

# AGENDA

## Board Meeting

**Date:** Thursday, 21 May 2020

**Venue:** Via Video / telephone conferencing using Microsoft Teams link OR  
Telephone numbers in calendar invite

**Time:** 9am – 12.30pm (Public meeting to start at 9.30am)

Membership		Attendance
<b>Board Directors:</b>	Paddy Bradley (PB) Amanda Burnside (AB) Mandy Clarke (MC) Doug Gale MBE (DG) Andrew Gudgeon, OBE (AG) Paul Moorby, OBE (PM) - Chair Carole Kitching (CK) Becky Middleton (BC) Alison North (AN) Alex Reed (AR) David Renard (DR) Mark Smith (MS) Keeran Vetriko (KV) Phillip Whitehead (PW) Peter Wragg (PW) – Deputy Chair	
<b>Advisors to the Board:</b>	Alistair Cunningham, OBE (AC) Susie Kemp (SK)	Apologies
<b>Observers to the Board:</b>	Cllr Pauline Church (PCh) Cllr Gary Sumner (GS)	Apologies
<b>In Attendance:</b>	Claire Alexander (CA) Sam Fox (SF) Karen Leigh, BEIS Representative (KL) Debby Skellern (DS) Leanne Sykes (LS) Philippa Venables (PV) Dragana Houston (DH)	
<b>Guests:</b>	Adrian Griffiths (AGr), Recycling Technologies / Prof Matthew Davidson (University of Bath) / Simon Bond (SetSquared)	
<b>Chairman:</b>	Paul Moorby (PM)	
<b>Minutes:</b>	Deborah House (DKH)	

Item	Timing	Topic	Paper No.	Lead	
	9am	<b>Board Directors' Private Session</b>			

Item	Timing	Topic	Paper No.	Lead	
		<ul style="list-style-type: none"> <li>Report by the Remuneration Committee.</li> <li>Growing Places Infrastructure Fund (GPIF) update</li> </ul>	Verbal Paper	PW PC	For information For approval
	<b>9.25am</b>	<b>End of Directors' private session</b>			
	<b>9.30am</b>	<b>Start of Part ONE (Public meeting)</b>			
1.0	9.30am	Welcome / Apologies / Conflicts of Interest	Verbal	PM	
2.1 2.2	9.35am	Draft Board Minutes of 25 March 2020  <b>Matters Arising not covered in the agenda:</b> <ul style="list-style-type: none"> <li>Skills Plan – to send out the latest Government guidance on the Skills Plan expectation to Board Directors who had requested it. <b>COMPLETED</b></li> <li>Submitted questions – PW to provide SWLEP with the written response in order for forwarding to Mrs Spickernell to show collaborative working. <b>COMPLETED</b></li> <li>Gablecross – notes to reclarify the position. CA and PV to amend accordingly. <b>COMPLETED</b></li> <li>RAM – CA and team to draft progress points / timescales to stay on schedule. <b>Timescales added into grant agreement. Work in progress.</b></li> <li>LIS – DS to amend to strengthen IoT within the document. <b>Work in progress.</b></li> </ul>	Paper 2.1 Verbal	PM PM	
3.0	9.40am	Submitted questions	Paper 3.0	PM	
4.0	9.50am	The Remuneration Committee update	Verbal	PW	For information
5.0	9.55am	Governance Framework	Paper 5.0	PM / DS	For approval
6.0	10.15am	Growing Place Infrastructure Fund (GPIF) update	Paper 6.0	PC	For approval
7.0 7.1 7.2	10.20am	Impact of Covid-19 on: <ul style="list-style-type: none"> <li>Local Growth Fund projects' status;</li> <li>Growth Hub response; and</li> </ul>	Paper 7.0 Paper 7.1 Paper 7.2	CA / CS	For information and discussion

Item	Timing	Topic	Paper No.	Lead	
8.0	10.50am	<b>Local Growth Deal</b>			
8.1		<ul style="list-style-type: none"> <li>Confirmation of ex-committee decision of reallocation of £3m regarding Junction 15</li> </ul>	Verbal	PB	For information
8.2		<ul style="list-style-type: none"> <li>Commissioning Group Project Highlight reports</li> </ul>	Paper 8.2	CA	For approval
8.3		<ul style="list-style-type: none"> <li>(Rapid Transit) – UTMIC Outline Business Case</li> </ul>	Paper 8.3	CA	For approval
8.4		<ul style="list-style-type: none"> <li>(Rapid Transit) North Swindon (Moonrakers) Full Business Case</li> </ul>	Paper 8.4	CA	For approval
8.5		<ul style="list-style-type: none"> <li>Finance and Outputs Reports for LGF projects</li> </ul>	Paper 8.5	CA	For approval
	<b>11.10am</b>	<b>Comfort Break</b>			
9.0	11.20am	<b>Local Industrial Strategy (LIS) update</b>			
9.1		Project under development			
9.2		<ul style="list-style-type: none"> <li>Innovation Centre for the Circular Economy (ICCE)</li> <li>Business-led Cyber Centre</li> </ul>	Paper 9.1 Presentation	DG	For information
9.3		People Foundation	Verbal	AB	For information
9.4		<ul style="list-style-type: none"> <li>Department for Education (DfE) funding for 2020/21</li> </ul>	Verbal	DS	For information
10.0	12.10pm	Business Planning for 2020/21	Paper 10.0	PB	For discussion
11.0	12.25pm	AOB			
		Date of next Board meeting:		PM	
		<b>Wednesday, 22 July 2020</b> Anticipation is via another conference call, otherwise at: The Auditorium, Aspire Business Centre, Ordnance Road, Tidworth, SP9 7QD			
		<b>Future Meeting dates</b>  <b>Wednesday, 23 September 2020</b> Location to be advised. <b>Wednesday, 25 November 2020</b> BuildIt Suite, National Self Build and Renovation Centre			
	12.30pm	<b>Close of Meeting</b>			



<b>In attendance:</b>	<b>Board Members:</b> Paddy Bradley (PB) Amanda Burnside (AB) Mandy Clarke (MC) Doug Gale (DG) Andrew Gudgeon (AG) Carole Kitching (CK) Becky Middleton (BM) Paul Moorby (PM) John Mortimer (JM) – Chair Alison North (AN) Alex Reed (AR) David Renard (DR) Mark Smith (MS) Keeran Vetriko (KV) Philip Whitehead (PW)h) Peter Wragg (PW) – Deputy Chair	<b>Board Advisers:</b> Alistair Cunningham (AC)  <b>Observers:</b> Cllr Gary Sumner (GS) Col Nev Holmes (NH) – joined at 10.25am and left at 11.30am
<b>Apologies:</b>	Pauline Church (PCh) / Susie Kemp (SK)	
<b>Guest(s):</b>	Alison Bunce, representing Col Nev Holmes Sam Fox, Wiltshire Council Dragana Houston (DH) / Colette Mallon (CM) / Debby Skellern (DS) / Claire Alexander (CA) SWLEP Martin Harvey (MH), RAM Project – joined the meeting at 10.20am and left at 11.05am Karen Leigh (KL), BEIS Philippa Venables (PV), Swindon Borough Council (SBC)	
<b>Chair:</b>	John Mortimer	
<b>Minutes:</b>	Deborah House (DKH)	
<b>Location:</b>	Via conference call	

Item	Narrative	Deadline
<b>1.0</b>	<b>Welcome / Apologies / Conflicts of Interest / Board Appointment</b>	
	<p>The meeting opened at 10.10am and the Chair welcomed attendees. No member of the public was present. Particular welcome was extended to:</p> <ul style="list-style-type: none"> <li>• Karen Leigh, who was the BEIS representative and SWLEP close advisor and link with Central Government; and</li> <li>• Alison Bunce, who was supporting Col Nev Holmes as he was currently on telephone calls concerning Covid-19 and would join the meeting when he was able.</li> </ul> <p>Apologies were noted.</p> <p>JM reminded attendees of the Conflict of Interests policy:</p>	



Item	Narrative	Deadline
	<ul style="list-style-type: none"> <li>PW stated his Conflict regarding the LGF General Account for the Royal Artillery Museum (RAM);</li> <li>AB stated her Conflict regarding the Local Growth Fund 3 allocation for Wiltshire College &amp; University Centre for both the Salisbury and Lackham campuses;</li> <li>AR declared his standing Conflict as Catalent was an Anchor Employer for the Institute of Technology (IoT); and</li> <li>CK declared her standing Conflict as New College was involved as a provider in the Institute of Technology (IoT).</li> </ul>	
<b>2.0</b>	<b>Review of minutes and matters arisings</b>	
<b>2.1</b>	The minutes of the Board Meeting held on 22 January 2020 were reviewed and approved.	
<b>2.2</b>	<p><b>Matters Arising not on the agenda:</b></p> <ul style="list-style-type: none"> <li><b>Scrutiny arrangements for the SWLEP</b> PB updated the meeting on the current situation. A paper had gone before Wiltshire Council's Overview &amp; Scrutiny Committee. The activity would be managed through the SWLEP, which would commission Wiltshire's Democratic Services to run the arrangements. The group would include non-executive council members from both Local Authorities and separate business representatives. The proposed quorate for the meetings had gone through committee. SWLEP was still awaiting costs from Democratic Services but had made an estimate in the budget.</li> <li><b>Update on Business Cases</b> Business Cases scheduled to come to this meeting but were not yet available and had been delayed to May 2020 would be discussed under Item 4.2.</li> <li><b>Update on Skills Plan</b> A proposal for the SWLEP Skills Plan had gone to the Skills &amp; Talent Subgroup on 9 March. A recent document from the Department for Education (DfE) indicated the broad structure for all Skills Plans in England to be consistent across the country. We needed to review our current thinking and relate it back to that. The annual skills report was due in March 2021, which would be based on an analysis of the impact of Skills &amp; Talent Subgroup on implementing the plan. One of the pieces of work SWLEP was now doing was reviewing the plan in light of Covid-19. The aspirations and focus may need to change. So not yet able to bring the Skills Plan to the Board but anticipated to be in a better position by the May meeting.</li> </ul> <p><b>Action: to send out the latest Government guidance on the Skills Plan expectation to Board Directors who had requested it.</b></p>	<b>March 2020</b>
<b>3.0</b>	<b>Submitted Questions</b>	



