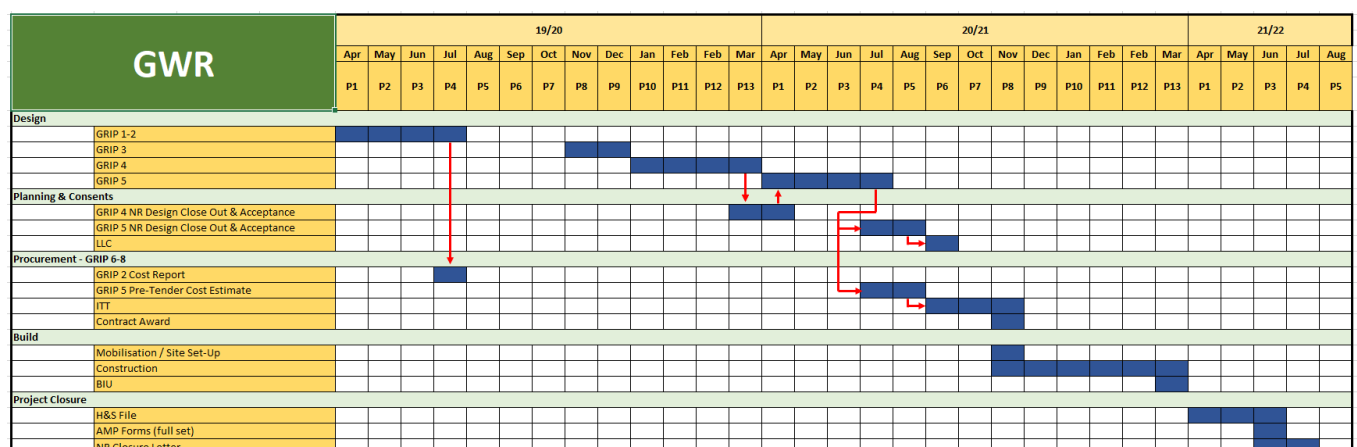
- 6.1 Following work with cost consultants, Option 4 is judged deliverable within the 1.4m funding envelope.
- 6.2 The detailed spend profile is being developed and will be shared with the SWLEP in November 2020.
- 6.3 A 20% contingency for the capital construction costs have been included within the project budget. This contingency fund is in place to provide financial cover for risks (including design development), potential changes and uncertainties relating to cost overruns.
- 6.4 The Chippenham Station Hub project is also included in the CIL Regulation 123 list, therefore project phases may benefit from CIL investment.

7. Management Case

- 7.1 The scheme is an integral part of the Swindon and Wiltshire Growth Deal programme, which comprises a portfolio of projects. SWLEP has established a robust system of governance for overseeing the Growth Deal programme which utilises the resources of each of the two Local Authorities within the local geography. This collective programme management forms the SWLEP Delivery and Performance Team which oversees and records the delivery, monitoring and reporting of SWLEP Growth Deal programme projects.
- 7.2 SWLEP will adopt the corporate and programme management role for the scheme. The SWLEP is a creative collaboration of leaders from business, education and local councils, who direct economic growth and drive job creation. It is led by a Board of directors who contribute a wide range of expertise. The majority are from the private sector, representing major employers and small and medium enterprises. The public sector is also represented.
- 7.3 The management and development of this project to date has been undertaken GWR as the sub grantee with support from Wiltshire Council as the scheme promoter. This will be supplemented by external support where required. GWR will appoint consultants and other external advisers if required to provide the necessary project management assistance to ensure the project is delivered to programme and value for money is achieved.

Standard PRINCE 2 principles will be adopted, such as Stage and Risk management to support effective project delivery and success.

The current project programme is as follows:



7.4 Evidence of similar projects

- 7.5 GWR has a proven track record of scheme delivery. A selection of key relevant schemes is described below, summarising the scope of works, timescales, and procurement strategies employed. Opportunities will be taken to learn lessons from these projects to improve delivery and project management processes.

Table 10 – Evidence of similar projects

Project	Description	Works Date	Means of Delivery	Value	Project Delivered Successfully
Didcot Parkway station forecourt	Upgrade of the station front area, including improved facilities for buses, wayfinding and new ground materials. Better segregation of traffic from pedestrians and cycles.	Completed September 2014	Funded by County Council, South Oxfordshire District Council, NR and GWR.	£8m	
Exeter Central station forecourt redevelopment	Upgrade of the station front area, including improved facilities for buses, wayfinding and new ground materials. Better segregation of traffic from pedestrians and cycles.	Completed Spring 2014	Funded by Devon County Council, Exeter City Council and Network Rail	£660k	

7.6 Communications and stakeholder management

- 7.7 We have undertaken an extension stakeholder and public consultation piece during the initial stages of the project, which have ultimately lead to the preferred design option. GWR has compiled a Stakeholder Plan for the project, which is tracked and kept up to date in consultation with Wiltshire Council. GWR and Wiltshire Council's press team are regularly briefed on specific matters regarding the project to ensure effective management of the public relations.



Swindon & Wiltshire
LOCAL ENTERPRISE PARTNERSHIP

**Board Meeting
27 November 2019
Paper No. 6.2**



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27 November 2019**

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Swindon & Wiltshire
LOCAL ENTERPRISE PARTNERSHIP

**Board Meeting
27 November 2019
Paper Number 6.3**

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Meeting & Date:	SWLEP Board Meeting – Wednesday, 27 November 2019		
Subject:	Rapid Transit (North Swindon Quality Bus Corridor) – Outline Business Case		
Attachments:	None		
Author:	Ian Durston	Total no of sheets:	8

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

- 1.1. An Outline Business Case (OBC) has been produced for the second phase of the Swindon Rapid Transit project – the North Swindon Quality Bus Corridor (QBC). The Local Growth Fund (LGF) funding for North Swindon Quality Bus Corridor work is for schemes at Moonrakers Junction, Grafton Road Junction, Gorse Hill and Station Road. The overall objective of these schemes is to produce an enhanced bus route linking Tadpole Garden Village to Swindon town centre. This paper is submitted for approval of the Outline Business Case so that the project can progress to producing a Full Business Case.

2. Summary

- 2.1. An Outline Business Case has been produced for the second phase of the Swindon Rapid Transit project – the North Swindon Quality Bus Corridor. The business case has been reviewed by a SWLEP appointed Independent Technical Advisor (ITA).
- 2.2. Some minor issues with the business case were raised by the ITA – mainly around technical issues with the analysis methods used to produce the various elements of the business case (for example, how accident data is used, incorporation of the Swindon Strategic Transport Model and the analysis of traffic flows). However, the ITA concludes that all issues raised can be addressed in the Full Business Case and that the Outline Business Case is of sufficient accuracy and maturity for approval.
- 2.3. The Benefit Cost Ratio (BCR) for the overall project is calculated as 16.4 which represents Very High Value for Money by DfT standards. The benchmark BCR for a project to be deemed viable is 2, so this project had significant scope for cost inaccuracy or variation and still to be judged as good value for money.



- 2.4. The ITA has stated that it is in agreement that the scheme should proceed and a Full Business Case produced.
- 2.5. The Board can therefore approve the OBC to allow design and development work to continue and for a Full Business Case to be produced.
- 2.6. The OBC document is structured around the Treasury's recommended green book five case model for a Business Case (strategic case; economic case; financial case; commercial case; and management case) and is available to view on the SWLEP website, along with the Swindon Borough Council report, through the following links:

https://swlep.co.uk/docs/default-source/programmes/local-growth-fund-lgf/outline-business-cases/rapid-transit---north-swindon-qbc/1-north-swindon-qbc-strategic-case-v3-0-011119.pdf?sfvrsn=4481c06_2

https://swlep.co.uk/docs/default-source/programmes/local-growth-fund-lgf/outline-business-cases/rapid-transit---north-swindon-qbc/2-north-swindon-qbc-economic-case-v3-0-011119.pdf?sfvrsn=5591665c_2

https://swlep.co.uk/docs/default-source/programmes/local-growth-fund-lgf/outline-business-cases/rapid-transit---north-swindon-qbc/3-north-swindon-qbc-financial-management-and-commercial-case-v3-0-011119.pdf?sfvrsn=e87116e1_2

3. Recommendation

The Board is recommended to:

- 3.1. approve the Outline Business Case for Rapid Transit – North Swindon Quality Bus Corridor, enabling the continuation of design and development work and the production of a Full Business Case.

4. Detail

Background

- 4.1. The Swindon Rapid Transit programme comprises a number of smaller projects aimed at providing Quality Bus Corridors (QBC) connecting the three main urban extensions (Wichelstowe, North Swindon and the New Eastern Villages) in Swindon with the town centre.
- 4.2. The North Swindon QBC is the second project to come forward, comprising four individual schemes:
 - 4.2.1. Moonrakers Junction – improved junction layout and new bus stop;

- 4.2.2. Grafton Road Junction – a road safety scheme to provide right turn lane from Cricklade Road into Grafton Road;
 - 4.2.3. Gorse Hill – public realm and bus stop improvements; and
 - 4.2.4. Station Road – route for outbound services to Tadpole Garden Village to use Station Road, therefore bypassing Manchester Road and County Road. New bus stop on Station Road in the vicinity of Gladstone Street.
- 4.3. These schemes will significantly improve the bus route from Tadpole Garden Village to Swindon town centre, with improved journey times and reliability.

Strategic Case

- 4.4. Journeys between developments in the north of Swindon are currently subject to delays and vary greatly between time periods. Scheduled bus journey times from north Swindon to central Swindon are significantly longer in the peak than the interpeak (37 minutes vs 32 minutes), and only 74-82% of these peak journeys run to time. The largest delays on this corridor are seen at Moonrakers, with delays at the junction currently up to two minutes long in the AM peak, causing delays for both cars and buses that use the junction. The queueing and congestion at Moonrakers also have impacts on local air quality and collision rates.
- 4.5. By 2036 the additional background traffic combined with traffic from the new developments at Tadpole Garden Village and Kingsdown mean that delays worsen along the corridor, with delays at Moonrakers, with delays over two minutes on the southbound approach to the junction. In addition to the impact on journey times, the additional congestion is likely to result in additional vehicle collisions around the junction and worsening air quality.
- 4.6. Transport objectives have been defined which aim to address these problems and contribute to the strategic outcome to 'Enable Swindon to achieve the housing and economic growth targets set out in the adopted Swindon Local Plan and Economic Strategy'. The objectives seek to:
- improve journey times and reliability for buses travelling from Tadpole Garden Village and North Swindon to the town centre;
 - improve the quality and provision of bus facilities for users of services between north Swindon and the town centre;
 - improve journey times and reliability for highway users in North Swindon; and
 - maintain road safety in the bus corridor / North Swindon.

Economic Case

- 4.7. A robust modelling and appraisal framework have been developed to assess the impacts of the scheme in line with requirements in relevant units of TAG. The scheme is expected

to offer benefits to existing and new transport users by reducing congestion on the local and strategic highway network, improving public transport connections between north Swindon and the town centre, and therefore facilitating planned development growth and wider economic benefits.

- 4.8. The full scheme option includes highway improvements at Moonrakers and Grafton Road junctions as well as improved bus facilities at Gorse Hill and Station Road. The Present Value of Costs (PVC) for the preferred option is £2.18m in 2010 market prices and values. Across a 60-year appraisal period from 2021 to 2080, the scheme is forecast to generate:
- £32.85m (2010 prices and values) Level 1 economic impacts (mostly transport user benefits), with total monetised benefits increased to £35.71m PV when reliability and productivity uplift (Level 2 impacts) are considered. The Initial and Adjusted Benefit-Cost Ratios (BCRs) resulting from these impacts are calculated as 15.1 and 16.4 respectively;
 - Very High Value for Money after considering monetised benefits across both levels with the most significant benefit from transport user economic efficiency savings due to the merit of the proposed scheme; and
 - no major significant adverse environmental, social or distributional impacts, with some beneficial impacts forecast for physical activity, accessibility, severance and journey quality.
- 4.9. A low-cost option has also been tested which includes only the improved bus facilities at Moonrakers (Stratton Crossroads), Gorse Hill and Station Road. The low-cost option is also assessed as providing Very High value for money, but with a much reduced BCR of 6.1 and significantly reduced benefits of £413k PV. The full scheme option is therefore recommended to be progressed as the preferred option.



Financial Case

4.14. Scheme costs have been calculated in both 2019 prices and outturn prices (including inflation), based on detailed design drawings and bills of quantities. The costs include all works required to deliver the full corridor package at Moonrakers Junction, Grafton Road Junction, Gorse Hill and Station Road.:

Table 1-1 – Summary of scheme implementation costs

Cost element	£s (2019 prices)
Development costs including planning, legal, design	855,400
Construction costs	1,650,400
Site supervision	75,000
Risk (from QRA)	146,300
<i>Sub-total (current prices)</i>	<i>2,727,100</i>
Inflation	72,600
Total (outturn prices)	£ 2,799,700

4.15. Development costs include all the necessary preparatory costs associated with the scheme, including project management, design, surveys and technical approvals. A breakdown of development costs is provided in Table 1-2. Overall, development costs are forecast as £855,400.

Table 1-2 – Scheme development costs in 2019 prices

Scheme element	Cost type	Cost (£)
Whole corridor	Feasibility and Business Case	300,000
Moonrakers Junction	Design fees	200,000
	Project Management	170,000
	Technical Approvals	90,100
	Surveys	49,100
	<i>Sub-total</i>	<i>£ 809,200</i>
Grafton Road Junction / Gorse Hill / Station Road	Design fees	7,500
	Project Management	14,000
	Technical Approvals	13,500
	Surveys	11,200
	<i>Sub-total</i>	<i>£ 46,200</i>
Overall total		£ 855,400

- 4.16. A breakdown of construction costs including preliminaries is provided in Table 1-3. The costs for Moonrakers Junction have been estimated by Atkins based on a Bill of Quantities developed for the latest scheme designs and using standard industry rate (Q3 2019 prices). Utilities costs are based on C3 estimates provided by the relevant utility companies. The costs estimate for the other scheme elements were provided by Swindon Borough Council.