Item	Narrative	Deadline
	<p>SWLEP had not received any submitted questions, but Charmian Spickernell of CPRE but would like to re-iterate her comments stated in previous meetings about Housing Infrastructure Fund (HIF) bid for Chippenham and the lack of public consultation.</p> <p><b>Action: DKH to circulate email to Board.</b></p> <p>PWh added that a paper was taken through Cabinet yesterday and advised that no consultation and no required public participation would take place during the Covid-19 period. However, there would be no relaxation in timescales as the Council had to proceed with the work to conclude the contract with Homes England otherwise it would lose the allocated £75m.</p> <p>There was both opposition and local support to the project, with Chippenham Town Council in favour. PWh added that Mrs Spickernell had been in touch directly with Wiltshire Council with the same question and at the meeting on 25 March, which was filmed and broadcast, Mrs Spickernell had received a response.</p> <p><b>Action: However, for the benefit of openness and transparency, PWh to provide SWLEP with the written response in order for forwarding to Mrs Spickernell to show collaborative working.</b></p>	<p><b>March 2020</b></p> <p><b>March 2020</b></p>
<b>4.0</b>	<b>Local Growth Deal</b>	
<b>4.1</b>	<p><b>Reallocation of £3m – decision re Junction 15</b></p> <p>PB stated for the record that Directors had agreed to take a second vote via email, subject to the circulation of the budget figures from SBC so that Directors could see the state of the budget and contingency.</p>	
<b>4.2</b>	<p><b>Commissioning Group Project Highlight Reports</b></p> <p>CA spoke to the paper which was a summary of the focus projects.</p> <p><b>Chippenham Station Hub</b></p> <ul style="list-style-type: none"> <li>• The project was on track</li> <li>• Work on Sadlers Mead car park had commenced</li> <li>• Approval for £1.5m for the third lift was being sought at this meeting</li> <li>• The overall OBC had already been approved, but the status update was to be discussed later in the meeting</li> </ul> <p><b>Yarnbrook / West Ashton</b></p> <ul style="list-style-type: none"> <li>• The RAG rating was AMBER GREEN</li> <li>• The Full Business Case would be submitted to May Board for approval</li> <li>• CIL and s106 funded work for Ashton Park was progressing</li> <li>• Wiltshire Council was currently finalising the legal agreement on the Housing Infrastructure Fund with Homes England</li> <li>• Detailed design work continued</li> </ul>	



Item	Narrative	Deadline
	<p><b>The Maltings</b></p> <ul style="list-style-type: none"> <li>The RAG rating was AMBER GREEN</li> <li>The OBC had been submitted to the January Board Meeting and funding was approved</li> <li>The MOU for the river corridor improvements was progressing</li> <li>Technical amendments in response to ITA were made in January / February 2020</li> </ul> <p><b>Swindon Bus Boulevard</b></p> <ul style="list-style-type: none"> <li>The RAG rating was at AMBER GREEN</li> <li>The Outline Business Case was currently with the ITA and was due to come to the May Board Meeting for approval</li> <li>The Future High Streets Fund bid (£25m) EOI was successful and the main bid was being developed</li> </ul> <p><b>Southern Connector Road</b></p> <ul style="list-style-type: none"> <li>The RAG rating was at AMBER RED</li> <li>The inspector had approved the Compulsory Purchase Order (CPO) ahead of the deadline, but this was subject to a six-weeks' challenge period</li> <li>The Full Business Case would be submitted to the Department of Transport in November 2020</li> </ul> <p><b>A420 Gable Cross</b></p> <ul style="list-style-type: none"> <li>The RAG rating was AMBER RED</li> <li>SBC had commissioned an independent review of the tender process which had resulted in retendering</li> <li>The Full Business Case was due to come for Board approval at the meeting in May</li> </ul> <p><b>Wichelstowe</b></p> <ul style="list-style-type: none"> <li>The RAG rating was at GREEN with work progressing on site</li> <li>The project was due to be completed by March 2021</li> </ul> <p>The Chair advised the Board that both he and PB had visited the site of Wichelstowe Southern Access on 10 March. He deemed it a fascinating project which had been hampered by the recent bad weather making it six weeks behind schedule at present. The Chair was thrilled to have been invited back at any time in the future to view progress.</p> <p>All dates quoted in the report were the pre-Covid-19 crisis, so SWLEP was anticipating impact on these dates going forward.</p> <p><b>The Swindon &amp; Wiltshire Local Enterprise Partnership Board: APPROVED the highlight reports as an accurate representation of the current status of all LGF projects.</b></p>	





Item	Narrative	Deadline
4.3	<p>Highlight Reports were available for all other projects. The following figures summarised the status across all the projects:</p> <ul style="list-style-type: none"> <li>• ten LGF projects had completed;</li> <li>• 16 projects were rated GREEN;</li> <li>• nine projects were rated AMBER GREEN;</li> <li>• one project was rated AMBER;</li> <li>• two projects were rated AMBER RED; and</li> <li>• 0 projects were rated RED;</li> </ul> <p>Comments on other projects:</p> <ul style="list-style-type: none"> <li>• the Royal Artillery Museum (RAM) project had moved its status from AMBER RED to AMBER GREEN;</li> <li>• the White Hart Junction project had moved its status from AMBER GREEN to AMBER RED, owing to the complicated land swap;</li> <li>• the Wiltshire College &amp; University Centre, Lackham Campus project OBC would come to the May Board for approval. It was currently still going through the ITA process; and</li> <li>• SWLEP funds on the Swindon Bus Boulevard were being used for enabling works on Fleming Way, preparing the site for BT cabling diversions. This was on track, if not slightly ahead of profile.</li> </ul> <p>The question was raised as to why there had been an independent review for the Gablecross project within the New Eastern Villages scheme. The response was that SBC was constantly looking for Value for Money across contracts. The LA had followed guidance from Highways England (HE) and DfT to follow the HE procurement route.</p> <p>The SWLEP was kept abreast of the situation as it developed. When tender prices came back far higher than could be managed within the spending envelope, the decision was made to move outside the Highways England procurement framework and SBC now had successful engagement through another procurement framework operated by Hampshire Council. PB explained that it was SBC's role as a scheme promotor to keep SWLEP informed and that the issue for SWLEP was the impact on the programme and the defrayment. Contractors were advised very clearly of the upper limit, but still came in too high.</p> <p>AR requested that the notes reclarify the position.</p> <p><b>Action: CA and PV to amend accordingly.</b></p> <p><b>Chippenham Ib Outline Business Case (OBC)</b></p>	<p><b>March 2020</b></p>





Item	Narrative	Deadline
	<p>CA spoke to the paper and explained that this phase of the project was for step-free access (lift) to the Chippenham station from the North. The OBC for the overall project had already been approved; this paper was requesting a drawdown of £1.5m for Phase 1b. Progress outlined as:</p> <ul style="list-style-type: none"> <li>• implementation plan to be signed off by March 2020;</li> <li>• start on site date of October 2020; and</li> <li>• substantial completion by the end of March 2021.</li> </ul> <p>A copy of the Outline Business Case for the overall project can be found by following the link below:</p> <p><a href="https://swlep.co.uk/docs/default-source/programmes/local-growth-fund-lgf/outline-business-cases/chippenham-station-hub/overall-obc-jan-18/chippenham-station-hub-obc-20180109.pdf?sfvrsn=36be589_8">https://swlep.co.uk/docs/default-source/programmes/local-growth-fund-lgf/outline-business-cases/chippenham-station-hub/overall-obc-jan-18/chippenham-station-hub-obc-20180109.pdf?sfvrsn=36be589_8</a></p> <p>Procurement would be through Network Rail and GWR would procure for the safe walking route. This was a complicated and drawn out process with partners Network Rail.</p> <p>SF added that Network Rail was leading on the detailed design and the £1.5m envelope was still within the £16m overall project cost. Wiltshire Council was at the pre-procurement stage and so there was still uncertainty around the final costs. The implementation agreement with NR was subject to funds being released. One option for delivery which was the more expensive option included the risk premium. PWb added that his experience would suggest that Wiltshire Council pay the premium in order to defray the risk.</p> <p>The Chair commented on Phase 7 of the scheme and stated that he had repeatedly raised the personal opinion about the building of residential units so close to the railway. Explanations had always been that this pays for elements of the project, but he felt that the proximity to the college could lead to high-tech business units, which would be more beneficial to the area.</p> <p>BM agreed with the Chair's comments and would like to discuss further outside the meeting. Chair would appreciate something from the Council and other partners in the project that this is the right use for that space.</p> <p><b>The Swindon &amp; Wiltshire Local Enterprise Partnership Board: APPROVED the update to the Outline Business Case, enabling the continued release of funding within the agreed Local Growth Deal allocation to complete design and construction work, subject to securing the necessary consents.</b></p>	
4.4	<b>Royal Artillery Museum (RAM) Business Case</b>	