Table 1-3 – Scheme construction costs in 2019 prices

Scheme element	Cost type	Cost (£)
Moonrakers Junction	Preliminaries including traffic management	402,200
	Utility diversions	393,200
	Site clearance and fencing	68,200
	Drainage and service ducts	59,400
	Earthworks	25,900
	Pavements	257,700
	Kerbs, footways and paved areas	134,300
	Traffic signs, road markings and lighting	52,000
	Traffic signalisation	96,300
	Landscaping	4,000
	<i>Sub-total</i>	<i>£ 1,493,200</i>
Grafton Road Junction	Utility diversions	50,000
	Construction including preliminaries	78,700
	<i>Sub-total</i>	<i>£ 128,700</i>
Gorse Hill	Sub-total	£ 24,500
Station Road	Sub-total	£ 4,000
Overall total		£ 1,650,400

Commercial Case

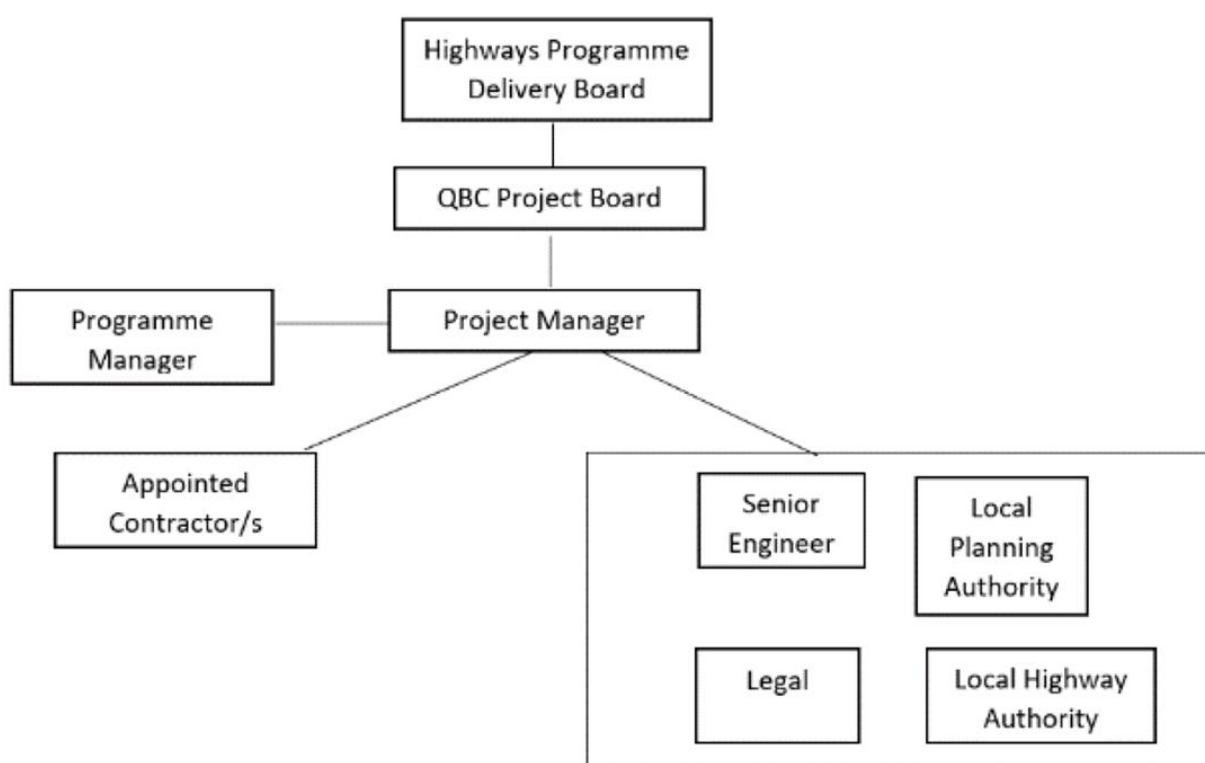
- 4.17. The overall approach is a Traditional Contact strategy with the opening of a single stage procurements process, advertised via the 'South West Portal' e-tender as an NEC3 ECC Option B form of contract with 'Bill of Quantities'. NEC3 will be used as opposed to NEC4 as it is an established process and SBC are not currently in a position to migrate to NEC4. It is anticipated that the contract will be awarded to a single contractor, although this will be confirmed in the FBC submission.
- 4.18. Following a review of procurement options, a Traditional Strategy with a priced contract is proposed for the Moonrakers Junction scheme. The tender process will commence in

November 2019, with the main contract extending for a minimum of 18 months from April 2020 to August 2021.

- 4.19. The Grafton Road junction improvements will be procured separately as a low value scheme. Other minor works will be undertaken by in-house contractors and bus shelters sourced from SBC's supplier Clear Channel.

Management Case

- 4.20. The project team structure is presented in the figure below which shows the dedicated team that will be working on the scheme. The governance arrangements have been specifically tailored to meet the requirements of the scheme.



- 4.21. A detailed project plan has been produced for the delivery of the North Swindon QBC scheme which is summarised below. Planning permission is not required as the scheme can be progressed as a Permitted Development. The programme aims to procure the Contractor by February 2020 to facilitate submission of the FBC to the SWLEP Board in March 2020.



Milestone	Date
LEP Meeting for OBC approval	27 November 2019
Preliminary / Detailed Design complete	February 2020
Procurement period complete	February 2020
Submission of Full Business Case	March 2020
LEP Meeting for FBC	25 th March 2020
Possible construction period	April – August 2020

Independent Technical Assessment

- 4.16. Some minor issues with the business case were raised by the ITA – mainly around technical issues with the analysis methods used to produce the various elements of the business case (e.g. how accident data is used, incorporation of the Swindon Strategic Transport Model and the analysis of traffic flows). The ITA concludes that all issues raised can be addressed in the Full Business Case and that the Outline Business Case is of sufficient accuracy and maturity for approval.
- 4.17. The BCR for the overall project is calculated as 16.4 which represents Very High Value for Money by DfT standards. The benchmark BCR for a project to be deemed viable is 2, so this project had significant scope for cost inaccuracy or variation and still to be judged as good value for money.
- 4.18. The ITA has stated that they are in agreement that the scheme should proceed and a Full Business Case produced.



Swindon & Wiltshire
LOCAL ENTERPRISE PARTNERSHIP

**Board Meeting
27 November 2019**

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Meeting & Date:	SWLEP Board Meeting – Wednesday, 27 November 2019		
Subject:	Highlight Reports		
Attachments:	None		
Author:	Ian Durston	Total no of sheets: (inc cover sheet)	15

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

Highlight reports on the status of each LGF project (and other 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 have been reviewed and approved by the Commissioning Group. Copies of the individual highlight reports can be found on the SWLEP website by clicking on the '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 maintained at Amber/Red.

Development work is underway on the Phase 5 (Station Forecourt) with the preferred design solution to be submitted to the November Board for approval. Development work is also progressing on phase 1b (Northern Access Lift).

The start of construction for phase 2 (Saddlers Mead Car Park) has been delayed to January 2020 due to the award of contract taking longer than expected and pre-planning conditions being met.

An Outline Business Case for the sustainable transport packages discussed at the last Board meeting will be submitted to the January Board Meeting for approval.

The Station Link Bridge project discussed at the September Board Meeting has encountered some difficulties. These will be outlined verbally at the Board Meeting.

A350 Yarnbrook / West Ashton

RAG rating deteriorated from Amber/Red to Red.

The grant agreement between Homes England and Wiltshire Council for Housing Infrastructure Fund monies is still not signed due to negotiations over affordable housing provision. These negotiations must be finalised by within the next month in order for progress on the project not to be affected.

Detailed design work continues with construction due to start in July 2020.

Salisbury Maltings

RAG rating maintained at Amber/Red.

Work has commenced on plot 1 with demolition work currently being carried out.

An Outline Business Case for the SWLEP funding is being developed. This will be submitted to the January Board Meeting for approval.

Swindon Bus Boulevard

RAG rating maintained at Amber/Red.

While this project is progressing well, it is rated at Amber/Red due to the remaining risk over funding for the wider scheme. 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. While a positive outcome is expected from this application, until it is finally secured, there is an ongoing risk to the wider scheme.

Work is being carried out on site by BT. The Outline Business Case for the scheme has been postponed until January 2020 while extra design work is carried out. This will not affect the critical path.

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 and has now been approved. In parallel, the Outline Business Case is being reviewed by the Department for Transport. Further discussions are required with the DfT on timescales as the Full Business Case will not now be available until October 2020.

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. A QC and SBC solicitor have been appointed for any Public Inquiry.

A420/Gablecross

RAG rating improved from Red to Amber Green.

Land negotiations with Sainsbury's have now been concluded successfully, enabling the project to proceed. Construction is expected to start in May 2020.

Wichelstowe Southern Access

RAG rating has improved from Amber/Green to Green.

The Full Business Case has been signed off by the DfT and construction work has commenced on site.

Construction work is due 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;
- seven projects are rated GREEN;
- five projects are rated AMBER GREEN;
- four projects are rated AMBER RED;
- two projects are rated RED;
- four projects have improved their RAG rating since the last report, and one has deteriorated.

3. Recommendations

The Swindon & Wiltshire Local Enterprise Partnership Board is recommended to approve that the highlight reports are an accurate representation of the current status of all LGF projects.

**LEP Programmes
Highlight Report to Commissioning Group (14 November 2019)**



Local Growth Fund – Focus Projects

Project Ref	Project Name	Lead Delivery Partner	Previous	Current	Notes
LGF/1617/004/CSH	Chippenham Station Hub	WC	AR	AR	Development work is underway on Station Forecourt and Northern Access Lift. Saddlers Mead Car Park construction now due to start in January 2020. Business Case to be submitted to January Board for Sustainable Transport packages. Proposal for Link Bridge has encountered issues.
LGF/1617/009/YWA	A350 Yarnbrook/ West Ashton	WC	AR	R	A grant agreement between Homes England and Wiltshire Council for Housing Infrastructure Fund monies is still not signed. To be finalised within next month. Design work is progressing.
LGF/1718/003/CCPM	The Maltings (Salisbury)	WC	AR	AR	Outline Business Case is being developed by Wiltshire Council. Will be available for January Board Meeting.
LGF/1617/008/SBX	Swindon Bus Boulevard	SBC	AR	AR	The BT northern bypass and the first phase of cable diversions are due to start on programme in January 2020. 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	HIF bid has been successful. Land assembly is on the critical path. A CPO is now likely to be required – QC and SBC solicitor appointed.
LGF/1516/003/EV (iii)	New Eastern Villages A420 Gablecross	SBC	R	AG	Sainsbury's land acquisition negotiations now completed. Construction due to start in May 2020.
LGF/1617/002/WI	Wichelstowe Southern Access	SBC	AG	G	Full Business Case approved by DfT. Work now started on site. Construction is on track for completion by March 2021.

**LEP Programmes
Highlight Report to Commissioning Group (14 November 2019)**



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/1617/010/JNC17	M4 J17 Capacity Improvement	WC	Complete	Complete	
LGF/1617/009/UFB	Ultra Fast Broadband	WC	AG	G	Build ongoing again in both north and south areas. 799 premises ready for service to date.
LGF/1516/005/LSTF	LGF Sustainable Transport Package	SBC	Complete	Complete	
LGF/1617/003/SRT	Swindon Quality Bus Corridor (Rapid Transit)	SBC	AG	AG	Final construction work on Mannington element of Wichelstowe phase due to complete in November. Development work in progress on North Swindon and NEV schemes.

**LEP Programmes
Highlight Report to Commissioning Group (14 November 2019)**



LGF/1617/006/JNC16	M4 Junction 16	SBC	Complete	Complete	
LGF/1819/001/RAM	Royal Artillery Museum	WC	AR	AR	RAM have received confirmation that it will be allocated the land required for new museum. Waiting Outline Business Case from RAM.
LGF/1617/011/SCQ	Swindon Cultural Quarter	SBC	G	G	Outline Business Case due to come to Board in July 2020.
LGF/1819/002/ILS	Illuminating Salisbury	WC	AG	AG	Delays to Outline Business Case. Draft will be delivered in January 2020.
LGF/1819/003/FSG	Fisherton St Gateway (Salisbury)	WC	G	G	On track for OBC delivery June 2020.
LGF/1819/004/CCT	City Centre Transport (Salisbury)	WC	G	G	Preferred option determined for March 2020.

**LEP Programmes
Highlight Report to Commissioning Group (14 November 2019)**



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) work now started – construction completion due December 2020.
LGF/1718/002/WCL	Wiltshire College - Lackham	Wiltshire College	AG	AG	Delays to Animal Care due to discovery of Great Crested Newts. Delays to Dairy Unit due to Heritage issues.

**LEP Programmes
Highlight Report to Commissioning Group (14 November 2019)**



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 –Nythe and Picadilly	SBC	AG	G	Procurement process in progress. FBC to March 2020 Board.

**LEP Programmes
Highlight Report to Commissioning Group (14 November 2019)**



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	AG	AG	FBC has been approved by DfT. Construction has started on site.

**LEP Programmes
Highlight Report to Commissioning Group (14 November 2019)**



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. 752 L4 + Learners achieved to date. Team working with reduced staff numbers.

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 allows all schools and colleges, to be part of the Careers Hub.

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	Responding to questions from MHCLG on application for ERDF funding (for further face to face support, Start Up delivered by Outset and Scale Up delivered by Set Squared). A lot of work carried out on Brexit support.

**LEP Programmes
Highlight Report to Commissioning Group (14 November 2019)**



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

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.

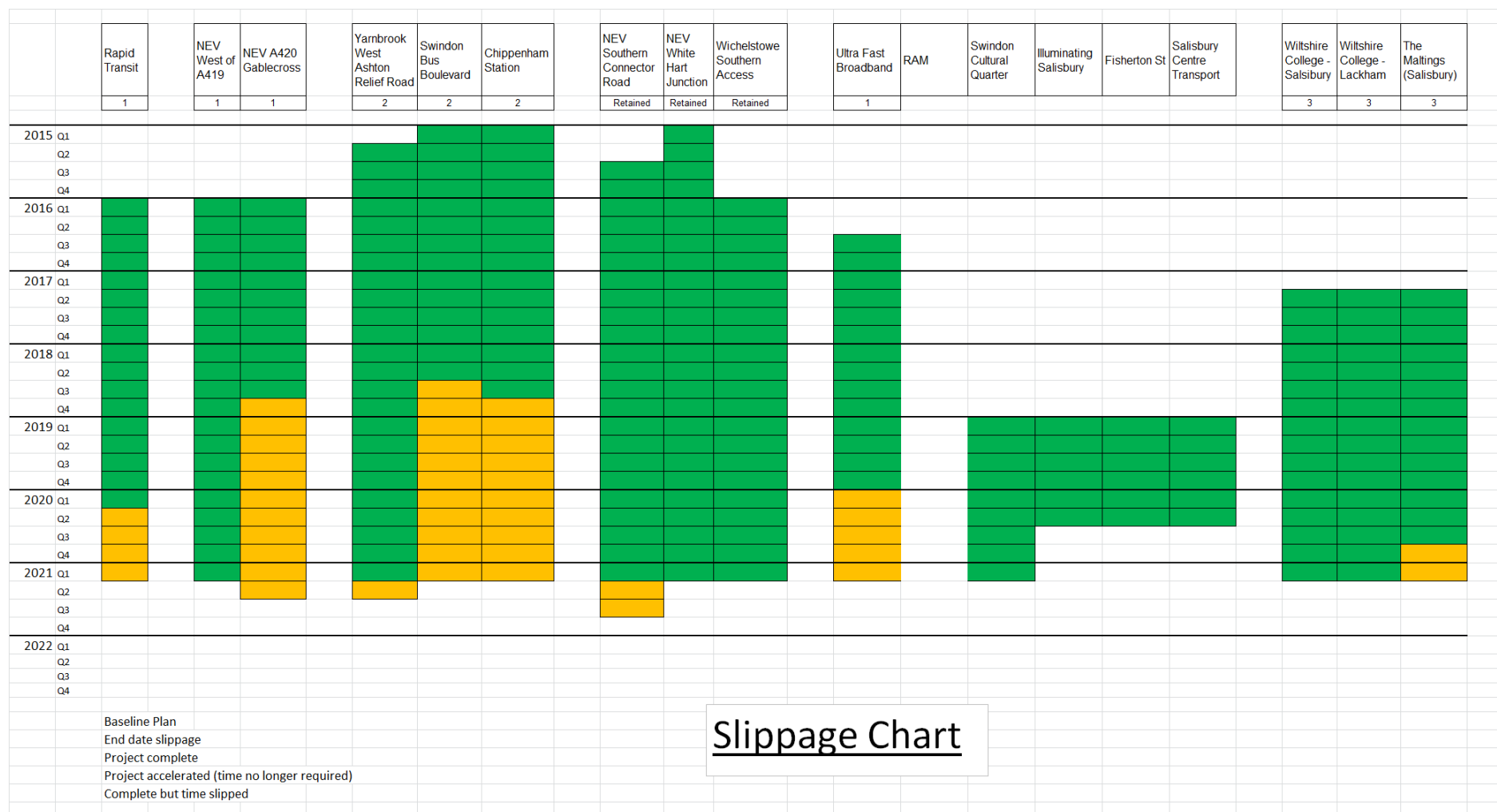
RAG Scoring

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

Principles of Overall Project RAG Status

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

LEP Programmes Highlight Report to Commissioning Group (14 November 2019)





Swindon & Wiltshire
LOCAL ENTERPRISE PARTNERSHIP

**Board Meeting
27 November 2019**

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Meeting & Date:	SWLEP Board Meeting – Wednesday, 27 November 2019		
Subject:	LGF Finance and Outputs Summary		
Attachments:	None		
Author:	Ian Durston	Total no of sheets: (inc cover sheet)	13

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

This paper summarises the current financial status across the various streams of LGF funding. 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 has reduced slightly from £19.8m to £19.2m due to some reprofiling of the Wiltshire College projects which are spending faster than originally forecast.

All projects still forecast that all LGF money will be spent by March 2021, though there are some significant risks on the New Eastern Villages projects, mainly Southern Connector Road, which are in the process of being reviewed.

Output figures have not changed since the September Board meeting. An updated set of figures will be available for the January 2020 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 is currently £19.2m. This has reduced slightly from £19.8m due to some

reprofiling of the Wiltshire College projects which are spending faster than originally forecast

- 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 allocations for the remaining money – more detail is provided in Paper 6.1.
- 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	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	215,000	215,000	215,000	610,250		730,550
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	155,500	373,300	1,800,685	0	0	0	144,315	144,315		2,500,000
	Forecast Profile Spend	26,200	155,500	373,300	1,800,685							2,500,000
	Actual Spend to Date	26,200	155,500	373,300	1,800,685							2,355,685
350 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	0	0	0	0	0	1,350,000	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	0	0	0	0		0
Swindon Cultural Quarter	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		-723,072				-723,072		8,316,928
Rapid Transit	Original Grant Request	0	164,000	3,283,000	3,283,000	1,043,072	350,000	400,000	930,000	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	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	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	966,300	3,000,000
	Actual Spend to Date	0	0	67,100	819,036	205,064	491,000			696,064		1,582,200
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	2,217,230	2,172,473	6,552,607	3,757,393	13,830,000
	Actual Spend to Date	0	0	670,000	2,850,000	1,393,613	769,291	2,217,230		4,380,134		7,900,134
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	3,465,084	8,200,000
	Actual Spend to Date	0	0	237,070	758,965	0	1,103,965	898,656		2,002,621		2,998,656
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	5,704,012	6,060,000
	Actual Spend to Date	0	0	283,100	72,888	6,530	8,213	9,300		24,043		380,031
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	189,463	16,527		308,354		1,839,454
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	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	12,888,570	14,026,602	3,556,249	3,428,256	4,988,886	7,854,048	16,707,439	34,817,289	92,050,000
TOTAL Actual		5,226,700	8,383,400	12,888,570	14,026,602	1,707,571	3,171,932	3,141,963	0	8,021,466	0	48,546,738

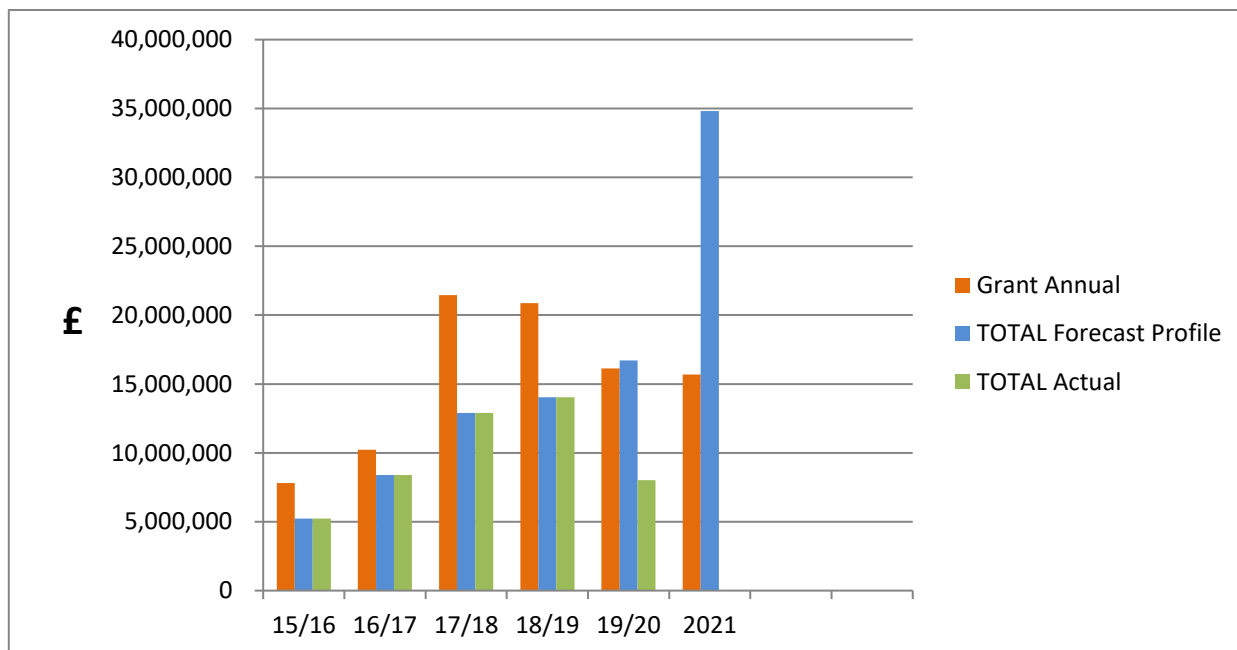


Figure 1a

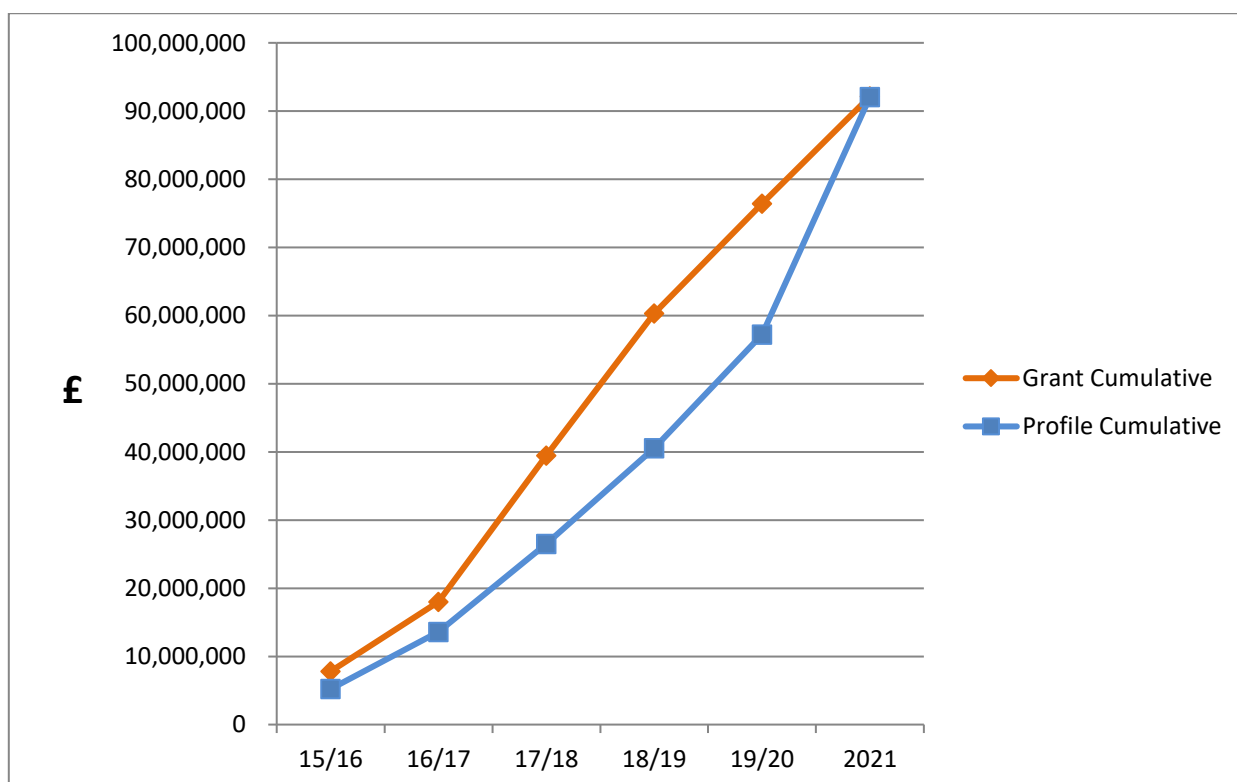


Figure 1b

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 2019/20 is broadly in line with forecast spend. With the recent agreement with Sainsbury's finalised for the NEV A420 Gablecross project, this positive situation is expected to continue 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
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
Package 2 - Nythe & Picadilly	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	2,525,600	2,930,000
	Actual Spend to Date	0	0	0	100,000	101,100	193,000			294,100		394,100
A420 Corridor	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	282,300	4,400,000
	Actual Spend to Date	40,500	21,300	432,300	295,368	215,332	116,000			331,332		1,120,800
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	316,432	309,000	0	0	625,432	0	3,514,900

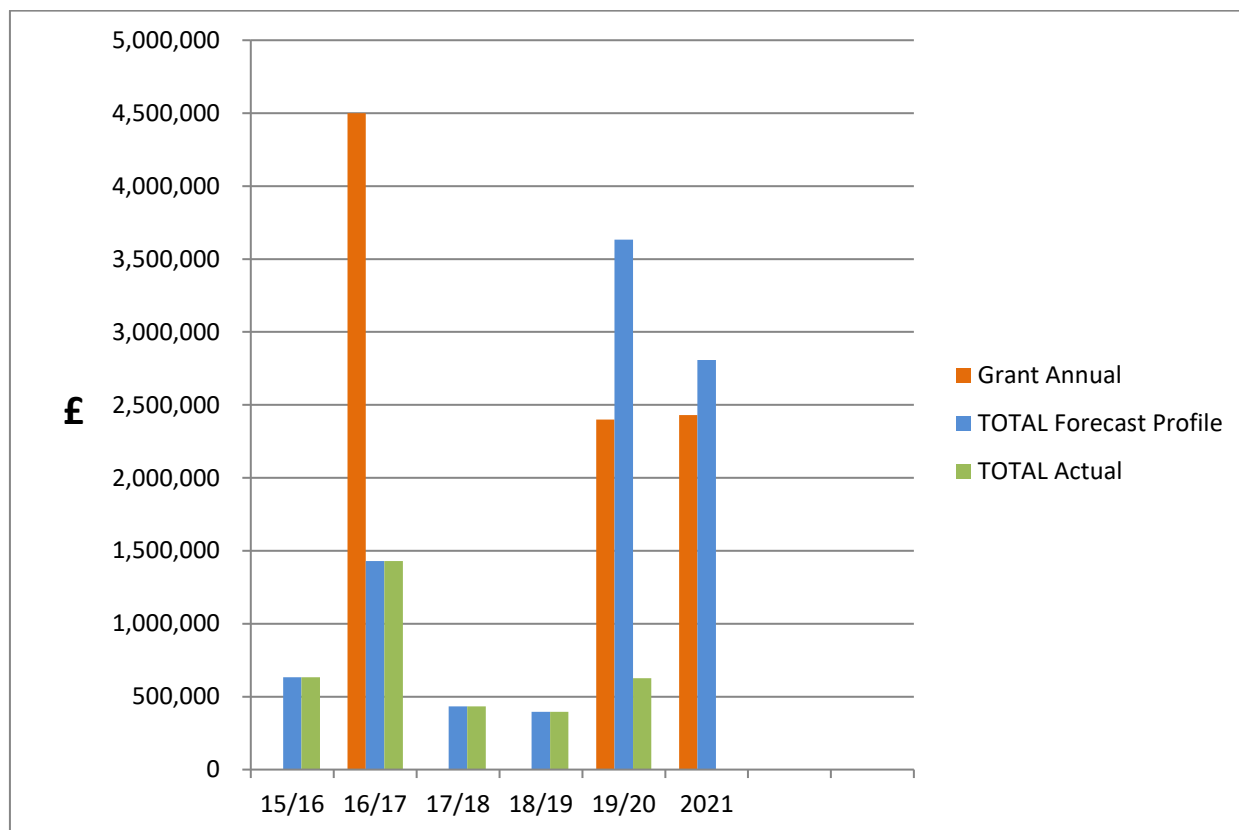


Figure 2a

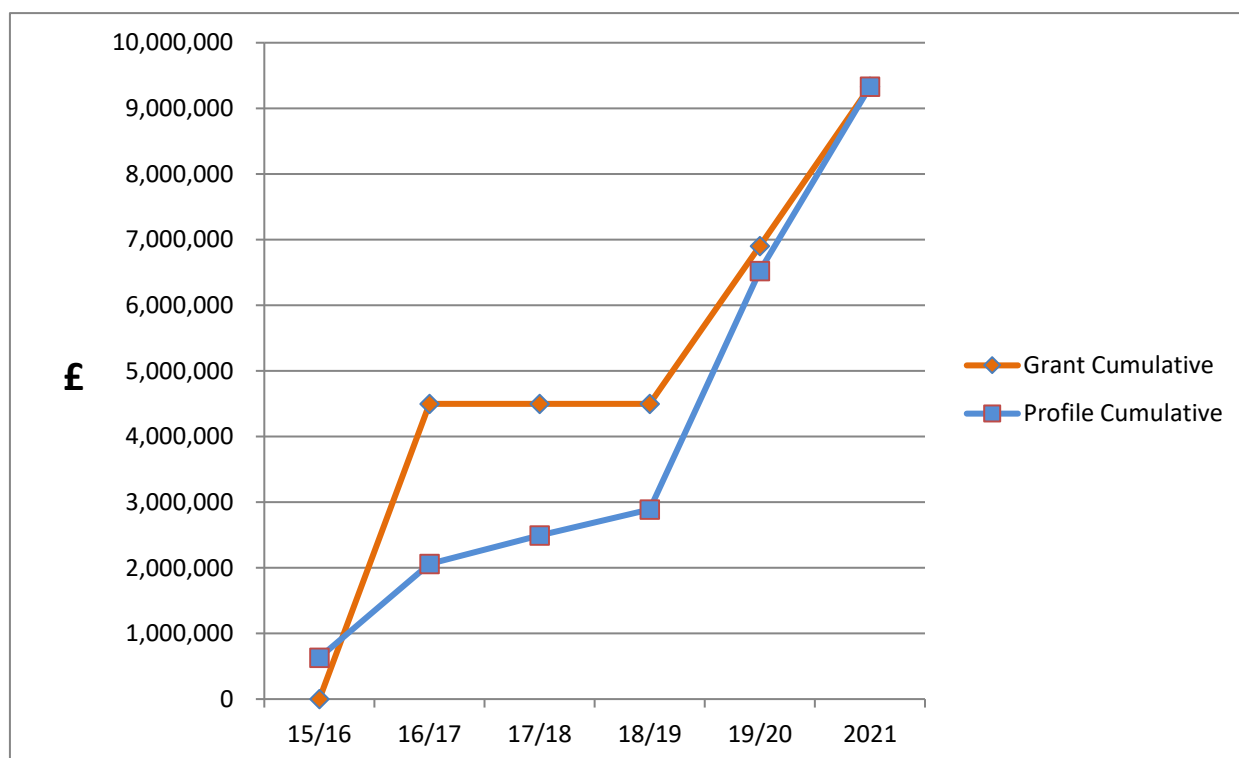


Figure 2b

6. DfT Retained Projects Summary

- 6.1 The following projects have been retained by the DfT who require 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 2019/20 has been broadly in line with forecast spend to date. However, there are significant challenges with delivering the Southern Connector Rd project with a large amount of spend forecast for 2020/21. Discussions are therefore taking place internally and with the Department for Transport to make them aware of the status of the projects and ensure that funding is protected going forward.