Item	Narrative	Deadline
	<p>CA spoke to the paper. SWLEP would be granting £1.35m out of total project costs of £8.1m. The Outline Business Case can be found on the SWLEP website by following the link below.</p> <p><a href="https://swlep.co.uk/docs/default-source/programmes/local-growth-fund-lgf/outline-business-cases/royal-artillery-museum-(ram)/ram-updated-obc-10-feb-2020.pdf?sfvrsn=ad477240_8">https://swlep.co.uk/docs/default-source/programmes/local-growth-fund-lgf/outline-business-cases/royal-artillery-museum-(ram)/ram-updated-obc-10-feb-2020.pdf?sfvrsn=ad477240_8</a></p> <p>Annexes to the OBC can also be found by visiting the SWLEP website.</p> <p>It was noted that the forecast economic impacts were based on RAM's target visitor numbers: 91,000 paying visitors in Year 1, growing to 153,000 paying visitors in Year 7.</p> <p>CA advised that the additional information provided within the Updated OBC, together with subsequent discussions between RAM's team and the ITA, had satisfied the ITA that their questions and concerns had now been addressed by RAM and that the project offered value for money .</p> <p>CA drew the Board's attention to Section 6.7 in the paper and highlighted three red risk ratings associated with planning. Martin Harvey (MH), Programme Director for the project, added that more actions had taken place since the report had been prepared and updated the meeting accordingly:</p> <ul style="list-style-type: none"><li>• the planning team was still working hard to finalise planning application documentation and maintaining good dialogue with the Planning Department;</li><li>• MH felt that they had mitigated planning risks through the thoroughness of approach which included an archaeological evaluation, an ecological survey and an extensive transport assessment;</li><li>• community engagement events had taken place earlier in the year and a Community Liaison Group had been established;</li></ul> <p>The question was raised on how long it would take for a project of this type to obtain planning consent in normal circumstances and then how long when adding the impact of Covid-19.</p> <p>SF advised the meeting:</p> <ul style="list-style-type: none"><li>• that the planning team was resilient and could work remotely;</li><li>• for a high-profile application like RAM he suggested that a comprehensive pre-application be completed to iron out any issues;</li><li>• he was due to speak to Maj Gen Nick Eeles within a few days;</li><li>• there had been 1,000 signatures each for and against the project;</li><li>• the Liaison Committee had met prior to the outbreak of Covid-19 but would need to meet again;</li><li>• he suggested that RAM should look to extend its timetable for submission of the planning application; and</li></ul>	



Item	Narrative	Deadline
	<ul style="list-style-type: none"> <li>he would urge not to make a decision until the public had been allowed to comment, otherwise there would be critics of the process which may lead to a judicial review.</li> </ul> <p>The Chair asked whether the SWLEP spend on this project would have been completed before Covid-19. A planning application would take 12-16 weeks to be determined and although it was a tight deadline SF felt it was achievable. MH also was optimistic about the timetable and would be looking to get on site within a couple of months after the planning permission had been granted, Covid-19 aside. He would anticipate spending the SWLEP grant monies rapidly in the stage of construction and more than likely to be spent before the end of the year.</p> <p>The Chair requested check points and time marks in the process as progress points on the planning in order to stay on schedule.</p> <p><b>Action: CA and team to draft progress points / timescales.</b></p> <p>The signing of the lease was classed as a risk and discussions with DIO and Army HQ had been positive. The Army had confirmed publicly that the signing of the lease was intended when planning permission had been granted.</p> <p>PM added that he and several other Directors had an informative visit to the site on 16 March 2020 but wanted to make the point that the junction of A345 / A342 would be a difficult turn for coaches. The discussion would be taken off-line.</p> <p><b>The Swindon &amp; Wiltshire Local Enterprise Board: APPROVED the updated Outline Business Case for the Royal Artillery Museum enabling the release of £1.35m in funding from the Local Growth Fund to support construction work.</b></p>	<b>April 2020</b>
4.5	<p><b>Finance and outputs reports for LGF projects</b></p> <p>CA spoke to the paper and reported that:</p> <ul style="list-style-type: none"> <li>part of the Quarter 3 (Q3) reporting to BEIS, £5.7m of LGF funding moved to a Department for Transport (DfT) Retained Scheme - NEV White Hart Junction;</li> <li>this had reduced the overall LGF spend and associated grant reporting to £101,469,630;</li> <li>the submitted Q3 report indicated £8.5m spend against a profile spend of £18.6m, 46%;</li> <li>a revision of the Q3 spend showed an increase to £8.8m, 47%; and</li> <li>a further £9.8m spend is forecast for Q4 19/20 (January to March 2020).</li> </ul> <p>All projects were reporting that they would be completed by March 2021, even though there were concerns about the spend profile.</p> <p><b>The Swindon &amp; Wiltshire Local Enterprise Partnership Board:</b></p>	



Item	Narrative	Deadline
	<b>APPROVED</b> this paper as an accurate summary of the current LGF financial and output position.	
<b>5.0</b>	<b>Local Industrial Strategy (LIS)</b>	
<b>5.1</b>	<p><b>Draft Strategy and route to publication</b></p> <p>DG spoke to the paper and detailed the key points being:</p> <ul style="list-style-type: none"> <li>• to take the Local Industrial Strategy document to publication;</li> <li>• to progress the Implementation Plan; and</li> <li>• that there were two key projects proceeding in parallel.</li> </ul> <p>At the recent Working Group, it was agreed to publish the document as an emerging LIS to get it out in the public domain and allow key stakeholders to view but continue to progress and work behind the scenes with Government. However, this latter point was now proving difficult with the Covid-19 situation.</p> <p>The Chair thanked DS and DH in getting the document to this stage and thanked DG for his chairing of the Working Group. The question was raised on whether SWLEP needed to inform Government if it were to publish the LIS and KL responded that it was perfectly acceptable to go ahead at present and that BEIS would pick it back up when possible.</p> <p>There had been over 1,000 business engaged during this process. It would be a good opportunity to issue to stakeholders in bite-sized chunks and invite comments.</p> <p>There was a question raised about the process for the funding and grant allocations for spin offs, particularly for the behaviour of large corporate organisations. PB advised that this was aimed mainly at University-led R&amp;D. KL confirmed that the Government had a general ambition for this. It was agreed to take this discussion off-line. The Chair advised therefore that the reference should be retained in the document.</p> <p>The question was raised whether the reference to the Institute of Technology (IoT) could be made stronger and the team agreed to enhance.</p> <p><b>Action: DS to amend accordingly.</b></p> <p>The meeting agreed that this was a terrific document but queried how long it would remain as “emerging” as any projects coming forward should reflect back to this document. It was agreed that the feedback period would be limited when issued to key sectors in order for them to comment.</p> <p><b>The Swindon &amp; Wiltshire Local Enterprise Partnership Board:</b>  <b>APPROVED</b> the Vision statement;  <b>APPROVED</b> the aim for each foundation;  <b>NOTED</b> the feedback from the Central LIS Team; and</p>	<b>March 2020</b>



Item	Narrative	Deadline
	<p><b>AGREED the next steps and timeline.</b></p>	
5.2	<p><b>Business-led cyber centre update</b></p> <p>AG updated the meeting and the Chair thanked him for his work in this area. The Centre had been a tangible project until hit by Covid-19 issues. It had been looking at the existing cyber strategy and the national benefits and aligning with them. The landscape was:</p> <ul style="list-style-type: none"> <li>• BEIS was keen for the Cyber Valley to operate, which was from Worcester down to the border with Dorset;</li> <li>• the newly established Western Gateway with a growing digital gaming and animation environment; and</li> <li>• these two areas were connected by Swindon &amp; Wiltshire at the pivot point.</li> </ul> <p>Phil Clement, SWLEP's Head of Export &amp; Inward Investment, and Chris Crowther, Straboug Consulting, had recently been overseas where the concept had received great interest from several international companies. It would be viewed as a launch pad and incubation space with engagement with Defence, Law Enforcement, members of National Security Centre and academia. The Centre would be based in Corsham Science Park for up to three years with the option of a new build on site nearby if it were to become available. Corsham was chosen because of its location and connectivity with the ability to expand if necessary later. SWLEP would work with partners in:</p> <ul style="list-style-type: none"> <li>• R&amp;D opportunities for business to work closely with academia and other innovators;</li> <li>• incubator space to start to engage with the Government accelerator programme;</li> <li>• R&amp;D, training and apprenticeships within academia;</li> <li>• employment opportunities and retraining from existing to new careers;</li> <li>• diversity into the space – people with talent, but struggling into careers; and</li> <li>• security and resilience centre available to SMEs across the country with access to data to make them secure.</li> </ul> <p>SWLEP had been looking for more engagement with the full range of stakeholders, including a new involvement with the Police. However, this had been stalled because of Covid-19. The team would now be trying to meet key stakeholders digitally for the time being in order to move the project forward.</p>	
5.3	<p><b>New Energy Vehicles Infrastructure</b></p> <p>DS updated the meeting. SWLEP had been working with Ecuity for business engagement. The Board gave approval at the January meeting for the elements of community charging and hydrogen. Four Strategic Outline Business Cases (SOBCs) had been received.</p>	



Item	Narrative	Deadline
	<p>Hydrogen SOBC looked at</p> <ol style="list-style-type: none"> <li>1. intercity buses and energy generation;</li> <li>2. logistics demonstrator would hopefully have forklift trucks operating within the next year; and</li> <li>3. a hydrogen demonstrator which would generate power on a specific site.</li> </ol> <p>Defra had established a Rural Community Energy Fund with £40k available in grants and SWLEP was working up a business case and was also working with the National Collection Centre at Wroughton for the art of the possible and exploring these concepts to the next level.</p> <p>Although the exploration of hydrogen power was good, PWh was concerned about the emphasis on forklift truck and larger vehicles as some car manufacturers, such as Hyundai, were now producing small cars. The response was that forklift trucks were in fact a starting point and it would expand to other modes.</p> <p>The Chair commented that it was good that SWLEP had work already progressing on two elements of emerging industrial strategy.</p>	
<b>6.0</b>	<b>Business Planning for 2020/21</b>	
	<p>PB updated the meeting on the key items from the paper. Owing to the Covid-19 work the situation had become uncertain, but SWLEP had identified key areas as:</p> <ul style="list-style-type: none"> <li>• DS and DH were working on the Local Industrial Strategy (LIS) and its implementation;</li> <li>• DS was working on the Business Transfer Agreement;</li> <li>• DS and Sandy Evans on financial planning through 2020/2; and</li> <li>• redirecting staff to the Growth Hub to deal with Covid-19 and were expecting 5/6 additional members to join Hub team</li> </ul> <p>PB added that SWLEP needed to be prepared to pick up projects when the situation settled, and he expected there to be a stimulus to the economy from Government when the time was right. He also suggested that we maintain a watching brief on the effect that Covid-19 would have on future work patterns as this may impact on the mix of residential vs incubator hub space in certain locations. Everything that we had planned to happen in 2020 may now be shunted into 2021.</p> <p>Given the on-going situation he advised the meeting of a proposed postponement of the annual conference from October 2020 to April 2021. The meeting was in agreement.</p> <p>Additional comments from Board Directors:</p> <ul style="list-style-type: none"> <li>• PWh requested some figures in terms of targets under Section 4.2 of the paper.</li> </ul> <p><b>Action: PB to update</b></p>	<b>March 2020</b>