Table 3

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
Wichelstowe Southern Access	Revised Grant Request			200,000	510,000					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	631,000			946,719		1,588,600
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	422,000			512,465		2,051,900
New Eastern Villages - Southern Connector Road	Revised Grant Request									2,100,000	9,500,000	11,600,000
	Forecast Profile Spend	0	0	0	0	1,879,700	0	0	220,300	2,100,000	9,500,000	11,600,000
	Actual Spend to Date	0	0	0	0	1,924,000	270,000			2,194,000		2,194,000
	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	1,323,000	0	0	3,653,184	0	6,334,500

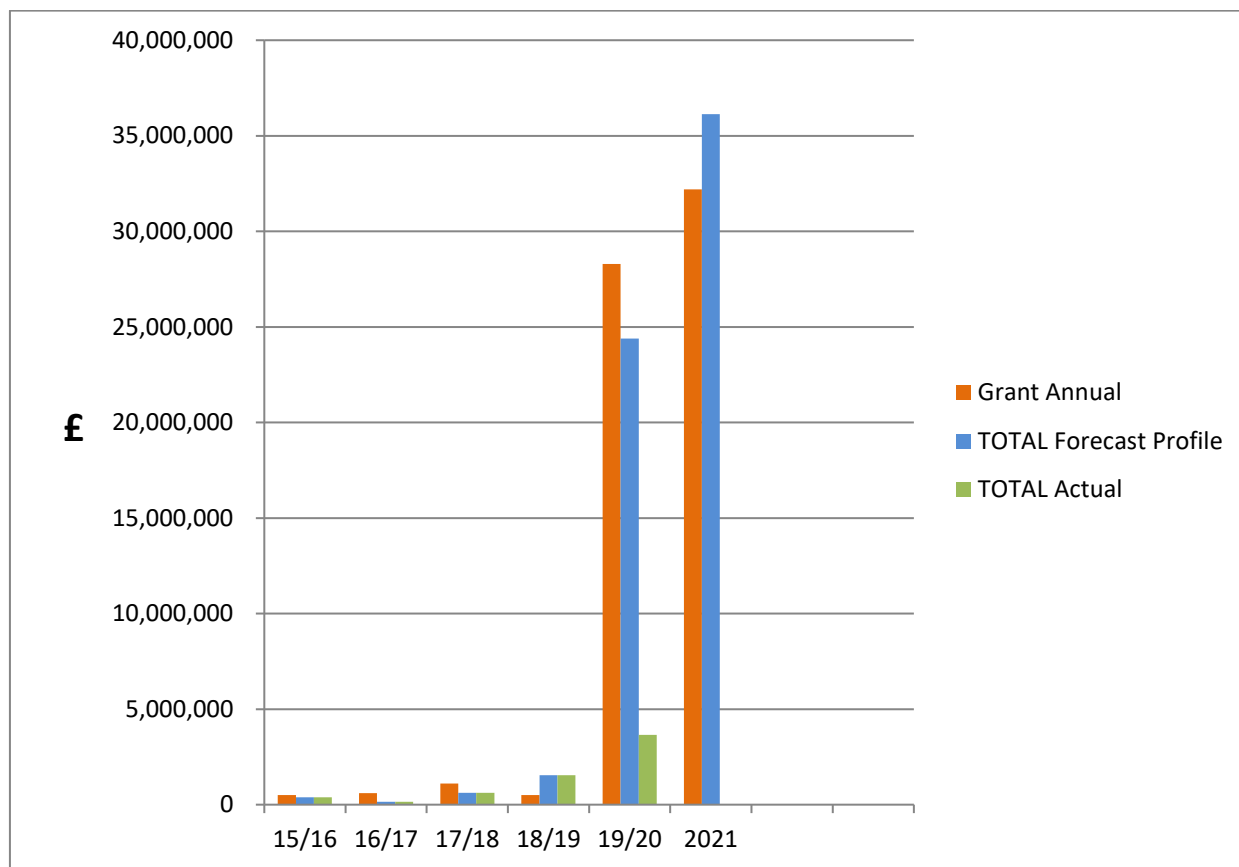


Figure 3a

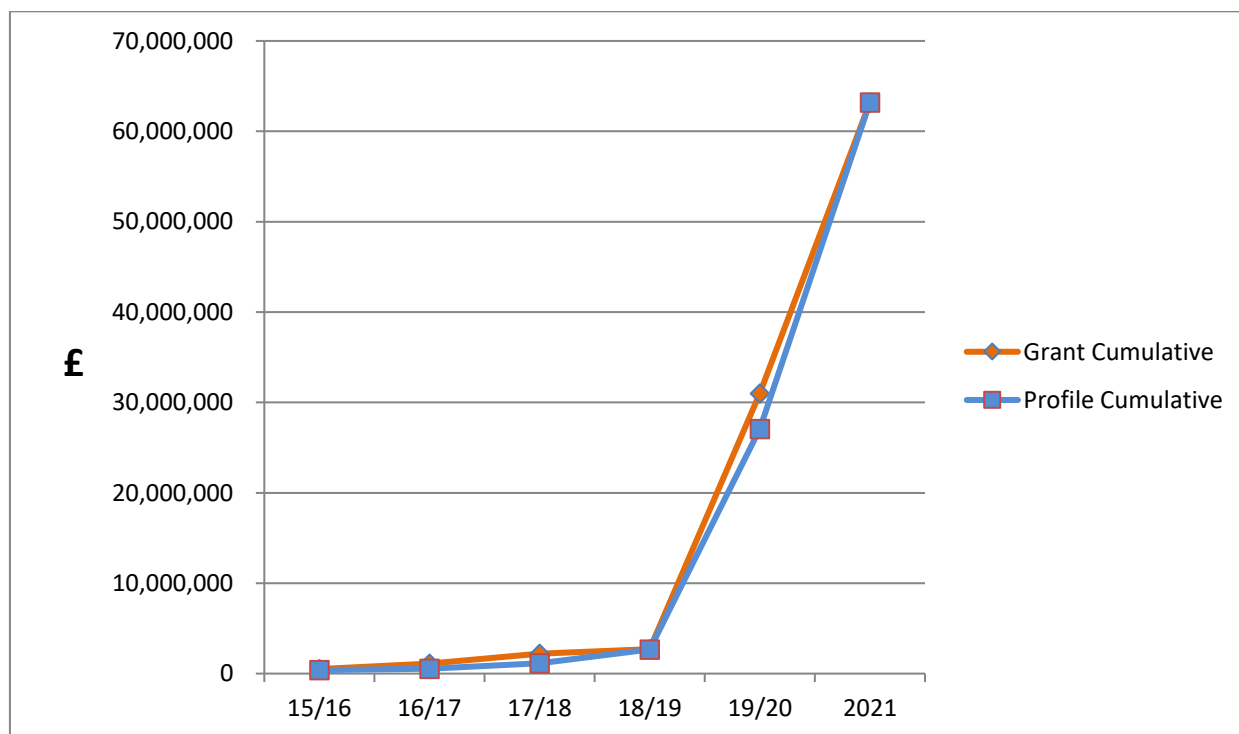


Figure 3b

7. LGF – Outputs Summary

- 7.1 Figure 4 shows a summary of the outputs across all (non retained) LGF projects in the areas of housing, jobs, skills and transport. Actuals vs forecast figures are shown.
- 7.2 This is a summary of a detailed submission made to Central Government as at the end of Q1 2019/20. Figures for the end of Q2 2019/20 will be available for the January 2020 Board Meeting.

LEP Name **Swindon and Wiltshire LEP**

This Quarter: **Q1_1920**

Deliverables Progress



Housing	This Quarter		15-17	Financial Year					Total
				17-18	18-19	19-20	20-21	21-25	
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



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

Ian Durston, SWLEP Programme Manager

18 November 2019



Swindon & Wiltshire
LOCAL ENTERPRISE PARTNERSHIP

**Board Meeting
27 November 2019**

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Swindon & Wiltshire
LOCAL ENTERPRISE PARTNERSHIP

Board Meeting
27 November 2019
Paper Number 7.2

Security Level:	Confidential <input type="checkbox"/>	Restricted <input type="checkbox"/>	Unclassified <input checked="" type="checkbox"/>	Commercially Sensitive <input type="checkbox"/>
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Meeting & Date:	SWLEP Board Meeting – Wednesday, 27 November 2019		
Subject:	Core and Programme Budgets		
Attachments:	Appendix 1- 2019-20 budget profile to 30 September 2019		
Author:	Paddy Bradley	Total no of sheets:	3

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

- 1.1. To update the Board on the budget profile, forecast to 30 September 2019 and actual spend to date.
- 1.2. To seek the Board's approval for additional lines of expenditure.

2. Summary

- 2.1. The budget preparation and monitoring are carried out for the SWLEP by Wiltshire Council as it holds the SWLEP's capital and revenue budgets.
- 2.2. The SWLEP's finances are sound with an anticipated carry forward to 2020-21 of at least £500,000.
- 2.3. The current expenditure is well behind profile. A lot of work budgeted through the SWLEP Additional Capacity Fund has occurred, but invoices not yet received and, in some cases, elsewhere in the budget, the estimated spend is unlikely to occur due to a change in work patterns.
- 2.4. There are potential additional lines of expenditure totalling £35,000 to which the Directors' attention is drawn.

3. Recommendations

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

- 3.1. note the contents of the budget statement.



4. Detail

- 4.1. The report covers just under half the year and the actual spend to date is well behind profile.
- 4.2. There are several areas of expenditure for which we have not yet been billed, such as within the work funded by the LEP Additional Capacity monies and the Skills Advisory Panel funding.
- 4.3. In addition, there are areas such as support activity for the Growing Places Infrastructure Fund where the full anticipated spend is not likely to be realised due to a change in style of working. For example, we have reduced reliance on external consultants to advise on applications.
- 4.4. Our 2019-20 budget position is sound with some yet to be credited additional funds in the tens of thousands for additional work the SWLEP is carrying out as part of supporting businesses to be prepared for exit from the European Union.
- 4.5. Directors' attention is drawn to paper 9.0 on cross-boundary collaboration on today's agenda, which includes a request to approve additional expenditure to be incurred from this year's budget.
- 4.6. The scrutiny arrangements described in paper 8.0 will require additional funding, with expenditure anticipated to be less than £10,000 in this financial year and so within the delegated authority of the Director. A similar level of funding is likely to be required to start the work on developing a project for the business-led cyber hub, covered in agenda item 11.0.
- 4.7. The total of the potential additional expenditure identified in paragraphs 4.5 and 4.6 is £35,000 in financial year 2019-20. This is affordable within the current budget.
- 4.8. There is already provision within the budget to fund the development of the Skills Plan reported in item 10.0

5. Appendices

5.1. Appendix 1- 2019-20 budget profile to 30 September 2019

Board Report - SWLEP CAPITAL 2019/2020	2019-20 Budget	2019-20 Profiled Budget Sept 2019	2019-20 Actual Sept 2019	Variance
<i>Growing Places Capital</i>				
Balance b/f 2018/2019	£7,197,002	£7,197,002	£7,197,002	£0
Loan Repayment - Woods	£419,670	£139,890	£139,890	£0
Total Income	£7,616,672	£7,336,892	£7,336,892	£0
Our Wilton	£1,000,000	£1,000,000	£1,000,000	£0
Recycling Technologies	£885,433	£100,000	£100,000	£0
Salisbury/South Wiltshire Businesses	£500,000	£0	£0	£0
Total Expenditure	£2,385,433	£1,100,000	£1,100,000	£0
Balance Growing Places Capital	£5,231,239	£6,236,892	£6,236,892	£0
Board Report - SWLEP REVENUE 2019/2020	2019-20 Budget	2019-20 Profiled Budget Sept 2019	2019-20 Actual Sept 2019	Variance
<i>Growing Places Revenue</i>				
Balance b/f 2018/2019	£410,816	£410,816	£410,816	£0
Interest from Loan - Woods	£43,716	£24,481	£24,481	£0
Interest from Loan - Recycling Technologies	£58,148	£23,027	£22,093	£934
Interest from Loan - Our Wilton	£35,137	£16,336	£16,336	£0
Total Income	£547,817	£474,659	£473,725	£934
Consultants	£25,000	£12,500	£0	£12,500
Legal Fees	£25,000	£12,500	£448	£12,052
Match funding for EU Inward Investment Project	£111,000	£55,500	£0	£55,500
Strategic Investment Manager and other staff time	£93,991	£46,996	£38,662	£8,333
Total Expenditure	£254,991	£127,496	£39,110	£88,385
Balance Growing Places Revenue	£292,826	£347,164	£434,615	£87,451
<i>Higher Futures</i>				
Balance b/f 2018/2019	£281,735	£281,735	£281,735	£0
Staffing	£222,240	£111,120	£78,643	£32,477
Staff Development	£6,600	£3,300	£3,590	£290
Marketing & Communications	£25,000	£12,500	£6,363	£6,137
Total Expenditure	£253,840	£126,920	£88,596	£38,324
Balance Higher Futures	£27,895	£154,815	£193,139	£38,324
<i>Growth Hub</i>				
Balance b/f 2018/2019	£0	£0	£0	£0
Total Income	£205,000	£146,875	£110,250	£58,125
Staffing	£78,000	£39,000	£46,770	£7,770
Staff Development	£3,000	£0	£2,150	£2,150
Marketing & Communications	£18,000	£9,000	£13,123	£4,123
Events	£24,000	£16,000	£31	£15,969
Growth Hub	£82,000	£46,250	£25,168	£21,082
Total Expenditure	£205,000	£110,250	£87,241	£23,009
Balance Growth Hub	£0	£36,625	£23,009	£35,116
<i>Careers & Enterprise</i>				
Balance b/f 2018/2019	£97,221	£97,221	£97,221	£0
Grant Income	£215,000	£107,500	£19,870	£127,370
Total Income	£312,221	£204,721	£77,351	£127,370
Staffing	£75,000	£37,500	£1,877	£35,623
Careers Hub	£60,000	£30,000	£23,997	£53,997
C&EC 2 years school funding	£80,000	£40,000	£0	£40,000
Total Expenditure	£215,000	£107,500	£22,121	£129,621
Balance Careers & Enterprise	£97,221	£97,221	£99,472	£2,251
<i>BEIS Energy Support</i>				
Balance b/f 2018/2019	£5,920	£5,920	£5,920	£0
Total Income	£5,920	£5,920	£5,920	£0
Developing Local Energy Strategy	£0	£0	£0	£0
Total Expenditure	£0	£0	£0	£0
Balance BEIS Energy Support	£5,920	£5,920	£5,920	£0
<i>Skills Advisory Panel</i>				
Balance b/f 2018/2019	£75,000	£75,000	£75,000	£0
Total Income	£75,000	£75,000	£75,000	£0
Skills Advisory Panel	£36,000	£18,000	£0	£18,000
Staffing	£22,200	£11,100	£0	£11,100
Data & Software Licence	£10,000	£5,000	£0	£5,000
Marketing & Communications	£6,800	£3,400	£0	£3,400
Total Expenditure	£75,000	£37,500	£0	£37,500
Balance Skills Analysis Panel	£0	£37,500	£75,000	£37,500