Item	Narrative	Deadline
	<ul style="list-style-type: none"> <li>As the implementation plan for the LIS is taken forward there should be more emphasis within the document.</li> </ul> <p><b>Action: PB to make clearer in the annual plan</b></p> <p>The Chair commented that although the LIS focussed on key areas and specific sectors, we should not forget the large numbers of businesses within the area which would still need support.</p>	<b>March 2020</b>
<b>7.0</b>	<b>Governance Framework</b>	
	<p>DS spoke to the paper. The SWLEP Governance Framework was compliant with the National Assurance Framework but needed to reflect the working to delivery of the LIS and SWLEP incorporation. More national guidance was expected during 2021.</p> <p>A request was made for a Task &amp; Finish Group to be established to take this to the next phase. As the incoming Chair, PM was to sit on the Group and KL and MC volunteered to assist.</p> <p>The Chair thanked DS for her work on the Governance Framework.</p>	
<b>8.1</b>	<p><b>Director's Report</b></p> <p><b>Attention drawn to the business engagement figures</b></p> <p>Section 4.5 of the report focussed on the business engagement figures with a tally across the team on contact with businesses. This amounted to 3,200 contacts across the course of the year and showed that the SWLEP's message was becoming more widespread and providing a pipeline of potential business for the GPIF.</p> <p>The online presence for Growth Hub had substantially increased over the past year. Currently, the Growth Hub was the main channel of communications regarding Covid-19 and had a dedicated page which had been up for two weeks. Growth Hub was receiving constant feedback with 70+ calls last week alone. In future the Hub would be progressing from purely information pages to advice. The direct approach by issuing information under Paddy's name had yielded some great responses.</p> <p><b>The meeting:</b> <b>NOTED the contents of the report.</b></p>	
<b>8.2</b>	<p><b>Chair's update</b></p> <p><b>The meeting:</b> <b>NOTED the contents of the report.</b></p>	
<b>9.0</b>	<b>Update on the outcome of the SWLEP Chair recruitment</b>	
	<p>The Board confirmed in a unanimous vote that Paul Moorby (PM) would take over as Chair of the SWLEP from 1 April 2020. PM thanked everyone for their</p>	





Item	Narrative	Deadline
	support and praised the outgoing Chair, John Mortimer for the fantastic job he had done over the last four years.	
	<b>Date of next meeting</b>	
	<b>Thursday, 21 May 2020</b> The meeting was scheduled to be at the Offices WRc, Frankland Road, Swindon, SN5 8YF. However, there was a strong chance that it would be held virtually again.	
	<b>Future Meetings</b>  The Board Directors to meet at 9am for a 9.30am start to the public meeting.  <b>Wednesday, 22 July 2020</b> The Auditorium, Aspire Business Centre, Ordnance Road, Tidworth, SP9 7QD <b>Wednesday, 23 September 2020</b> Location to be advised. <b>Wednesday, 25 November 2020</b> Location to be advised	
	<b>Close of the meeting at 12.15pm</b>	

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



<b>Security Level:</b>	Confidential <input type="checkbox"/>	Restricted <input type="checkbox"/>	Unclassified <input checked="" type="checkbox"/>	Commercially Sensitive <input type="checkbox"/>
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<b>Meeting &amp; Date:</b>	SWLEP Board Meeting – Wednesday, 21 May 2020		
<b>Subject:</b>	Governance Framework Review		
<b>Attachments:</b>	Appendix 1: Standing Members Group draft terms of reference (4 pages) Appendix 2: Performance Committee draft terms of reference (6 pages) Appendix 3: Strategy Committee draft terms of reference (4 pages) Appendix 4: Subgroup revised terms of reference (5 pages) Appendix 5: SWLEP Governance Structure (1 page) Appendix 6: Joint Scrutiny Panel terms of reference (5 pages)		
<b>Author:</b>	Debby Skellern	<b>Total no of sheets:</b>	11 plus 25 pages of appendices = 36

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

- 1.1. This paper presents the proposed amendments to SWLEP's Governance Framework which are recommended to the Board by the Governance Working Group following its meeting on 7 May.

## 2. Summary

- 2.1. SWLEP is required to review the Governance Framework on an annual basis and its compliance with the National Local Growth Assurance Framework Guidance is checked as part of the Annual Performance Review by MHCLG. The 2019 Governance Framework is compliant with national guidance, however, it is being reviewed to reflect SWLEP's recent change in status to a company limited by guarantee (January 2019) and subsequent transfer out of Wiltshire Council (March 2020).
- 2.2. In addition, amendments to SWLEP's governance structure have been proposed to better support the effective delivery of the Emerging Swindon and Wiltshire Local Industrial Strategy. Table 1 presents the proposed changes to the Governance Framework, the full version of the current Governance Framework (June 2019) can be accessed here: <https://swlep.co.uk/about/governance>.



- 2.3. Wiltshire Council, as SWLEP's Accountable Body will also need to confirm that the revised Governance Framework remains compliant with the national guidance. A copy of this paper and draft amended Governance Framework has been sent to its legal team for review.

### **3. Recommendations**

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

- 3.1. Approve the proposed changes to Governance Framework 2019.

### **4. Detail**

- 4.1. The table below sets out the proposed amendments to the Governance Framework alongside the existing arrangements. Where these amends are approved by the SWLEP Board, text will be revised throughout the Governance Framework, for example, if the Board agree to dissolve the Commissioning Group and its responsibilities are assumed by the Performance Committee, all references to the Commissioning Group will be replaced by the Performance Committee, not every reference to the Commissioning Group is listed in Table I,

**Table 1: Proposed amendments to the SWLEP Governance Framework**

Ref	Reference	Existing June 2019 version	Proposed change or new text May 2020
1	Throughout	Board Member	Board Director
<b>Board constitution</b>			
2	Page 8 and repeated in various other sections	<p>Existing text</p> <p>The Leaders of the two Unitary Authorities. are permanent members of the SWLEP Board. In addition, a Board Member representing the education sector and a Board Member representing the Military will be appointed on a 3-year basis (which can be extended in accordance with the company's articles of association).</p>	<p>Proposed new text:</p> <p>The Leaders of the two Unitary Authorities. are permanent members of the SWLEP Board. A permanent seat at the Board will be allocated for a Director to represent the Military and another seat to represent the education sector; these seats will not be tied to a specific Military Service or educational institution or organisation. The Military and education sector representatives will be appointed on a three-year basis (which can be extended in accordance with the company's articles of association).</p>
3	P8 para 16	<p>Existing text:</p> <p>The Commissioning Group oversees strategy development and the forward work plan of the Board; maintains strategic oversight of the delivery and financial performance of SWLEP schemes; and</p>	<p>It is proposed that the Commissioning Group is dissolved but that the following structures are incorporated into SWLEP's Governance arrangements:</p>

	P35, para 24-25. P49, para 85 and figures on pages 56, 59, 60	<p>ensures compliance with the legal and financial terms of the Assurance Procedures. It comprises the SWLEP Chair, the SWLEP Vice-Chair, the Leaders of Unitary Authorities, the Chief Executive of Swindon Borough Council, and the Corporate Director of Wiltshire Council, supported by the SWLEP Executive Group.</p> <p>Stages 1-3 for the allocation and award of funding</p>	<p>Standing Members Group: this will be established for Board Directors who hold a permanent seat on the SWLEP Board (Appendix 1: Draft Terms of Reference).</p> <p>Performance Committee: this will oversee the performance management of SWLEP as a company as well as the delivery of funded programmes and schemes (Appendix 2: Draft Terms of Reference).</p> <p>A Strategy Committee: this will oversee the delivery of the Local Industrial Strategy and any other economic plans which SWLEP may develop as well as the activities of the Subgroups (Appendix 3: Draft Terms of Reference).</p> <p>The Performance Committee would assume the role hitherto undertaken by the Commissioning Group in terms of overseeing poor scheme delivery and recommending schemes to the Board for investment).</p>
4	P10, para 22a	<p>Board meetings shall be conducted in accordance with the following provisions:</p> <p>The quorum for a Board meeting shall be 6, of whom at least one must be a member representing Swindon</p>	<p>Board meetings shall be conducted in accordance with the following provisions:</p> <p>The quorum for a Board meeting shall be 6.</p>