Board Report - SWLEP CAPITAL 2019/2020	2019-20 Budget	2019-20 Profiled Budget Sept 2019	2019-20 Actual Sept 2019	Variance
BEIS LEP Additional Capacity Funding 2018-19				
Balance b/f 2018/2019	£200,000	£200,000	£200,000	£0
Total Income	£200,000	£200,000	£200,000	£0
Staffing	£76,000	£38,000	£0	£38,000
Legal & Consultancy	£27,500	£13,750	£38,003	£24,253
Local Industrial Strategy	£96,500	£48,250	£0	£48,250
Total Expenditure	£200,000	£100,000	£38,003	£61,998
Balance Additional Capacity Funding 18-19	£0	£100,000	£161,998	£61,998
BEIS LEP Additional Capacity Funding 2019-20				
Total Income	£200,000	£200,000	£200,000	£0
Premises Costs	£60,000	£30,000	£0	£30,000
Incorporation Costs	£82,000	£41,000	£7,430	£33,570
Developing Local Energy Strategy	£38,000	£19,000	£0	£19,000
Careers Hub	£20,000	£10,000	£0	£10,000
Total Expenditure	£200,000	£100,000	£7,430	£92,570
Balance Additional Capacity Funding 19-20	£0	£100,000	£192,570	£92,570
SWLEP General Account				
Balance b/f 2018/2019	£142,617	£142,617	£142,617	£0
BIS Core Funding 19/20	£250,000	£250,000	£250,000	£0
Capacity Funding 19/20	£250,000	£250,000	£250,000	£0
Business Community Event Sponsorship	£30,000	£15,818	£4,000	£11,818
Other Income	£0	£0	£1,352	£1,352
Interest 2019/2020	£0	£0	£0	£0
Total Income	£672,617	£658,435	£647,969	£10,466
Governance				
Board Expenses	£29,500	£14,750	£6,367	£8,383
Accountable Body Charge	£50,000	£0	£0	£0
WC Charge for Services	£20,833	£0	£0	£0
Strategic Development	£0	£0	£7,204	£7,204
Business Development	£0	£0	£3,297	£3,297
Administration				
SWLEP Staffing	£420,000	£210,000	£229,468	£19,468
Travel	£7,700	£3,850	£0	£3,850
Room Hire	£4,800	£2,400	£0	£2,400
Communications/Marketing				
Marketing & Communications	£35,000	£17,500	£21,719	£4,219
Projects				
Local Growth Fund	£0	£0	£6,892	£6,892
Rail Strategy	£0	£0	£26,645	£26,645
LEP Network	£7,200	£3,600	£7,000	£3,400
Total Expenditure	£575,033	£252,100	£308,591	£56,491
Balance SWLEP General Account	£97,584	£406,335	£339,378	£66,957
TOTAL SWLEP REVENUE INCOME	£2,500,310	£2,247,345	£2,071,951	£175,394
TOTAL SWLEP REVENUE EXPENDITURE	£1,978,864	£961,766	£546,851	£414,915
TOTAL SWLEP REVENUE BALANCE	£521,446	£1,285,579	£1,525,100	£239,520



Swindon & Wiltshire
LOCAL ENTERPRISE PARTNERSHIP

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Board Meeting
27 November 2019
Paper Number 8.0

Security Level:	Confidential <input type="checkbox"/>	Restricted <input type="checkbox"/>	Unclassified <input checked="" type="checkbox"/>	Commercially Sensitive <input type="checkbox"/>
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Meeting & Date:	SWLEP Board Meeting – Wednesday, 27 November 2019		
Subject:	Scrutiny arrangements for the SWLEP		
Attachments:	None		
Author:	Paddy Bradley	Total no of sheets:	9

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

- 1.1. This paper provides the SWLEP Board with a proposal for the terms of reference of the Joint Scrutiny Panel, following the Board's decision on scrutiny arrangements for the SWLEP at its 26 September 2019 meeting.

2. Summary

- 2.1. At its meeting on 26 September 2019 the Board agreed to:
- 2.1.1. authorise the SWLEP Director to work with the relevant partners within the SWLEP to establish a Joint Scrutiny Panel 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
 - 2.1.2. require a report from the SWLEP Director at the Board Meeting on 27 November 2019 on the terms of reference of the Joint Scrutiny Panel and the resource requirements to operate it.
- 2.2. The proposed terms of reference are included in Appendix I.
- 2.3. Wiltshire Council Democratic Services are developing a proposal for the cost of managing the Joint Scrutiny Panel, which at the time of writing is not completed.
- 2.4. It is estimated that the cost to the SWLEP in this financial year would be within the delegated authority of the Director (£10,000).

3. Recommendations

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

- 3.1. Endorse the draft terms of reference;
- 3.2. Authorise the Director to:
 - 3.2.1. work with the relevant partners within the SWLEP to finalise the details to establish a Joint Scrutiny Panel;
 - 3.2.2. finalise the proposed terms of reference, as detailed in Appendix I, in consultation with the existing Joint Overview and Scrutiny Task Group and with approval from both authorities' relevant Overview and Scrutiny Committee; and
 - 3.2.3. conclude negotiations with Wiltshire Council and Swindon Borough Council about the cost of providing the secretariat to operate the Joint Scrutiny Panel and the funding split between the three parties to resource it.

4. Appendices

- 4.1. **Appendix I- Draft Terms of Reference for the SWLEP Joint Scrutiny Panel**



**Swindon and Wiltshire Local Enterprise Partnership (SWLEP)
– Joint Scrutiny Panel**

Terms of Reference

General

1. These terms of reference set out the membership, remit, responsibilities and reporting arrangements of the SWLEP Joint Scrutiny Panel (also referred to as the Panel in this document).

Background

2. Local Enterprise Partnerships (LEPs) were established as locally-derived business-led partnerships between the private and public sector that would drive local economic growth. Their role has developed considerably since 2010 and LEPs now have responsibility for around £12 billion of public funding and are the mechanism for channelling the Local Growth Fund and other funding to localities.
3. As the role of LEPs has developed, the Government has reviewed the statement of arrangements it expects to see in place within each LEP. This is set out in the National LEP Assurance Framework issued by the Department for Communities and Local Government (DCLG) and is one element of the wider assurance system around LEPs. The National Assurance Framework sets out what government expects LEPs to cover in their local assurance frameworks and the last revision was issued in November 2016. That revision strengthens the rules which LEPs must follow to ensure greater transparency and accountability on how public money is spent.
4. The outcome of a Review of Local Enterprise Partnership Governance and Transparency, led by Mary Ney, Non-Executive Director, DCLG Board, in October 2017, reinforced the importance and value of independent scrutiny.
5. 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).

6. 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.
7. 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 provided an opportunity to review the local scrutiny arrangements and engage both local non-executive councillors and business leaders in a new scrutiny process.
8. Following consultation of the Joint Scrutiny Task Group, at its meeting on 26 September 2019, the SWLEP Board resolved to establish a Joint Scrutiny Panel, comprising equal membership from Swindon Borough Council, Wiltshire Council and SWLEP Ltd (as further detailed in the Terms of Reference).

Purpose of the SWLEP Joint Scrutiny Panel

9. This Panel will act as a critical friend, developing an overview of strategies and plans and providing independent scrutiny of the work of the LEP Board. It is an essential element of assuring democratic accountability for the use of public funds.
10. The objective is to make constructive recommendations for how future decisions of the LEP can be effectively implemented.
11. The Panel will not have the power to delay the SWLEP's decisions, but it will be able to make recommendations for improvement to the SWLEP's decision making process and will be able to make its conclusions public.

Effective scrutiny

12. The Centre for Public Scrutiny has previously identified four Effective Scrutiny Principles, in that it:
 - a. Provides critical friend challenge to decision-makers;
 - b. Enables the voice and concerns of the public and its communities;
 - c. Is carried out by independent minded governors who lead and own the scrutiny process; and



- d. Drives improvement in public services.

13. Some key concepts for the Panel to consider are that scrutiny should:

- a. Be independent of the SWLEP Board;
- b. Be inclusive, structured, non-adversarial and cross-party;
- c. Offer constructive challenge to prompt SWLEP Board reflection;
- d. Make recommendations which are evidence based;
- e. Be part of a wider web of accountability, which may include partners and the public;
- f. Not unnecessarily duplicate other assurance activity;
- g. Be appropriately challenging and use effective questioning techniques;
- h. Ensure value for money; and
- i. Provide high levels of assurance.

Responsibilities – Terms of Reference

- 14. It should be noted that the SWLEP Joint Scrutiny Panel does not fall under the banner of 'Overview and Scrutiny' as defined by the Local Government Act 2000 in that it will no longer be a body jointly formed by the two participating councils. However, the two councils will be asked to appoint non-executive councillors to the Panel and it will therefore still provide a scrutiny function led predominantly by democratically elected councillors.
- 15. The panel will foster and encourage an inclusive, structured, non-partisan and non-adversarial approach, which is reliant on evidence rather than anecdote, to perform all scrutiny function on behalf of both Councils in respect of the SWLEP.
- 16. The panel will develop and approve an annual forward work programme consisting of long-term review of SWLEP programmes, but allowing enough flexibility and time for the review of other significant decisions as they arise in the year, including (but not limited to) any of the following:
 - a. Review the decision making of the SWLEP, and any sub-committees, to ensure due process has been followed and there is a transparent audit trail;
 - b. Review the delivery of SWLEP projects, with the possibility of a "deep dive" exercise on chosen projects or topics if required;
 - c. Review the implementation of the SWLEP strategies, including, but not limited to, the Strategic Economic Plan and identify opportunities for improvement;



- d. Review the output and outcomes information of the SWLEP programmes to ensure the SWLEP activities are having a beneficial impact on the economy of the SWLEP area;
 - e. Review the governance of the SWLEP to ensure that it is meeting the required standards, as set down by Central Government, and the highest standards of transparency;
 - f. Make recommendations to the SWLEP Board, and any other relevant sub-committee, on improvement to the SWLEP's decision making process. All recommendations must be realistic and achievable in order for the Panel to make an impact and to be a credible voice within the assurance framework.
 - g. To liaise with other equivalent panels over the development and dissemination of best practice with regards to scrutiny of LEPs.
17. The panel will produce an annual report for the SWLEP Board, which will also be presented to the relevant Overview and Scrutiny Committee for each of the authorities.

SWLEP Joint Scrutiny Panel membership

18. Membership: The panel will have a membership of nine, made up of:
- a. Three business leaders who are members of SWLEP Ltd but are not represented on the Board of the company;
 - b. Three non-executive councillors from Swindon Borough Council;
 - c. Three non-executive councillors from Wiltshire Council;
19. Appointment: subject to agreement by the two local authorities, the relevant Overview and Scrutiny Committee for each will appoint its respective three non-executive councillors, and the SWLEP will appoint its three "non-SWLEP board" members.
20. Term of office: each Local Authority member will be appointed for a whole municipal year, and consideration should be given to local election patterns where appropriate. Business members will be appointed for an initial period of three years from the date of joining the Panel.
21. Chair: to be elected from each membership group on an annual rotating basis, at the panel's discretion.



The panel will elect its Chair at its first meeting for the remainder of that calendar year and the calendar year to follow if less than six months after the first meeting. After that a chair will be appointed at the first meeting of the panel after the start of the calendar year and for the duration of that calendar year.

22. The Chair has the following duties:

- a) To set the Agendas for meetings, having regard to the advice of support officers;
- b) To develop a draft Annual Work Programme, having regard to the advice of support officers;
- c) To facilitate the smooth running of each meeting;
- d) To ensure that Members of the Panel have an equal voice and an opportunity to discuss and debate items of interest;
- e) To ascertain the sense of the meeting and ensure realistic recommendations are developed;
- f) To resolve any dispute in meetings through the exercise of his/her powers;
- g) To lead the Panel in its role as critical friend; and
- h) To be a champion for the scrutiny role.
- i) To present the panel's annual report to relevant committees, or delegate representation to another member of the panel where required.

23. Quorum: the meeting will require three members to be present to be quorate.

24. Attendance: members of the panel are expected to attend no less than 50% of the meetings of the panel. Issues with attendance will be reported to the SWLEP Board and the relevant Overview and Scrutiny Committee.

Meetings of the SWLEP Joint Scrutiny Panel

25. The Joint Scrutiny Panel will meet no less than four times a year and no more than six times a year, unless an additional meeting is either requested or approved by the SWLEP Board to undertake a specific scrutiny exercise.

26. Meetings will be set on a pattern, day and time, to suit members of the panel and will be reviewed on a yearly basis; or following significant membership changes.



Witnesses

27. The Joint Scrutiny Panel will be able to request attendance from Project Managers, members of the SWLEP Board (and any sub-committees) as well as key partners' representatives for SWLEP projects.
28. The panel would first seek advice from the SWLEP's Chief Executive, to ensure that relevant witnesses are approached.

Agendas and minutes for the SWLEP Joint Scrutiny Panel

29. Agendas and minutes for the SWLEP Joint Scrutiny Panel will be supported by Wiltshire Council's Overview and Scrutiny team and accessible on the SWLEP website.
30. Agendas and minutes will also be circulated directly to the members of the panel and any witness presenting evidence at the meeting.

Confidentiality

31. Agendas and minutes from the meetings, can be shared externally unless expressly stated as confidential or in draft form.
32. Members of the Panel are required to respect confidentiality of specific topics discussed at the meeting as requested by other members or witnesses.

Reporting and Monitoring

33. The Joint Scrutiny Panel reports directly to the SWLEP Board. The SWLEP board will monitor the efficiency of the Joint Scrutiny Panel, including through its annual report.
34. The Panel's annual report will also be presented to the relevant Overview and Scrutiny Committee for both local authorities.

Review of the Joint Scrutiny Panel

35. At a minimum the terms of reference will be reviewed annually to ensure that they remain aligned with government policy around accountability and transparency.



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36. These may be reviewed sooner, either at the SWLEP Board or Panel's request, should there be significant changes to government policy or if the Terms of References set are preventing the Joint Scrutiny Panel from fulfilling its purpose.
37. Any proposed changes to the Terms of Reference will also be presented to both local authorities' relevant Overview and Scrutiny Committee for consideration.



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27 November 2019
Paper Number 9.0

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Meeting & Date:	SWLEP Board Meeting – Wednesday, 27 November 2019		
Subject:	Cross-boundary collaboration		
Attachments:	Appendix 1- Membership of England's Economic Heartland (EEH) – 5 pages Appendix 2 – A Powerhouse for the West – Core Briefing Paper (Draft) – 6 pages		
Author:	Paddy Bradley	Total no of sheets:	Appendix 1 (5 pages) Appendix 2 (6 pages) = 17

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

- 1.1. The report updates the SWLEP Board on cross-boundary collaboration with our neighbouring LEPs and local authorities.
- 1.2. The Report has been endorsed by the Commissioning Group at its meeting on 14 November 2019.

2. Summary

- 2.1. Swindon and Wiltshire Local Enterprise Partnership (SWLEP) lies between two large and emerging collaborations involving local authorities and local enterprise partnerships. The English Economic Heartland is the east and the Western Gateway to the west.
- 2.2. Swindon and Wiltshire connect two economic and transport bodies to enable a key economic corridor linking the east and west coasts of the UK.
- 2.3. Being part of each group will allow the SWLEP to influence priorities and plans. The SWLEP Board is asked to support a proposal recommending paying a total of £15,000 to join the groups for a year.
- 2.4. SWLEP is also involved in the development of a Cyber Valley stretching from Worcester in the north through Gloucestershire to the south of Wiltshire. There are four LEPs involved and two government departments. The Cyber Valley is a collaboration to support the growth of the cyber sector and with the assistance of state assets.



- 2.5. As a result of developing its local industrial strategy, the SWLEP has identified potential opportunities arising from the introduction of new energy vehicles. Following a broad corridor alongside the M4, the SWLEP is leading a group of other LEPs in a deep dive to ascertain the opportunities and risks from investment in new energy vehicle re-fuelling and re-charging infrastructure.

3. Recommendations

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

- 3.1. authorise the SWLEP Director to use SWLEP revenue funding to pay a fee of £10,000 for the SWLEP to join for a year the English Economic Heartland and £5,000 to join for a year the emerging Western Gateway; and
- 3.2. note the collaborative activity associated with:
- 3.2.1. the emerging Cyber Valley;
 - 3.2.2. the deep dive into means of supporting new energy vehicles re-fuelling and re-charging infrastructure.

4. Detail

English Economic Heartland (EEH)

- 4.1. The EEH is a sub-national transport body covering an area from Swindon to the eastern reaches of Cambridgeshire and from Northamptonshire to Hertfordshire. As such it is the body which sets the priorities for strategic transport, but also takes on a wider role to be the voice of the region on strategic infrastructure and services.
- 4.2. Appendix I provides a detailed description of the context, purpose, priorities and governance of the EEH.
- 4.3. The major reason that the SWLEP would wish to be part of the EEH is to influence transport priorities to improve connectivity between Swindon and Oxford and then beyond. Specifically, this would involve lobbying for improvements to the A420.
- 4.4. The EEH outlines the benefits to the SWLEP of joining the EEH as follows:
- 4.4.1. As a member SWLEP will be directly involved in setting the strategic agenda for EEH, including agreeing the annual Business Plan.



4.4.2. Sub-national Transport Bodies are recognised by the DfT and used by them to provide advice on issues of strategic importance. As a member of EEH, SWLEP would have access to:

- The technical capacity/capability within the EEH Business Unit. This provides leadership on strategic transport issues specifically:
 - putting in place and maintaining the Regional Evidence Base – this is updated on an annual basis and is available to all Heartland members at no additional cost for their own purposes;
 - developing and maintaining the regional Policy Scenario Model – a state of the art, agent based strategic modelling tool, which is also available to all Heartland members at no additional cost for their own purposes;
 - overseeing the preparation of proposals for consideration by the DfT for the Major Road Network/Large Local Majors – which need to draw on the Regional Evidence Base;
 - as part of its work associated with the Major Road Network/Large Local Majors programme the Unit undertakes independent reviews of all proposals put forward and work with promoters to enhance the proposals before they are submitted to DfT for formal consideration;
 - representing the strategic interests of the Heartland partners on stakeholder and steering groups established by Highways England in support of their investment programme (both HE commissioned strategic studies and specific investment projects);
 - representing the strategic interests of the Heartland partners in the long-term strategic planning work of Network Rail;
 - representing the strategic interests of the Heartland partners in rail franchising – including oversight of franchise delivery (for example, East Midlands Rail);
 - preparing the overarching Transport Strategy for the region – a requirement of a Sub-National Transport Body;
 - commissioning technical work/studies as required to support the preparation of the overarching Transport Strategy – the scope of the technical work being developed in partnership with Heartland members, and with the output all work available to the members;
 - regular liaison/dialogue with Government departments – including the DfT; and
 - regular liaison/dialogue with the other English Sub-National Transport Bodies.



- In addition, the EEH Business Unit oversees the activities of the East West Railway (EWR) Consortium by providing executive leadership and support to the member-led Consortium Strategic Board – this includes representing the Consortium members’ interests in programme/project meetings at the national level.
- The EEH Business Unit provides the executive support that enables the Strategic Transport Forum to function as the Sub-National Transport Body.
- It also provides the executive leadership and support to the Transport Officers Support Group that advises the Forum.

4.4.3 In addition, the funding available enables England’s Economic Heartland to address issues in relation to wider strategic infrastructure – including:

- Undertaking a review of the barriers to delivery of investment in utility infrastructure through the regulatory frameworks – and working with the utilities to identify and implement solutions
- Developing proposals that will enable the alignment of investment in strategic infrastructure to a common ambition – commissioning specialist advice
- Developing a long-term investment strategy for strategic infrastructure – one that is capable of speaking to both private and public-sector investors – and using this to underpin submissions to national financial events (for example, pre-Budget submissions)

4.4.4. The funding available enables England’s Economic Heartland to provide the secretariat role for the Oxford to Cambridge All Party Parliamentary Group of MPs.

4.5. The EEH is well-organised and in its early manifestation it has shown itself to be an effective collaboration. Economic and transport links to the east of the SWLEP area are of strategic importance to the LEP and it is proposed that the SWLEP Board approves the expenditure of £10,000 to join the EEH for a first year.

Western Gateway

4.6. The concept is an initiative to promote cross border working between the West of England/South West and Southern Wales. It is at an early stage of development and has yet to establish the structure and purpose akin to that achieved by the English Economic Heartland. The Western Gateway is a complex proposal, crossing into the devolved administration of Wales and also including some, but not all of the members of the shadow

sub-national transport body, which is also called the Western Gateway. The name and branding are not yet approved by the members of the group.

- 4.7. A draft briefing paper from the group is attached as appendix 2.
- 4.8. This collaboration has arisen from political activity across seven cities in the region and the LEP and business involvement is only just taking shape. It is essential that it does and at pace as at the official launch on 31 October involving the Secretary of State for Housing, Communities and Local Government and the Secretary of State for Wales, it was made clear that this initiative was to be business-led. An independent Chair of the group has been appointed. She is currently a senior member of staff at Airbus UK.
- 4.9. The SWLEP involvement in the Western Gateway is necessary to help shape the strategic direction of the body and to enable an effective link to be made across the UK from the east to west coasts due to Swindon and Wiltshire's membership of both the Western Gateway and the English Economic Heartland.
- 4.10. It is proposed that the SWLEP Board approves the expenditure of £5,000 to join the Western Gateway for a first year.

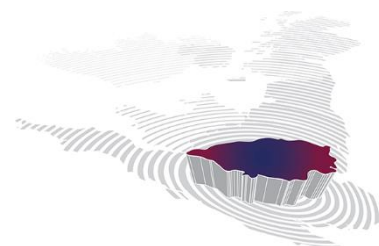
Other cross-boundary collaborations

- 4.11. SWLEP is also involved in the development of a Cyber Valley stretching from Worcester in the north through Gloucestershire to the south of Wiltshire. There are four LEPs (SWLEP, Gfirst, Worcestershire LEP and The Marches) involved and two government departments (the department of Digital, Culture, Media and Sport and the department of Business, Energy and Industrial Strategy). The Cyber Valley is a collaboration to support the growth of the cyber sector and with the assistance of state assets.
- 4.12. As a result of developing its local industrial strategy, the SWLEP has identified potential opportunities arising from the introduction of new energy vehicles. Following a broad corridor alongside the M4, the SWLEP is leading a group of four other LEPs (West of England, Gfirst, Thames Valley Berkshire and Oxfordshire) in a deep dive to ascertain the opportunities and risks from investment in new energy vehicle re-fuelling and re-charging infrastructure. The outputs will contribute to the implementation plan for the Local Industrial Strategy.



5. Appendices

Appendix I- Membership of England's Economic Heartland (EEH)



Swindon and Wiltshire LEP Board Meeting

27th November 2019

Membership of England's Economic Heartland (EEH)

1. England's Economic Heartland: Context and Priorities

- 1.1. Stretching from Swindon to Cambridgeshire and from Northamptonshire to Hertfordshire, England's Economic Heartland brings political and business leaders together in a strategic collaborative partnership with a shared commitment to realise the economic potential of the Heartland region.
- 1.2. EEH provides the region's voice on strategic infrastructure and services. Our leadership is focused on addressing barriers to realising our economic potential.
 - We are the Sub-National Transport Body for the region. Our Transport Strategy will be the 30-year strategic vision for the region's transport system with a focus on ensuring the needs of businesses and individuals are at the forefront of investment decisions
 - Our work on wider strategic infrastructure is focused on making sure investment in transport, digital and utilities infrastructure is 'joined up'

- Our work with our delivery partners is focused on identifying investment priorities, getting the funding secured and then delivering improvements to budget and on-time.
- 1.3. Working in collaboration with Government and partners across the Heartland, EEH is committed to ensuring our investment decisions support the creation of places where people and business realise their potential, and are able to compete on the global stage for UK plc.
- 1.4. The region's 5.1m population and 280,000 businesses generate around £155 billion GVA. We have a 21st century economy, particularly rich in high value engineering, science, technology and research. Most of our firms are small or medium sized enterprises with many based in rural or semi-rural areas and we are committed to ensuring our strategy and investment pipeline address the needs of all our businesses.
- 1.5. Overall, our economy is successful and we're a net contributor to the exchequer. However, we believe that there is scope for our economy to grow – potentially doubling, if not tripling in size by 2050. The National Infrastructure Commission concurred with this view but also warned that the continued success of the region cannot be taken for granted.
- 1.6. Indeed, our success already comes at a price. Economic growth combined with underinvestment in infrastructure and services means that the pressure on our transport, digital and wider infrastructure networks has grown to the point where they operate close to capacity most of the time. The resilience of our networks has dropped, affecting business productivity and making travel for individuals increasingly challenging.
- 1.7. Our transport system continues to be dominated by the legacy of investment that left us with a largely radial pattern of strategic networks centred on London. Travel across the Heartland – and in particular east-west – is hamstrung by poor connectivity and poor integration.
- 1.8. Digital connectivity remains a challenge at a time when lifestyle and business changes mean our demands and expectations of digital infrastructure continue to increase. And economic success brings with it further pressure on wider strategic infrastructure, including power and water supplies.



- 1.9. England's Economic Heartland is the response of strategic political and business leaders. It enables strategic leaders to work together in a strategic collaborative partnership committed to realising the region's potential to the benefit of its businesses and individuals.

2. Membership and Funding

- 2.1. Strong strategic leadership and collaborative working, founded in mutual trust and confidence are central to the continued success of England's Economic Heartland.

- 2.2. Our philosophy is based on the understanding that:

- Strategic infrastructure issues (and solutions) extend beyond any one single area.
- Issues that are common to one or more areas can benefit from a co-ordinated response.
- There is a need for stronger integration of investment by Government, its agencies, local authorities, as well as infrastructure and service providers in support of a common ambition.
- There is added value to making the case for investment through a single voice and at the right scale.

- 2.3. EEH leadership shares a common aim, to look beyond current successes and:

- Address identified barriers to economic activity (both existing and planned growth).
- Raise productivity to match, and where possible exceed, that of our global competitors.

- 2.4. To achieve this requires England's Economic Heartland to:

- Strip away duplication, remove inefficiencies, and enable faster more agile decisions.
- Simplify funding streams wherever possible so that the time (and cost) taken to develop proposals and get them delivered on the ground is reduced.
- Provide greater certainty for private sector investors thereby encouraging them to commit sooner to investments with greater confidence.

Leaders Group

- 2.5. Membership of EEH currently comprises:

- Bedford Borough Council
- Buckinghamshire County Council
- Cambridgeshire County Council
- Cambridgeshire and Peterborough Combined Authority
- Central Bedfordshire Council
- Hertfordshire County Council
- Luton Borough Council

- Milton Keynes Council
- Northamptonshire County Council
- Oxfordshire County Council
- Peterborough City Council
- Swindon Borough Council
- Oxfordshire Local Enterprise Partnership
- Buckinghamshire Thames Valley Local Enterprise Partnership
- South East Midlands Local Enterprise Partnership

- 2.6. The EEH Leaders' Group – comprising Council Leaders and LEP Chairmen – meets on a quarterly basis to direct the work of the partnership.
- 2.7. The EEH Leaders' Group is chaired by Martin Tett (Leader, Buckinghamshire County Council) with Vice-Chair James Jamieson (Leader Central Bedfordshire)
- 2.8. All meetings of EEH Leaders' Group are attended by senior officials from DfT and MHCLG. In addition, representatives from District Councils ensure that local planning perspectives are taken into account.

Strategic Transport Forum

- 2.9. The Forum is the Sub-National Transport Body for the region, including the Oxford-Cambridge Arc. The wider geography of the Heartland ensures that wider connectivity issues are properly considered and reflected in the investment pipeline.
- 2.10. The Forum is responsible for taking forward our programme of work on strategic transport, including the preparation and publication of the Transport Strategy and the development of the investment pipeline.
- 2.11. In accordance with the legislative framework within which Sub-National Transport Bodies operate membership of the Forum extends to all Local Transport Authorities. In addition, all Local Enterprise Partnerships and, where they exist, Growth Boards are members, together with DfT, Highways England and Network Rail. In addition, the EEH Bus Operator's Association brings together the region's operators in a collaborative partnership that supports the Forum. Rail operating companies are represented through the Rail Delivery Group.

Funding



- 2.12. Funding for EEH is a combination of grant received from DfT and financial contributions made by EEH partners. Funding from DfT is conditional upon EEH partners' local contributions.
- 2.13. Local contributions are determined by the EEH Leaders' Group on an annual basis within a 3-year rolling medium term financial framework.
- 2.14. Together the funding enables the EEH Business Unit to support the work of the partnership, represent the partnership's interests at national level and to commission technical work in support of the partnership's ambition.
- 2.15. All technical work undertaken by the EEH Business Unit is available to individual EEH partners for their own use: a key resource for partners is access to the Regional Evidence Base.

3. **Benefits to SWLEP's of Involvement in EEH**

- 3.1. As a member SWLEP will be directly involved in setting the strategic agenda for EEH, including agreeing the annual Business Plan.
- 3.2. Sub-national Transport Bodies are recognised by the DfT and used by them to provide advice on issues of strategic importance. As a member of EEH SWLEP would have access to:
- The technical capacity/capability within the EEH Business Unit - this provides leadership on strategic transport issues specifically:
 - Putting in place and maintaining the Regional Evidence Base – this is updated on an annual basis and is available to all Heartland members at no additional cost for their own purposes
 - Developing and maintaining the regional Policy Scenario Model – a state of the art, agent based strategic modelling tool, which is also available to all Heartland members at no additional cost for their own purposes
 - Overseeing the preparation of proposals for consideration by the DfT for the Major Road Network/Large Local Majors – which need to draw on the Regional Evidence Base.
 - As part of its work associated with the Major Road Network/Large Local Majors programme the Unit undertakes independent reviews of all proposals put forward and work with promoters to enhance the proposals before they are submitted to DfT for formal consideration
 - Representing the strategic interests of the Heartland partners on stakeholder and steering groups established by Highways England in support of their investment programme (both HE commissioned strategic studies and specific investment projects)

- Representing the strategic interests of the Heartland partners in the long-term strategic planning work of Network Rail
 - Representing the strategic interests of the Heartland partners in rail franchising – including oversight of franchise delivery (e.g. East Midlands Rail)
 - Preparing the overarching Transport Strategy for the region – a requirement of a Sub-National Transport Body
 - Commissioning technical work/studies as required to support the preparation of the overarching Transport Strategy – the scope of the technical work being developed in partnership with Heartland members, and with the output all work available to the members
 - Regular liaison/dialogue with Government departments – including the DfT
 - Regular liaison/dialogue with the other English Sub-National Transport Bodies
- In addition, the EEH Business Unit oversees the activities of the EWR Consortium by providing executive leadership and support to the member-led Consortium Strategic Board – this includes representing the Consortium members’ interests in programme/project meetings at the national level.
 - The EEH Business Unit provide the executive support that enables the Strategic Transport Forum to function as the Sub-National Transport Body.
 - It also provides the executive leadership and support to the Transport Officers Support Group that advises the Forum.
- 3.3. In addition, the funding available enables England’s Economic Heartland to address issues in relation to wider strategic infrastructure – including:
- Undertaking a review of the barriers to delivery of investment in utility infrastructure through the regulatory frameworks – and working with the utilities to identify and implement solutions
 - Developing proposals that will enable the alignment of investment in strategic infrastructure to a common ambition – commissioning specialist advice
 - Developing a long-term investment strategy for strategic infrastructure – one that is capable of speaking to both private and public-sector investors – and using this to underpin submissions to national financial events (e.g. pre-Budget submissions)
- 3.4. The funding available enables England’s Economic Heartland to provide the secretariat role for the Oxford to Cambridge All Party Parliamentary Group of MPs.