 <b>Swindon &amp; Wiltshire</b> LOCAL ENTERPRISE PARTNERSHIP	<b>Board Meeting</b> <b>21 May 2020</b> <b>Paper Number 5.0</b>
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		Borough Council and one must be a member representing Wiltshire Council.	
5	P10, 22b	To support democratic accountability, Board members representing a Unitary Authority may be accompanied at Board meetings by one other elected Member of that Authority as an “Observer” who will be entitled to participate in discussions on the same basis as the Board member but will not be entitled to vote and are not counted as an attending Board member for the purposes of determining whether the meeting is quorate.	No change is proposed in respect to the role or rights of Observers and Advisers at the Board. However, it is proposed that Observers and Advisers are seated at a separate table. Only SWLEP Directors will be seated at the Board table, this will assist with public transparency.
6	P12, para 22 j	If either Unitary Authority expresses a concern that a proposal would, if accepted, result in a risk of one or both Unitary Authorities breaching regulatory or accounting requirements, contravening a core policy of the Authority or being subject to legal challenge:	It is proposed that this text is removed due to its vagueness in relation to the meaning of a ‘core policy’. The text also duplicates the role of the S151 Officer and their ability to sign off (or not) on a decision taken by the Board in line with the National Local Growth Assurance Framework Guidance. All SWLEP Directors



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		<ul style="list-style-type: none"> <li>the Board shall delay decision-making on that proposal to allow for further consideration and discussion and to obtain appropriate advice;</li> <li>Board members shall have due regard to the views of the Unitary Authorities, any legal or other professional advice obtained or provided to it and all other relevant factors in reaching a final view on the proposal</li> </ul>	<p>have the equal right to express any concerns and to abstain from, or vote against, a decision.</p> <p>Text to be retained:</p> <p>Board Directors shall have due regard to the views of any legal or other professional advice obtained or provided to it and all other relevant factors in reaching a final view on a proposal</p>
<b>Section E: Finance and Commissioning policy</b>			
7	P23, para 3	<p>Standing financial authorisations:</p> <p>Subject to paragraph 4, the following persons may incur or authorise any one-off item of expenditure up to the value of £10,000 which does not fall within paragraphs <b>Error! Reference source not found.</b> or <b>Error! Reference source not found.</b> but which relates to the management of the SWLEP or activities within the SWLEP's Role and Governance Principles, without prior authorisation or approval from the Board or any other person:</p> <ol style="list-style-type: none"> <li>the SWLEP CEO;</li> <li>the Chair or, in their absence, the Vice Chair.</li> </ol>	<p>Proposal:</p> <p>Increase the delegated limit to £25,000 and include reference to the CEO's delegates (the Director of Programmes and Director of Strategy and Policy) when acting in their absence to support business continuity. £25,000 is SWLEP's and Wiltshire Council's procurement limit above which a minimum of three quotes are required.</p> <ol style="list-style-type: none"> <li>the SWLEP CEO; or</li> <li>in the absence of the CEO, as their delegate, the Director of Programmes or the Director of Strategy and Policy.</li> </ol>

<b>F: Assurance Procedures for the Allocation and Award of Funding</b>			
8	P29 and P106	Chair, Vice Chair and Board Directors' (except for the unitary authorities) length of tenure is cited as:  3 years but can be extended	<p>This is too vague and technically could allow for a single Director to have a term of up to 18 years, that is, up to 6 years as a Director, a further 6 years as a Vice Chair and a further 6 years as the Chair, which was never the intention.</p> <p>It is proposed that a Director should only serve a maximum of 6 years irrespective of the position held. In exceptional circumstances, to support business continuity, this could be extended to a maximum of nine years but that any tenure over six years would be extended for a year and agreed on an annual basis, up to an absolute maximum of nine years tenure in total.</p>
9	P32-33 and P63, para 1.3	Subgroups Terms of Reference  There are 5 Subgroups: <ul style="list-style-type: none"> <li>• Skills and Talent;</li> <li>• Transport;</li> </ul>	<p>To support the delivery of the LIS, and to build on the experience of operating the Subgroups to date, the following four Subgroups are proposed:</p> <ul style="list-style-type: none"> <li>• Skills and Talent;</li> <li>• Infrastructure and Places;</li> </ul>

		<ul style="list-style-type: none"> <li>• Digital Capability;</li> <li>• Place Shaping; and</li> <li>• Business Development.</li> </ul>	<ul style="list-style-type: none"> <li>• Business Environment; and</li> <li>• Ideas</li> </ul> <p>Note:</p> <p>Then Infrastructure Subgroup would incorporate transport as well as digital infrastructure hence the integral connection to ‘Places’ and place-shaping activity.</p> <p>The Ideas Subgroup related to innovation activity and is related inward investment activity for example future phases of the Porton Science Park and oversight of the Growing Places Infrastructure Fund).</p> <p>Appendix 4: Revised terms of reference</p>
10	P31	Figure 2: Governance Structure (old)	Figure 2 Governance structure (new) Appendix 5
11	P33 para 13 P38, para 36 P48, para 83	<p>Joint Strategic Economic Committee (JSEC)</p> <p>Joint Scrutiny Task Group</p> <p>Where the Accountable Body deems its responsibilities cannot be met due to a decision made by the SWLEP Board, the issue will be raised to the SWLEP Board. The process for resolution will be</p>	<p>Following earlier discussions with the Board to establish effective scrutiny arrangements, JSEC and the Joint Scrutiny Task Group will be dissolved, and the new Joint Scrutiny Panel will be established (draft terms of reference have been developed by the Joint Management Select Committee in 17 March 2020, Appendix 6). Text</p>

		<p>through a meeting of the Accountable Body with the SWLEP Board. If a satisfactory solution cannot be found, then the issue will be referred to JSEC for its view which will be passed back to the SWLEP Board. This process does not preclude the Accountable Body from making higher complaints or whistleblowing in line with Wiltshire Council's own complaints procedure. If the issue cannot be resolved the matter will be referred to the Secretary of State for Business Energy and Industrial Strategy.</p>	<p>relating to JSEC and the JSTG will therefore be deleted from the Governance Framework.</p> <p>In terms of issue resolution with the Accountable Body, this now passes from JSEC to the new Joint Scrutiny Panel.</p>
12	P35, para 22	<p><b>Executive Group</b></p> <p>The key source of advice to the SWLEP is the Executive Group of the Secretariat which comprises the SWLEP CEO and the two senior officers responsible for leading on working with the SWLEP from each of the two Unitary Authorities. The</p>	<p>It is proposed that the Executive Group and the Secretariat meetings are replaced with a single SWLEP Executive Team acting as management support to the Board. Alongside which, the Delivery and Performance Team will continue to meet oversee scheme delivery on a day-to-day basis.</p>

		Executive Group of the Secretariat meets every four weeks to manage actions following SWLEP Board, sub-groups and Governance Group meetings. It develops policy and strategy proposals and manages operational links to external bodies.	The key source of advice to the Board is the SWLEP Executive Team which comprises the SWLEP CEO, The Director of Programmes and the Director for Strategy. The Executive Team meets every four weeks to manage actions following SWLEP Board, Subgroups and Governance Group meetings. It develops policy and strategy proposals and manages operational links to external bodies.
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## **5. Appendices**

Appendix 1: Standing Members Group draft terms of reference

Appendix 2: Performance Committee draft terms of reference

Appendix 3: Strategy Committee draft terms of reference

Appendix 4: Subgroup revised terms of reference

Appendix 5: SWLEP Governance Structure

Appendix 6: Joint Scrutiny Panel terms of reference

 <b>Swindon &amp; Wiltshire</b> LOCAL ENTERPRISE PARTNERSHIP	<b>SWLEP Standing Members Group</b> <b>Draft Terms of Reference</b> <b>May 2020</b>
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## **Standing Members Group Terms of Reference**

### **1. Governance**

- 1.1. The Standing Members Group must operate within the parameters of the SWLEP Governance Framework.

### **2. Membership**

- 2.1. The Standing Members Group is an informal group to facilitate engagement with the permanent Members of the SWLEP Board, namely Swindon Borough Council, Wiltshire Council, the Military, and education sectors.
- 2.2. The Group shall comprise the SWLEP Chair; the Vice-Chair, the nominated representatives of the two Unitary Authority, the Military Board Director, the Education Board Director and the SWLEP Chief Executive Officer.
- 2.3. Only members of the Standing Members Group and the Secretariat shall have the right to attend the meetings. However, other individuals such as the SWLEP Director of Programmes and the Director of Strategy and Policy and external advisers may be invited to attend for all or part of any meeting, as and when appropriate and necessary. Any SWLEP Board Director can request to attend a meeting as an observer.

### **3. Secretariat**

- 3.1. The SWLEP Executive Assistant will provide secretariat and administrative assistance to ensure the efficient functioning of the committee.

### **4. Quorum**

- 4.1. This is not required as the Standing Members Group is not empowered to make delegated decisions on behalf of the Board.

### **5. Meetings and papers**

- 5.1. The Standing Members Group shall meet at least three times a year.
- 5.2. Meetings of the Group shall be called by the Secretariat at the request of the SWLEP Chair.



5.3. Notice of each meeting confirming the venue, time and date together with an agenda and supporting papers shall be circulated electronically to each member of the Group and any other person required to attend, no later than five working days before the date of the meeting.

5.4. The Secretariat shall minute the proceedings and resolutions of all Standing Members Group meetings.

Draft minutes of committee meetings shall be circulated promptly to all members of the committee. Once approved, minutes will be distributed within ten working days following the meeting.

## **6. Duties**

6.1. The Group does not perform any formal duties;

6.2. The Group meets in order for SWLEP to gain a better understanding of the policies, plans, influences and issues facing permanent members of the Board, which might have a bearing on the SWLEP programme delivery and strategy development, In such a way it:

- a) Facilitates and enables collaboration between the two Unitary Authorities on economic development and related matters as per the requirements of the national Local Growth Assurance Framework.
- b) Provides an overview of Local Government's contribution to the delivery of the LIS and its programmes.
- c) Offers the opportunity to develop a closer understanding and working relationship with the Military and the education sector in the area.

6.3. The Board may ask the Standing Members Group, to carry out specific tasks or actions to support implementation of decisions taken by the Board, where it considers that this will facilitate the performance of the SWLEP's activities within its Role and Governance Principles (Section A of the Governance Framework).

6.4. Request funding, if required, up to an agreed amount to appoint research consultants, legal or other professional advice and to commission or purchase any reports, surveys or information in line with the SWLEP's procurement policy which it deems necessary to perform its role.



## **7. Other matters**

The Standing Members Group shall:

- 7.1. have access to sufficient resources to carry out its duties; and
- 7.2. be provided with appropriate and timely training, both in the form of an induction programme for new members and on an on-going basis for all members.

## **8. Conflicts of interest**

- 8.1. The SWLEP Governance Framework includes a Conflicts of Interest Policy and members of the Standing Members Group are required to disclose at its meetings, and using the SWLEP's Register of Interests form, any potential conflicts of interest or pecuniary interests (e.g. direct financial interest in a scheme through employment or personal gain including any interest as a result of close personal relationships or friendships) which may prevent them from taking part in an impartial discussion.

## **9. Code of Conduct**

- 9.1. All members of the Group and any officers shall, when carrying out any duties or responsibilities on behalf of the SWLEP, abide by the SWLEP's code of conduct as set out in the SWLEP's Governance Framework.
- 9.2. All members of the SWLEP Subgroup and officers shall, when carrying out any duties or responsibilities on behalf of the SWLEP, abide by the seven principles of public life: selflessness; integrity; objectivity; accountability; openness; honesty; and leadership as defined in section 28 of the Localism Act 2011.

## **10. Variation**

- 10.1. These terms of reference shall be reviewed by the SWLEP Board on an annual basis but can be amended as required to meet the current and evolving needs of the Standing Members Group with the agreement of the Board.



**Swindon & Wiltshire**  
LOCAL ENTERPRISE PARTNERSHIP

**SWLEP Standing  
Members Group  
Draft Terms of Reference  
May 2020**

## **11. Agreement**

11.1. The above Terms of Reference for the SWLEP Standing Members Group have been agreed by the SWLEP Board and signed by:

XXXX, Chair SWLEP Board

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Date

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XXXX, Chair Strategy Committee

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Date

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 <b>Swindon &amp; Wiltshire</b> LOCAL ENTERPRISE PARTNERSHIP	<b>SWLEP Performance Committee Draft Terms of Reference May 2020</b>
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## **Performance Committee Terms of Reference**

### **1. Governance**

- 1.1. The Performance Committee shall be accountable to the SWLEP Board and must operate at all times within the parameters of the SWLEP Governance Framework. The decisions and business of the Performance Committee shall be subject to the overview and scrutiny function set in place for the SWLEP.

### **2. Membership**

- 2.1. The Performance Committee shall comprise six Board Directors, five of whom shall be independent non-executive Board Directors and will include the Vice Chair of the Board and the SWLEP Chief Executive Officer. In addition, the committee will include the SI51 Officer at the Accountable Body, the Director of Programmes and SWLEP Finance lead.
- 2.2. Members of the Performance Committee shall be appointed initially by the Board and thereafter by the Board in consultation with the Chair of the Performance Committee. Appointments shall be for a period of up to three years extendable by no more than one additional three-year period concurrent with their appointment as a SWLEP Board Director. There is no fixed term appointment for the SI51 Officer at the Accountable Body or the SWLEP Chief Executive Officer.
- 2.3. The Board shall appoint the Chair of the Committee. In the absence of the Chair, the remaining members present shall elect one of themselves to chair the meeting. The SI51 Officer and the SWLEP Chief Executive Officer shall not be chair of the committee.
- 2.4. Only members of the committee and the committee secretary shall have the right to attend the Performance Committee meetings. However, other individuals such as the SWLEP Director of Programmes and external advisers may be invited to attend for all or part of any meeting, as and when appropriate and necessary. Any SWLEP Board Director can request to attend a meeting as an observer.

### **3. Committee Secretariat**

- 3.1. The SWLEP Executive Assistant will provide secretariat and administrative assistance to ensure the efficient functioning of the committee.

#### **4. Quorum**

- 4.1. The quorum for a meeting shall be three Board Directors plus the SI51 Officer or their delegated representative and the SWLEP Chief Executive Officer or their delegated representative. No business shall be transacted unless a quorum is present. If a quorum ceases to be present during a meeting the meeting shall be adjourned to a date to be agreed or determined by the Chair.

#### **5. Meetings and papers**

- 5.1. The Performance Committee shall meet at least five times a year in line with the SWLEP Board meetings.
- 5.2. Meetings shall be called by the Secretariat at the request of the Chair.
- 5.3. Notice of each meeting confirming the venue, time and date together with an agenda and supporting papers shall be circulated electronically to each member of the committee and any other person required to attend, no later than five working days before the date of the meeting.
- 5.4. The Secretariat shall minute the proceedings and resolutions of the Performance Committee.
- 5.5. Draft minutes shall be circulated promptly to all members of the committee. Once approved, minutes will be distributed within ten working days following the meeting and will be published on the SWLEP website.
- 5.6. The Chair should attend the SWLEP Board to report on its activities and answer any questions in relation to it made by the Board or members of the public.

#### **6. Duties**

The Performance Committee shall:

**Finance, audit, and business viability**

- 6.1. Ensure there are satisfactory financial systems and systems of financial and operational control, and that any published financial reports comply with statutory requirements.
- 6.2. Ensure there is an Annual General Meeting of SWLEP Limited as required by the Companies Act (2006).
- 6.3. Make spending recommendations to the Board which are compliant with s151 of 1972 Act including the safeguarding of public money, best value, and value for money.
- 6.4. Make arrangements for local external audit of funding allocated by the SWLEP and act as the link between the company's auditors and the Board.
- 6.5. Oversee SWLEP's risk profile to support long term financial sustainability and viability of the company.
- 6.6. Ensure the adequate control and maintenance of the company's assets.
- 6.7. Mitigate losses and suggests corrective actions when necessary in alignment with the company's long-term strategic goals.
- 6.8. Develop, maintain, and advise the Board on the company's reserves and ensure the SWLEP Limited allocates its reserves responsibly in line with this policy and its Articles of Association.
- 6.9. Consider the SWLEP's financial reports, management accounts and annual financial accounts and make recommendations to the Board.
- 6.10. Review the budget on an annual basis and monitor income and expenditure on a quarterly basis set within the context of a rolling five-year financial plan.

**Performance and evaluation**

- 6.11. Provide strategic management oversight and assurance of all SWLEP funded programmes and projects to ensure that these comply with all regulatory, statutory and financial requirements. This includes taking on new projects and programmes identified in the Local Industrial Strategy, from the Strategy Committee as they move from concept into development and delivery phase.
- 6.12. Receive monitoring reports to ensure that individual programmes of activities and projects deliver on all expected outcomes; and that clear contract management and monitoring arrangements are in place for each project.

- 6.13. Oversee the development and maintenance of a SWLEP performance to be uploaded to the SWLEP website and reported to the Board.
- 6.14. Ensure that under-performing projects are identified, and effective mitigation measures are identified and actioned, where possible, to restore performance. Where projects can no longer deliver against agreed targets, the committee can recommend to the SWLEP Board that these projects are withdrawn from the relevant programme and steps to recover investment are instigated and make recommendations to the Board on the reallocation of funding in these circumstances.
- 6.15. Ensure the suitable compilation of the delivery element of the SWLEP Annual Performance Review and supporting documents, the SWLEP Annual Report; and marketing and communications activity.
- 1.1. Provide appropriate challenge and support to ensure that SWLEP focusses on the issues most critical to delivery.
- 1.2. Ensure that programme level risks are being properly managed and that mitigation strategies are in place to address these or that these are escalated to the LEP Board.
- 1.3. Ensure that programmes and projects are periodically evaluated to give assurance that objectives and targets are still relevant and achievable.
- 1.4. Undertake a formal lessons-learned exercise for each completed project and programme to highlight key successes and failures and to share best practice.
- 1.5. Ensure the Board's objectives of sustainable and inclusive growth are followed when making recommendations to the Board.
- 1.6. Seek to benchmark SWLEP with other Local Enterprise Partnerships and share best practice through the LEP Network and other mechanisms.

### **Other**

- 1.7. Request funding, if required, up to an agreed amount to appoint consultants, legal or other professional advice and to commission or purchase any reports, surveys or information in line with the SWLEP's procurement policy which it deems necessary to perform its role.

## **2. Reporting responsibilities**

- 2.1. Report to the SWLEP Board on its proceedings after each meeting on all matters within its duties and responsibilities.



- 2.2. Make whatever recommendations to the Board it deems appropriate on any area within its remit where it deems that action or improvement is needed.
- 2.3. Ensure that provisions regarding disclosure of information, as set out in the SWLEP Governance Framework, are fulfilled and produce a report of the company's finance and audit position to be included in the company's annual report.
- 2.4. produce a report of the company's programme delivery to be included in the company's annual report.

### **3. Other matters**

- 3.1. Have access to sufficient resources to carry out its duties, including access to the internal financial function of SWLEP and information and advice from the Accountable Body.
- 3.2. Be provided with appropriate and timely training, both in the form of an induction programme for new members and on an on-going basis for all members.

### **4. Conflicts of interest**

- 4.1. The SWLEP Governance Framework includes a Conflicts of Interest Policy and members of the Performance Committee are required to disclose at its meetings, and using the SWLEP's Register of Interests form, any potential conflicts of interest or pecuniary interests (e.g. direct financial interest in a scheme through employment or personal gain including any interest as a result of close personal relationships or friendships) which may prevent them from making an impartial decision.

## **5. Code of Conduct**

- 5.1. All members of the Performance Committee and any officers shall, when carrying out any duties or responsibilities on behalf of the SWLEP, abide by the SWLEP's code of conduct as set out in the SWLEP's Governance Framework.
- 5.2. All members of the SWLEP Subgroup and officers shall, when carrying out any duties or responsibilities on behalf of the SWLEP, abide by the seven principles of public life: selflessness; integrity; objectivity; accountability; openness; honesty; and leadership as defined in section 28 of the Localism Act 2011.