Lyndsey Cox
Business Manager
October 2019



Swindon & Wiltshire
LOCAL ENTERPRISE PARTNERSHIP

**Board Meeting
27 November 2019
Paper Number 9.0**

Appendix 2 – A Powerhouse for the West – Core Briefing Paper (Draft)

See attached.

DRAFT

*Version: 1.0 draft
3 October 2019*

A Powerhouse for the West

Core Briefing Paper

Executive Summary

Partners across the West of Britain are working together to develop a cross-border economic partnership which can drive inclusive growth at scale through greater collaboration.

This follows the launch of an initial report examining the case for a potential 'powerhouse', its favourable findings and a well-received launch.

To date, seven key cities (via their upper tier authorities) have committed to taking this forward, including funding a Secretariat function and beginning to scope an Independent Economic Review to build the case further. Work has also been undertaken on the first steps of a branding exercise.

Engagement is vital in taking forward the initiative, which is planned to be an equitable partnership with an independent business Chair. Following a wider meeting of stakeholders, invitations were formalised to other relevant authorities and LEP partners to join the core group of partners who are progressing the project together.

Background

Across Britain the economic map is being reshaped by devolution and the emergence of regional powerhouses such as the Northern Powerhouse and Midlands Engine. But there is a missing piece of the jigsaw in the West of Britain along the M4 from Swindon across the Welsh border to Swansea, and the intersecting M5 axis, through Bristol, north to Tewkesbury. A recent report commissioned by Bristol, Cardiff and Newport councils concluded that this 'Great Western' area is a powerhouse waiting to happen.

The report highlighted the high level of economic connectivity, and found that the area's Gross Value Added (GVA) per head of £24,428 had the potential to significantly improve to the UK average of £27,557. Whilst it found the region to have significant economic strengths, it risked being left behind and failing to capitalise on its full potential without a powerhouse.

It identified key strength sectors: advanced manufacturing and engineering; creative and digital media (inc. cyber); and finance, business and professional services. It also identified two high growth opportunities in clean energy and low carbon; and health and life sciences.

The report suggested that a powerhouse partnership could focus on:

1. Working with the National Infrastructure Commission to develop an integrated plan for road and rail improvements
2. Developing an Internationalisation Strategy to promote trade and investment for key industrial and economic strengths.
3. A joined-up Industrial Strategy to bring additionality to existing Local Industrial Strategies and their Welsh equivalents
4. Establishing a Productivity and Innovation Observatory for the region linking the seven Research Councils in Swindon with the Office for National Statistics (ONS) in Newport.

5. Piloting and measuring tailored approaches to connecting communities in deprived neighbourhoods with skills and employment opportunities in the region's high growth sectors.

In all cases these would aim to complement existing plans and strategies, providing additionality by wider collaboration. It would not seek to 'compete with' or usurp existing work in this regard.

Progress to date

The report was launched at the House of Lords, at a reception hosted by Lord Bob Kerslake, with supportive speeches from Government Ministers: Secretary of State for Wales, Alun Cairns MP, Business Minister, Chris Skidmore MP and Northern Powerhouse Minister, Jake Berry MP.

It was well received, though all sides acknowledged that it was intended as the start of a conversation and that further, wider engagement of potential partners would be vital in shaping it.

Seven initial partners formed a 'core' group representing key cities in the proposed cross-border geography – Bath and North East Somerset Council, Bristol City Council, Cardiff Council, Gloucestershire County Council, Newport Council, Swansea Council and Swindon Borough Council.

These partners wrote to Ministers and the Prime Minister, and arranged to meet in early September 2019 to discuss next steps. At this meeting the group agreed an interim governance model (detailed below) and to fund the proposed Secretariat (up to £20k each). The partners also agreed to scope procurement of an Independent Economic Review and to work together on forming initial 'big asks' of the partnership. These pieces of work are in addition to an earlier piece of scoping work on branding for the initiative, which was funded by the initial seven city partners and is currently in progress.

A wider meeting involving a wider group of regional authorities, city regions and LEPs was held the same day, with unanimous in-principle support and recognition that further work would be needed to explore the opportunity fully. Invitations have been extended to these organisations to join the group of partners.

The project has been supported by the UK 2070 Commission (led by Lord Kerslake) since its inception, and the Secretariat continues to liaise regularly with Lord Kerslake's team. The 'powerhouse' initiative has been invited to contribute to the UK2070 review and to attend a UK2070 event in London in December 2019.

Governance

Governance of the project has been established on the principle of equity between the partners and is designed to be collaborative and inclusive. It comprises:

Leadership Board

The board will be independently chaired and consist of representatives from the partner bodies. It will consist of two groups, Political and Executive:

- Political leadership: Chaired by an independent chair, the political leaders of all partners will meet quarterly to shape and drive overall direction for the initiative.
- Executive leadership: Chief Executives and senior executive representatives from the partner bodies, chaired by one nominated CEO, on a rotating one year basis. This CEO provides overall leadership and direction to the Secretariat on behalf of the initiative, and initially will

be held by a CEO outside of Bristol in acknowledgement that Bristol's Policy and Public Affairs team is hosting the Secretariat officers.

Secretariat

A small secretariat is being formed to lead and manage operational work. It will include a dedicated Senior Project Manager, Project Officer and Project Assistant.

This team is accountable to the Leadership Board. During the initial period it will be hosted alongside Bristol City Council's Policy and Public Affairs Service, with operational line management from the Service Lead.

The Secretariat will focus on six key streams of work:

1. Project management and coordination
2. Governance/legal/democratic process
3. Technical/economic analysis
4. Communications and marketing
5. Stakeholder engagement and management
6. Government relations and public affairs.

Supporting Project Group

This group consists of designated officers from participating authorities and partners and is coordinated by the Secretariat's Senior Project Manager. It will operate virtually or through secondments (or a combination of both). Specific officers may lead or advise on specific work-streams, providing technical advice and leading on local engagement for that work.

Next Steps

The initiative has positive momentum which the partners wish to maintain, whilst striking the right balance in terms of engaging others (particularly potential partners and HM Government) and bringing everyone on a journey together. With this proportionate approach applied, the next steps are:

Oct – Nov 2019:

- Continue local / regional engagement with potential further partners
- Progress invitations to new partners to join the initiative
- Establish Secretariat
- Agree and appoint Independent Chair for 1st year
- Scope initial (stage 1) 'top asks' of the powerhouse partners
- Scope a longer term (stage 2) Independent Economic Review and soft market testing
- Agree name, brand and Communications Strategy
- Hold wider stakeholder engagement event on 27 November in Swindon, chaired by Lord Kerslake

Dec 2019 onwards:

- Attend UK2070 event (4 December) with Ministers
- Finalise initial (stage 1) 'top asks' of the powerhouse partners
- Finalise scope of, and co-commission Independent Economic Review (Stage 2)
- Begin 'options review' of longer term governance/structure of the partnership

Appendix 1: Q&A

What is the 'core' group of partners?

The 'core' group of partners works on the principle of equity and is collaborative and inclusive. All partners signed up to the 'core' group have agreed in principle to the concept of a powerhouse-style partnership and wish to explore its potential in more depth. All partners can participate in the governance structure and leadership board.

What is the intended relationship between this initiative and existing local, regional and national structures?

The Powerhouse is not intended to replace or replicate existing local, regional and national structures. It aims to complement existing plans and strategies, providing additionality through wider collaboration.

When fully established, the Powerhouse will facilitate collaboration across the full extent of the proposed geography on the partnership's agreed priorities, for example developing an Internationalisation Strategy or engaging with HM Government to identify key infrastructure asks ahead of Government spending decisions.

What is the status and relationship of the proposal to existing Local Industrial Strategies?

We are clear that the Powerhouse is about additionality to Local Industrial or other economic strategies. It is about adding value, building on the evidence base so that we can develop an approach to collaborating at a larger, regional scale that will help us to speak with a broader collective voice.

Local Industrial Strategies have been developed in partnership with HM Government and so provide an excellent evidence base to guide the specific interventions, plans and priorities to be identified by the partnership.

What is the status and relationship of the proposal to the existing Sub-National Transport Body?

The Powerhouse geography covers three planned or existing integrated transport bodies; Transport for Wales, Western Gateway and England's Economic Heartland.

These bodies aim to provide strategic leadership when discussing transport infrastructure requirements with Government, so there are excellent opportunities for alignment with the Powerhouse. Individual councils will be members of both the integrated transport bodies and the Powerhouse partnership, enabling them to use this dual role to ensure a consistent approach and messaging.

Who is the Independent Chair and how are they appointed?

No independent chair has been appointed to date. It is anticipated that an independent chair (likely from the business community) will be appointed in the short term, by a process of seeking nominations from, and gaining the majority agreement of, core partners.

The options-scoping piece of work on future governance will include consideration of how future chairs will be appointed.

Who is the lead CEO and how are they appointed?

The lead CEO is proposed to be Will Godfrey, CEO of Bath and North East Somerset Council (and previously CEO at Newport City Council). As such he provides a unique insight into the potential and significance of the powerhouse in both South East Wales and England. He was appointed by a majority decision of core partners, who intend that the position will be rotated annually.

How much money have partners committed to the initiative?

Partners have agreed to contribute up to £20,000 each to fund the Secretariat. Partners also agreed to scope procurement of an Independent Economic Review and to work together on forming initial 'big asks' of the partnership.

What is the status of the initiative's relationship with HM Government?

There has been positive engagement with HM Government, predominantly via BEIS and the Welsh Office. The launch of the initial report was attended by three Government Ministers: Secretary of State for Wales, Alun Cairns MP, Business Minister, Chris Skidmore MP and Northern Powerhouse Minister, Jake Berry MP – all of whom spoke favourably of the idea.

Since this time the partnership has stayed in frequent contact with officials and ministers, who have indicated that the initiative has strong potential and needs to progress 'one step at a time' to make the case.

What is the rationale for the proposed geography of the partnership?

Recognising the evolution of powerhouses to include much larger geographies with a mix of rural and urban areas, the Metro Dynamics report (A powerhouse for the West, 2019) proposed ageography with a total population of 4.4m and provides a counter-balance for the scope and scale of the Northern Powerhouse and the Midlands Engine.

This recognises the economic relationships based on the cross-border connectivity and agglomeration benefits of the M4 and Great Western Railway, extending west to Swansea and east to Swindon, as well as the critical north-south axis along the M5 and Cross Country Rail. These routes also connect the region westwards to the rest of Wales, northwards to the Midlands Engine, and eastwards to both the CaMKOx region and to London.

What topics will the partnership focus on?

A focus on transport infrastructure has been agreed as a priority topic, with the report recommending the development of an integrated plan for road and rail improvements, potentially by working with the National Infrastructure Commission.

Trade and investment has also been identified as a priority with the report suggesting the partnership develop an Internationalisation Strategy for key industrial and economic strengths.

Other topics include the region's opportunities in green and marine energy, cyber security and utilising assets such as the Office for National Statistics to establish a Productivity and Innovation Observatory, linking to the seven Research Councils in Swindon.

The report also proposes developing a joined-up Industrial Strategy to bring additionality to existing Local Industrial Strategies and their Welsh equivalents and piloting tailored approaches to connecting communities in deprived neighbourhoods with skills and employment opportunities in the region's high growth sectors.

What are the 'big asks' does the partnership have of HM Government and/or Welsh Government?

The 'big asks' of the partnership will be developed in detail as part of the Independent Economic Review. As part of this approach, we are adopting a two stage process and are initially seeking to secure collective agreement on a small number of specific asks to present to Government in the short term.

The second stage would involve developing our Independent Economic Review to provide a detailed evidence base across the region to allow us to identify the partnership's main projects and priorities.

How will the partnership ensure that benefits are felt equally?

Core partners will seek to co-commission an options-scoping piece of work on the longer term governance/structure of the partnership with the potential to move towards agreeing a model or framework that sets out the rules, scope and membership arrangements, which can ensure decisions are made in a fair and transparent way.

What is the status of the initiative's relationship with Welsh Government?

Partners from across the core group have held a series of conversations with civil servants from both HM Government and the Welsh Government. These discussions continue at an officer level and initial indications are that Welsh Government can see the opportunity presented by the creation of a Western Powerhouse.



Swindon & Wiltshire
LOCAL ENTERPRISE PARTNERSHIP

**Board Meeting
27 November 2019**

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Meeting & Date:	SWLEP Board Meeting – Wednesday, 27 November 2019		
Subject:	Developing a structure for the SWLEP's Skills Plan		
Attachments:			
Author:	Paddy Bradley	Total no of sheets:	5

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

- 1.1. This report follows on from the discussion at the Skills & Talent Subgroup on 4 November 2019 which reviewed a proposed structure for the SWLEP Skills Plan and recommended it to the SWLEP Board for approval.

2. Summary

- 2.1. The purpose of developing an overarching Skills Plan for the SWLEP is to review the range of existing strategies, programmes and plans, remove overlaps, reduce complexity and promote a simple, clear message.
- 2.2. The report includes examples of overlapping priorities in existing key strategies.
- 2.3. The major strategic driver is the SWLEP's Local Industrial Strategy and the Skills Plan will primarily be the action plan in response to the People Foundation of the Local Industrial Strategy.
- 2.4. The report recommends an approach to developing a succinct plan based on a robust evidence base, a limited number of priorities and produced by March 2020.
- 2.5. Members from the Skills & Talent Subgroup has volunteered to join a task and finish group to oversee the production of the plan.



3. Recommendations

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

- 3.1. endorse the approach to developing the SWLEP Skills Plan outlined in section 4 of the report.