## **6. Variation**

- 6.1. These terms of reference shall be reviewed by the SWLEP Board on an annual basis but can be amended as required to meet the current and evolving needs of the Performance Committee with the agreement of the Board.

## **7. Agreement**

- 7.1. The above Terms of Reference for the SWLEP Operation Committee have been agreed by the SWLEP Board and signed by:

XXXX, Chair SWLEP Board

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Date

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XXXX, Chair Performance Committee

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Date

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 <b>Swindon &amp; Wiltshire</b> LOCAL ENTERPRISE PARTNERSHIP	<b>SWLEP Strategy Committee Draft Terms of Reference May 2020</b>
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## Strategy Committee Terms of Reference

### 1. Governance

- 1.1. The Strategy Committee shall be accountable to the SWLEP Board and must operate at all times within the parameters of the SWLEP Governance Framework. The decisions and business of the Strategy Committee shall be subject to the overview and scrutiny function set in place for the SWLEP.

### 2. Membership

- 2.1. The Strategy Committee shall comprise eight SWLEP Board members, seven of whom shall be independent non-executive Board directors comprising the SWLEP Chair; the Chair of the four Subgroups; the two Unitary Authority Board Members plus the SWLEP Chief Executive Officer.
- 2.2. Members of the Strategy Committee shall be appointed initially by the Board and thereafter by the Board in consultation with the Chair of the Strategy Committee. Appointments shall be for a period of up to three years extendable by no more than one additional three-year period concurrent with their appointment as a SWLEP Board Member. In addition, there will be two additional places on the committee for the Unitary Authority Board Directors. There is no fixed term for the Unitary Authority Members or for the SWLEP Chief Executive Officer. In an ex-officio capacity, the Director of Strategy and Policy for the SWLEP will be invited to attend meetings.
- 2.3. The Board shall appoint the Committee Chair. In the absence of the Committee Chair the remaining members present shall elect one of themselves to chair the meeting.
- 2.4. Only members of the committee, the Secretariat and the Director of Strategy and Policy shall have the right to attend the Strategy Committee meetings. However, other individuals such as external advisers may be invited to attend for all or part of any meeting, as and when appropriate and necessary. Any SWLEP Board Director can request to attend a meeting as an observer.

### 3. Committee Secretariat

The SWLEP Executive Assistant will provide secretariat and administrative assistance to ensure the efficient functioning of the committee.



#### **4. Quorum**

The quorum for a meeting shall be five Board Members. No business shall be transacted unless a quorum is present. If a quorum ceases to be present during a meeting the meeting shall be adjourned to a date to be agreed or determined by the Chair.

#### **5. Meetings and papers**

- 5.1. The Strategy Committee shall meet twice a year.
- 5.2. Meetings of the Strategy Committee shall be called by the Secretariat at the request of its Chair.
- 5.3. Notice of each meeting confirming the venue, time and date together with an agenda and supporting papers shall be circulated electronically to each member of the Committee and any other person required to attend, no later than five working days before the date of the meeting.
- 5.4. The Secretariat shall minute the proceedings and resolutions of all committee meetings.
- 5.5. Draft minutes of committee meetings shall be circulated promptly to all members of the committee. Once approved, minutes will be distributed within ten working days following the meeting and will be published on the SWLEP website.

The Chair should attend the SWLEP Board to report on its activities and answer any questions in relation to it made by the Board or members of the public.

#### **6. Duties**

The Strategy Committee shall:

- 6.1. Oversee the development and delivery of the Local Industrial Strategy and future economic plans to the Board;
- 6.2. Recommend project concepts and timelines for inclusion in the LIS Implementation Plan to the Board; the oversight of the development and delivery of projects and programmes will be undertaken by the Operations Committee.
- 6.3. Review the performance of SWLEP Limited in effectively achieving the desired outcomes of its strategies;
- 6.4. Ensure the Board's objectives of sustainable and inclusive growth are considered when making recommendations to the Board;

- 6.5. Oversee the work of SWLEP's Subgroups and review their activity and performance taking into consideration the recommendations of Subgroups in relation to the review of SWLEP's strategies;
- 6.6. Request funding, if required, up to an agreed amount to appoint research consultants, legal or other professional advice and to commission or purchase any reports, surveys or information in line with the SWLEP's procurement policy which it deems necessary to perform its role;
- 6.7. Oversee the compilation of the Strategy section of the SWLEP Annual Performance Review; and  
Oversee the planning of SWLEP's Annual Conference and review its performance.

## **7. Reporting responsibilities**

The Strategy Committee shall:

- 7.1. report to the SWLEP Board on its proceedings after each meeting on all matters within its duties and responsibilities;
- 7.2. make whatever recommendations to the Board it deems appropriate on any area within its remit where it deems that action or improvement is needed; and
- 7.3. produce a report of the company's forward strategy to be included in the company's annual report.

## **8. Other matters**

The Strategy Committee shall:

- 8.1. have access to sufficient resources in order to carry out its duties;
- 8.2. be provided with appropriate and timely training, both in the form of an induction programme for new members and on an on-going basis for all members; and

## **9. Conflicts of interest**

- 9.1. The SWLEP Governance Framework includes a Conflicts of Interest Policy and members of the Strategy Committee are required to disclose at its meetings, and using the SWLEP's Register of Interests form, any potential conflicts of interest or pecuniary interests (e.g. direct financial interest in a scheme through employment or personal gain including any interest as a result of close personal relationships or friendships) which may prevent them from making an impartial decision.



## **10. Code of Conduct**

10.1. All members of the Strategy Committee and any officers shall, when carrying out any duties or responsibilities on behalf of the SWLEP, abide by the SWLEP's code of conduct as set out in the SWLEP's Governance Framework.

10.2. All members of the SWLEP Subgroup and officers shall, when carrying out any duties or responsibilities on behalf of the SWLEP, abide by the seven principles of public life: selflessness; integrity; objectivity; accountability; openness; honesty; and leadership as defined in section 28 of the Localism Act 2011.

## **11. Variation**

11.1. These terms of reference shall be reviewed by the SWLEP Board on an annual basis but can be amended as required to meet the current and evolving needs of the Strategy Committee with the agreement of the Board.

## **12. Agreement**

12.1. The above Terms of Reference for the SWLEP Strategy Committee have been agreed by the SWLEP Board and signed by:

XXXX, Chair SWLEP Board

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Date

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XXXX, Chair Strategy Committee

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Date

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## Subgroup Terms of Reference

### 1. Purpose

- 1.1. The Subgroups are responsible for overseeing and providing strategic direction, advice and support to the SWLEP Board to ensure the Swindon and Wiltshire Local Enterprise Partnership's strategic objectives are delivered successfully.
- 1.2. There are four Subgroups:
  - Skills and Talent;
  - Infrastructure (covering Transport, Digital and Place);
  - Business Environment; and
  - Ideas

### 2. Governance

- 2.1. The Subgroups shall be accountable to the SWLEP Board and must operate at all times within the parameters of the SWLEP Governance Framework. The decisions and business of each subgroup shall be subject to the overview and scrutiny function set in place for the SWLEP. The Board will set the overall strategic context for the Subgroups and the responsibility for approving project prioritisation rests with the SWLEP Board

### 3. Membership

- 3.1. Each Subgroup will comprise at least two non-executive Board Directors, one acting as the Chair and the other as Vice-Chair. Each subgroup will include up to three businesses representatives who will provide technical advice to aid decision making. In addition, each Subgroup will have a Lead Officer. The Subgroups will determine additional attendees such as experts and temporary members according to need or requirement.
- 3.2. The Chair and Vice Chair will hold the post for 3 years, or for the period which is co-terminus with their remaining Board tenure. If the Chair is not present at any meeting the Vice Chair will preside.
- 3.3. The Lead Officer will liaise regularly with the Chair, help manage the work of the Subgroup and ensure reports for the Board are prepared in a timely and accurate manner and will co-ordinate additional support when required. In addition, the Lead Officer will liaise with the SWLEP over communication and engagement matters.
- 3.4. Only members of the Subgroup and the Executive Assistant shall have the right to attend the Subgroup meetings. However, other individuals and external advisers may be invited to attend for all or part of any meeting, as and when appropriate and

necessary. Any SWLEP Board Director can request to attend a meeting as an observer.

#### **4. Subgroup Secretariat**

- 4.1. The SWLEP Executive Assistant will provide secretariat and administrative assistance to ensure the efficient functioning of the Subgroup.

#### **5. Quorum**

- 5.1. The quorum for a meeting shall be half the total membership plus one to include either the Chair or Vice Chair and one external business. No business shall be transacted unless a quorum is present. If a quorum ceases to be present during a meeting the meeting shall be adjourned to a date to be agreed or determined by the Chair.

#### **6. Meetings and papers**

- 1.1. Each Subgroup shall meet at least five times a year in line with the SWLEP Board meetings.
- 1.2. Meetings shall be called by the Secretariat at the request of the Chair.
- 1.3. Notice of each meeting confirming the venue, time and date together with an agenda and supporting papers shall be circulated electronically to each member of the Subgroup and any other person required to attend, no later than five working days before the date of the meeting.
- 1.4. The Secretariat shall minute the proceedings and resolutions of the Subgroup.
- 1.5. Draft minutes shall be circulated promptly to all members of the Subgroup. Once approved, minutes will be distributed within ten working days following the meeting and will be published on the SWLEP website.
- 1.6. The Chair should attend the SWLEP Board to report on its activities and answer any questions in relation to it made by the Board or members of the public.