4. Detail

- 4.1. The overarching Skills Plan will pull together a range of linked strategies, programmes and plans:
 - 4.1.1. the People section of the SWLEP's Local Industrial Strategy (LIS) and implementation plan;
 - 4.1.2. the Apprenticeship Growth Strategy and action plan;
 - 4.1.3. the Higher Education Strategy and action plan;
 - 4.1.4. the provision of skills advice to business through the Higher Futures programme; and
 - 4.1.5. the action plan for the Careers Hub, which involves business in the provision of impartial careers education and guidance to schools and colleges.
- 4.2. The development of the Skills Plan provides the opportunity to review the range of existing strategies and plans, remove overlaps, reduce complexity and promote a simple, clear message. The document which holds the greatest strategic importance is the LIS, which has two main outcomes:
 - 4.2.1. increase productivity; and
 - 4.2.2. enable all communities to contribute to and benefit from economic growth.
- 4.3. The LIS bases its intended actions within five foundations of productivity, defined by the Government as:
 - 4.3.1. Place – prosperous communities across the UK;
 - 4.3.2. People – good jobs and greater earning power for all;
 - 4.3.3. Ideas – the world's most innovative economy;
 - 4.3.4. Business Environment – the best place to start and grow a business; and
 - 4.3.5. Infrastructure – a major upgrade to the UK's infrastructure.
- 4.4. The new Skills Plans will have some links to each Foundation as skilled personnel underpin the ambitions of each Foundation. It will primarily be the plan which delivers the People aspect of the LIS. The People foundation looks at ways to reduce our current and future imbalance between the skills demand and supply, whilst driving productivity improvements, with all communities both contributing to and benefiting from the growth.



This is expected to lead to a more inclusive workforce and a greater proportion of highly-skilled people, delivered through strong higher education and apprenticeship programmes.

- 4.5. Addressing our structural weakness, as high wage and high productivity jobs are typically found at the high-skilled level, is key to our future success. We accept that we need to strengthen both the demand for and the supply of high skills. This is seen as a priority of strategic importance
- 4.6. A comparison of the LIS with the two other key strategies, the Apprenticeship Growth and Higher Education strategies shows where there is scope for alignment under one overarching Skills Plan. This is summarised in the table below.

People Foundation (draft)	Apprenticeship Growth	Higher education
Establish a business-led multi-campus federation of higher education providers	Increase the number of people taking up apprenticeships and internships	Developing our approach to an employer-led skills infrastructure, reflecting the national and local industrial strategies
Facilitate collaboration between education providers and local businesses to embed education pathways, including T levels, apprenticeships and Higher Education courses to meet not only the current, but also future demand as our sector and skills composition continue to evolve, with a greater parity of esteem between academic and vocational learning.	Increase the number of SWLEP businesses employing apprentices	Grow and promote local HE Provision
Raise aspirations and improve employability of young people through our Careers Hub. In addition, help tackle our low employment rates for people with special educational needs and disabilities by encouraging all special schools and all schools with special educational needs and disabilities provision to	Support employers and providers to work effectively together to double the uptake of Higher and Degree apprenticeships between 2015/2016 and 2019/2020 academic years.	Ensure the strategy links to the emerging local industrial strategy and future research and investment opportunities



People Foundation (draft)	Apprenticeship Growth	Higher education
become active participants in the Careers Hub.		
Ensure that we are highly inclusive throughout the education, skills and business sectors in the belief that inclusivity will unlock multiple benefits including a more innovative culture.		Improve educational attainment and progression to higher education
With the help from Department of Health and NHS Federations and through engagement with local authorities and our business community, we will seek to understand the impact of good physical and mental health on employability and productivity and, if it is found to be beneficial, support programmes that encourage good health.		Promoting SWLEP as a great place to live, work and study

4.7. Higher Futures and the Careers Hub are programmes which help to deliver the priorities of our main strategies.

4.8. Higher Futures focuses on taking the needs of both employer and learner; identifying the skills gaps through a training needs analysis and sourcing suitable higher education training provision. This provision (level 4 and above) is via a trusted network of universities, colleges and training providers, taking into account cost, mode of delivery and match to business needs; delivering truly bespoke local training for all businesses.

4.9. The Careers Hub supports schools and colleges in the achievement of the Gatsby benchmarks; a group of targets based on best practice about what works in career development. They are:

- 4.9.1. a stable careers programme;
- 4.9.2. learning from career and labour market information;
- 4.9.3. addressing the needs of each pupil;
- 4.9.4. linking curriculum learning to careers;



- 4.9.5. encounters with employers and employees;
 - 4.9.6. experiences of workplaces;
 - 4.9.7. encounters with further and higher education; and
 - 4.9.8. personal guidance.
- 4.10. Our Skills Plan will be driven by the extensive analysis of skills provision, demand and labour market intelligence provided for the SWLEP by the University of Bath in fulfilment of the requirement from the Department for Education in return for its funding under the Skills Advisory Panel programme.
- 4.11. It is proposed that the content of the plan follows the structure set out below:
- 4.11.1. Introduction by the Chairs of the SWLEP Board and Skills & Talent Subgroup (1 page);
 - 4.11.2. Executive summary (2 pages);
 - 4.11.3. Audit of provision, demand and labour market intelligence (2 pages);
 - 4.11.4. Priorities (up to 5 or 6), why we have chosen them, what we will do and how we will do it (2 pages per priority);
 - 4.11.5. Key performance indicators (1 page); and
 - 4.11.6. Governance, reporting, monitoring and evaluation procedures (1-2 pages).
- 4.12. This structure will result in a document of about 20 pages in length including images and graphics.
- 4.13. The aim is to produce a plan by March 2020, following the approval of the overall LIS implementation plan by the SWLEP Board between January and March 2020.
- 4.14. Following discussion at this meeting, it is proposed that volunteers are identified to join a task and finish group to oversee the production of the plan and recommend its adoption to the SWLEP Board.
- 4.15. The task and finish group will also consider how best to publish and promote the plan.

5. Other relevant documents

- 5.1. The SWLEP Apprenticeship Growth Strategy can be found via the following link https://swlep.co.uk/docs/default-source/sub-groups/skills-talent/swlep-apprenticeship-growth-strategy-july-2018.pdf?sfvrsn=b5d9cef2_2
- 5.2. The SWLEP Higher Education Strategy is summarised in this presentation accessed through the following link https://swlep.co.uk/docs/default-source/board-meetings/2018/24-may-2018/swlep-he-strategy-slides-for-slwp-board-may-2018-final-v2.pdf?sfvrsn=abf5b798_8



Swindon & Wiltshire
LOCAL ENTERPRISE PARTNERSHIP

**Board Meeting
27 November 2019**

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Meeting & Date:	SWLEP Board Meeting – Wednesday, 27 November 2019		
Subject:	Inward Investment		
Attachments:	None		
Author:	Phil Clement Head of Investment & Export	Total no of sheets:	2

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1. Purpose

- 1.1 To provide an update to the Board regarding the SWLEP's Inward Investment Programme, principally utilising funds from the European Union's ESIF (European Structural & Investment Fund) Programme, working in partnership with Swindon Borough Council and Wiltshire Council.

2. Summary

- 2.1 Swindon and Wiltshire have been allocated £250,000 from the EU's ESIF Programme to support companies from outside the EU set up new facilities in the Swindon and Wiltshire area. An additional £345,238 has been provided by the Swindon & Wiltshire Local Enterprise Partnership, Swindon Council and Wiltshire Council in a combination of direct funding and in-kind contributions, such as staff time.
- 2.2 The ESIF Project will support companies new to the European Union and which currently are classed as SME's (Small and Medium sized Enterprises). These employ less than 250 staff.
- 2.3 Funds have been used to collate an evidence base and uncover Swindon and Wiltshire's key selling points to attract inward investment from outside the EU. Following the commissioning of sector research, the areas of focus where it is likely that we can realistically attract new investment are:
- life sciences
 - digital technology (including cyber security)
 - advanced manufacturing



- 2.4 The US, the largest source of inward investment into the UK, will be a priority geographic market to target. It is strong in the sectors we are focussing on.
- 2.5 The programme is set to run until the Spring of 2021. In terms of targets, we are looking to successfully land at least two new companies in the Swindon and Wiltshire area and develop a strong pipeline with 10 prospective inward investors receiving 12 hours or more of specialist advice.

3. Recommendations

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

- 3.1 note the progress of the Inward Investment programme; and
- 3.2 receive an update on progress at its meeting in March 2020.

4. Detail

- 4.1 A proactive campaign is underway to promote Swindon and Wiltshire internationally. New marketing material is being finalised across the three target sectors which will be promoted via the British Government's international network of Commercial Officers in Embassies and Consulates globally.
- 4.2 Specific trade events internationally are being targeted, working in partnership with the Department for International Trade. For example, the inward investment team was represented at the Bio Convention in Philadelphia in June this year. This principally promoted the life sciences expertise at Porton and the opportunities available at the Porton Science Park.
- 4.3 As a result of this Convention in Philadelphia, Swindon and Wiltshire hosted earlier in November a US life sciences company from California. Meetings were arranged with key potential partners such as Dstl and Public Health England, along with representatives of Porton Science Park. Detailed follow-up is under way and it is hoped the company will set up a new facility at the Porton Science Park next summer.
- 4.4 In addition, the team are attending the following international events to develop a strong inward investment pipeline, working with the Department for International Trade:
- Medica (medical technologies) Dusseldorf, November 2019
 - Internet of Things Tech Expo (digital technology), San Diego, November 2019
 - RSA Conference (cyber technology) San Diego, February 2020
 - Mobile World Congress (digital technology) Barcelona, February 2020



Swindon & Wiltshire
LOCAL ENTERPRISE PARTNERSHIP

**Board Meeting
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Swindon & Wiltshire
LOCAL ENTERPRISE PARTNERSHIP

**Board Meeting
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Paper Number 13.1**

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Meeting & Date:	SWLEP Board Meeting – Wednesday, 27 November 2019		
Subject:	Chair's update		
Attachments:	None		
Author:	John Mortimer	Total no of sheets:	1

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**Meetings attended by John Mortimer, SWLEP Chairman, between
19 September 2019 and 20 November 2019**

- 23 September 2019 Steve West, Vice Chair, UWE in Bristol
- 26 September 2019 Chaired SWLEP Board Meeting in Tidworth
- 27 September 2019 Attended BEIS Mid-Term Review in Chippenham
- 1 October 2019 Met Chair of England's Economic Heartland with SWLEP Director in Corsham
- 14 October 2019 Attended Subsidy Free Solar Seminar in Bristol
- 6 November 2019 Attended Business Representative Organisations' Group (BROG) meeting at the offices of Catalent in Swindon
- 12 November 2019 LEP Chairs' and Chief Executives' M4 Corridor breakfast meeting in Bristol
- 15 November 2019 Chaired SWLEP Business Directors' discussions in Corsham

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



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Meeting & Date:	SWLEP Board Meeting – Wednesday, 27 September 2019		
Subject:	Director's Report		
Attachments:			
Author:	Paddy Bradley	Total no of sheets:	4

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1. Purpose

- 1.1. The Chair 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.
- 1.3. The Director would like to advise the Board that the SWLEP team moved out of Wiltshire Council's Monkton Park Offices and into the Digital Mansion Corsham on 30 September transferring to a new IT operating system on 13 November 2019.

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. There are three staff changes to note:
 - 2.3.1. Tom Bown (Marketing and Communications) finished his contract with us in October. We are currently reviewing our activity in this area to determine the best way to manage our provision.
 - 2.3.2. Jo Minnaar (Growth Hub Manager) is leaving at the end of November to begin a new life in France. The post has been advertised, closing on 24 November and has attracted a good level of interest.
 - 2.3.3. Ian Durston (Programme Manager) will be leaving at the end of January 2020 to take up a new post in Bristol. It is likely we will make a temporary replacement whilst reviewing our operational structure.
 - 2.3.4. All three staff members have made excellent contributions to the SWLEP and have been strong team-players.



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 (14 November)
- Monthly meetings with SWLEP BEIS Local Relationship Manager
- Mid-term review meeting with BEIS (27 September)
- Catch-up call regarding South Wiltshire Economy Pillar Group (5 November)
- Attended South Wiltshire Recovery – Lessons learned session (1 October)
- Attended Honda Steering Coordinating Group Meeting (18 October)
- Regular Honda Task Group Leads' teleconferences and meetings
- New Energy Vehicle Infrastructure Project kick off meeting (2 October) and weekly update calls
- New Energy Vehicle Fuelling Infrastructure along the M4 corridor business engagement workshop (19 November)
- Meeting with local MP Robert Buckland and the SWLEP Chairman (3 October)
- Meeting with Vice-Chancellor of Bath Spa University about the multi-campus higher education federation (17 October)
- Meeting of interested parties regarding business-led Cyber Hub (15 November)
- LIS on-going follow-up meetings
- SWLEP Secretariat Exec Group (10 October, 24 October and 21 November)
- 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 Swindon Borough Council and Wiltshire Council 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
- Met with the Chair of the Joint Scrutiny Task Group regarding scrutiny and future governance of SWLEP (6 November)
- Chaired Inward Investment Working Group Meeting (22 October)
- Together with Chair and Deputy Chair met with business Board Directors (15 November)
- Met with David Glinos of DfT for regular meeting (11 November)



Priority theme Subgroups

- Skills and Talent Subgroup Meeting (4 November)
- Place Shaping
 - Attended Swindon Cultural Quarter Advisory Group meeting (18 October)
- Business Development Subgroup
 - Business Representative Organisations' Group (BROG) meeting (6 November) at the offices of Catalent
 - Meeting with prospective GPIF applicants (16 October)
 - Met with BEIS Growth Hub banker in residence (17 October)
 - Met with Swindon Borough Council regarding SME Competitiveness bid (18 October)
 - Attended GPIF Working Group (13 November)
 - Met with Wiltshire Council regarding Porton Science Park (7 November)

External events

- LEP Collaboration – attended M4 corridor breakfast meeting of Chairs and CEOs of SWLEP, West of England LEP and Gfirst (12 November and 25 November) and teleconferences regarding cyber
- With SWLEP Chair met with Chair of England's Economic Heartland (1 October)
- Spoke at the Insider Breakfast Chippenham – Swindon & Wiltshire 2040 (15 November)
- Attended Bath vs Cardiff rugby at University of Bath's invitation (16 October)
- Attended Switch on to Swindon Place Board (17 October)
- Spoke at Swindon's Business & Economy meeting (23 October)
- Spoke at Wiltshire's Business & Economy meeting (20 November)
- Attended South West LEPs' Chief Executives' meeting at West of England LEP (6 November)
- Met with Chair of Chippenham Neighbourhood Plan (14 November) and spoke at the meeting (19 November)

4.2. Business visits and meetings

- Met with prospective consultant for BROG business review project (9 October with inception meeting on 22 November)
- Meetings with two businesses developing renewable energy projects in the area (9 and 11 October)
- Mentoring meeting with an entrepreneur developing a funding platform for charities and social enterprises (8 October)
- Meeting with Wiltshire Council regarding Community Cohesion & Brexit (10 October)



- Meeting with business involved in hydrogen technology
- Met with Swindon Borough Cabinet Member for Transport and the Environment (21 October)
- Attended meeting of ERDF Delivery Group (18 November)

4.3. Marketing and Communications

- 4.3.1 The SWLEP Growth Summit 2019 took place on 3 October at Cineworld.
- 4.3.2 Filmed interview at Hullavington for BBC Wiltshire (2 October) regarding Dyson's decision to stop electric car project.
- 4.3.3 Interviewed with BBC Radio Wiltshire's Breakfast Show live from the Growth Summit.
- 4.3.4 Interviewed on Radio BBC Wiltshire (8 October) regarding Dyson's decision
- 4.3.5 Filmed interview at Digital Mansion Corsham by BBC Wiltshire (8 October) regarding Dyson
- 4.3.6 attended Growth Summit 2019 wash-up session with conference organisers and Chair of Working Group (21 October)
- 4.3.7 Met with interim Marketing & Communications company (23 October)
- 4.3.8 Telephone background interview with the Guardian regarding Honda (7 November)