#### **7. Duties**

- 7.1. The sub-groups shall:

- 7.1.1. Oversee the development, implementation and delivery of the SWLEP's strategic objectives as set out in the LIS;



- 7.1.2. Provide advice and support to the SWLEP Board on relevant policy matters and issues including consideration of the implications of national Government policy changes on programmes and projects as they arise;
- 7.1.3. Analyse performance information pertaining to their areas of focus and advise the SWLEP Board on emerging implications and opportunities and report overall funding to the Strategy Committee twice a year;
- 7.1.4. Ensure strategic linkage and close working with other SWLEP subgroups, relevant Unitary Authority teams and partners;
- 7.1.5. Undertake such other functions as prescribed or agreed upon by the Subgroup and agreed by the Board or Strategy Committee;
- 7.1.6. Oversee the delivery of their relevant section of the LIS Implementation Plan, undertake stakeholder management activity as required and review the delivery of projects and programmes which fall under its strategic remit (Table 1); and
- 7.1.7. Request funding, if required, up to an agreed amount from the Board to support strategy development and stakeholder management.

**Table 1: Overview by Sub-group activity**

<b>Sub-group</b>	<b>Overview</b>
<b>Skills and Talent</b>	<p>Develop and deliver the Swindon and Wiltshire Skills Plan and Annual Skills Report which is SWLEP's response to People Foundation of Productivity of the Swindon and Wiltshire Local Industrial Strategy.</p> <p>Maintain oversight over SWLEP funded skills and talent projects and the delivery of European and other funded skills projects in order to inform the SWLEP board of emerging strengths and weaknesses.</p> <p>The Chair, to act as the Board Champion for Equality on the SWLEP Board.</p>
<b>Infrastructure and Places</b>	<p>Develop and maintain the Swindon and Wiltshire Infrastructure and Places Plan in response to priorities set out in the Swindon and Wiltshire Local Industrial Strategy</p> <p>Maintain oversight over SWLEP and other funded infrastructure and place shaping projects in order to inform the SWLEP board of emerging strengths and weaknesses.</p>
<b>Business Environment</b>	<p>Develop and deliver the Swindon and Wiltshire Business Environment Plan in response to the priorities set out in the Swindon and Wiltshire Local Industrial Strategy.</p>



	<p>Take on the role of the Growth Hub Governance Group and maintain oversight over SWLEP's funded business development projects and the delivery of European and other funded business development projects in order to inform the SWLEP board of emerging strengths and weaknesses.</p> <p>The Chair, with the support of the Vice Chair, to act as the representative of Small and Medium Enterprises on the SWLEP Board.</p>
<b>Ideas</b>	<p>Maintain oversight over SWLEP and other funded innovation and GPIF investment projects in order to inform the SWLEP Board of emerging strengths and weaknesses.</p>

## **8. Reporting responsibilities**

- 8.1. The Chairs of each Subgroup will be members of the Strategy Committee to discuss policy and strategy recommendations for future delivery under their respective area of the Local Industrial Strategy.
- 8.2. Subgroups will make whatever recommendations to the Strategy Committee on any area within its remit where it deems that action or improvement is needed.
- 8.3. Each Subgroup will report to on its proceedings as requested by the Board on all matters within its duties and responsibilities.

## **9. Conflict of interest**

- 9.1. The SWLEP Governance Framework includes a Conflicts of Interest Policy and members of the SWLEP Subgroups are required to disclose at Subgroup meetings and using the SWLEP's Register of Interests form any potential conflicts of interest or pecuniary interests (e.g. direct financial interest in a scheme through employment or personal gain including any interest as a result of close personal relationships or friendships) which may prevent them from making an impartial decision. Depending on the nature of this interest, there may be the need to co-opt another suitable member on to the SWLEP Subgroup for the purpose of making the decision in question.

## **10. Code of Conduct**

10.1. All members of the Strategy Committee and any officers shall, when carrying out any duties or responsibilities on behalf of the SWLEP, abide by the SWLEP's code of conduct as set out in the SWLEP's Governance Framework.

10.2. All members of the SWLEP Subgroup and officers shall, when carrying out any duties or responsibilities on behalf of the SWLEP, abide by the seven principles of public life: selflessness; integrity; objectivity; accountability; openness; honesty; and leadership as defined in section 28 of the Localism Act 2011.

## **11. Variation and dissolution**

11.1. These terms of reference shall be reviewed by the SWLEP Board on an annual basis but can be amended as required to meet the current and evolving needs of the Operations Committee with the agreement of the Board

11.2. The dissolution of any Sub-Group can be made by the SWLEP Board or by the unanimous agreement of the Members and then ratified by the SWLEP Board.

## **12. Agreement**

12.1. The above Terms of Reference for the SWLEP Sub-Groups have been agreed and signed by:

XXXX, Chair

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Sub-group

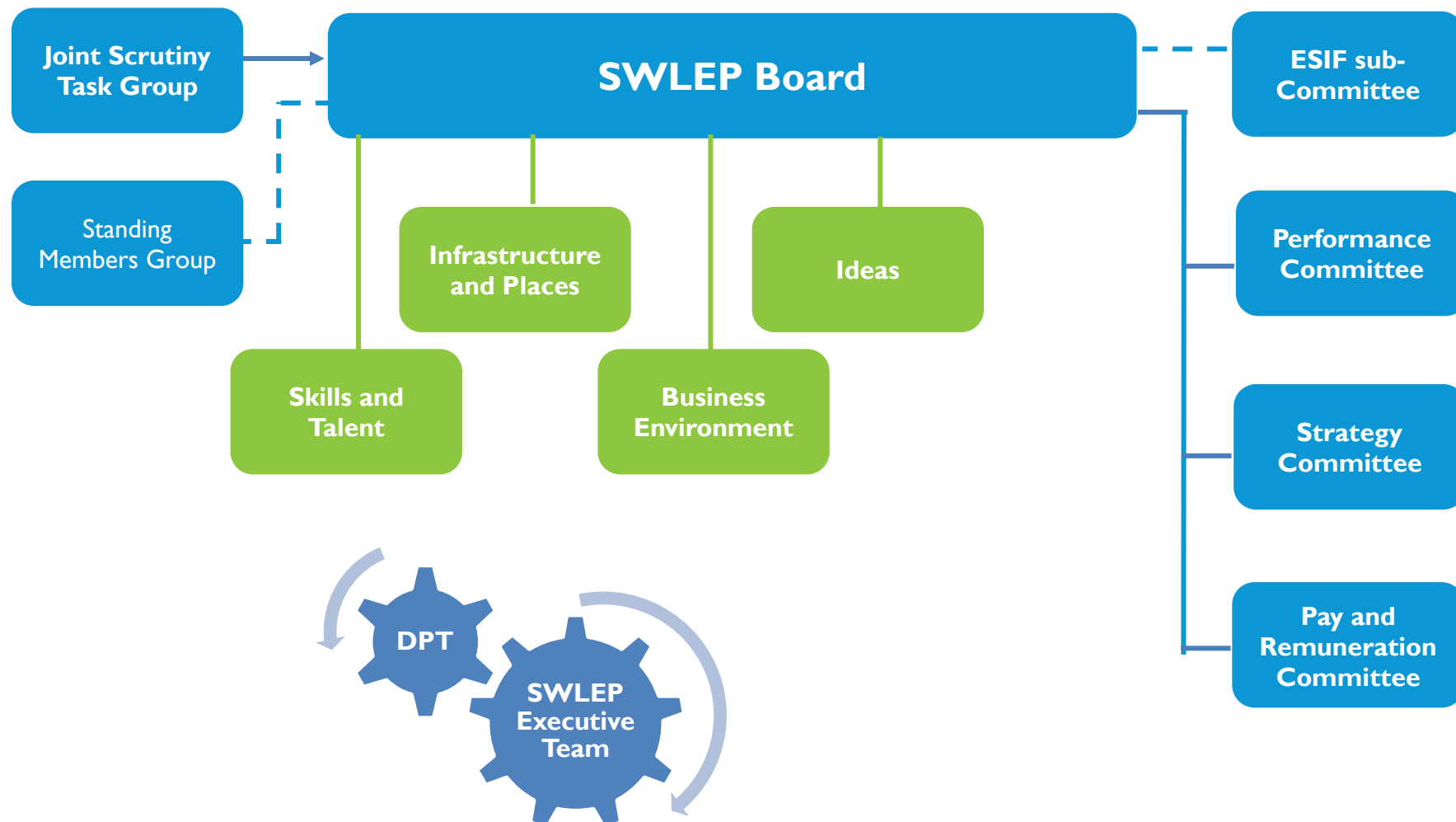
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Date

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# SWLEP Draft Governance Structure, May 2020

**Figure 1: Draft Governance structure for the Swindon and Wiltshire Local Enterprise Partnership 2020-2021**



### **Swindon and Wiltshire Local Enterprise Partnership (SWLEP) – Joint Scrutiny Panel Terms of Reference, March 2020**

#### **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 £12billion 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 SWLEP 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 SWLEP 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 nonexecutive 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 Local Industrial Strategy and its implementation 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;
- c) of support officers;
- d) To facilitate the smooth running of each meeting;
- e) To ensure that Members of the Panel have an equal voice and an opportunity to discuss and debate items of interest;
- f) To ascertain the sense of the meeting and ensure realistic recommendations are developed;
- g) To resolve any dispute in meetings through the exercise of his/her powers;
- h) To lead the Panel in its role as critical friend;
- i) To be a champion for the scrutiny role; and
- j) 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 representing more than one membership group 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.
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.

Joint Management Select Committee 17 March 2020



**Swindon & Wiltshire**  
LOCAL ENTERPRISE PARTNERSHIP

**Board Meeting  
21 May 2020**

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<b>Meeting &amp; Date:</b>	SWLEP Board Meeting – Thursday, 21 May 2020		
<b>Subject:</b>	Growing Places Infrastructure Fund (GPIF)		
<b>Attachments:</b>	None		
<b>Author:</b>	Phil Clement Head of Investment & Export	<b>Total no of sheets:</b>	2

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

- 1.1 To inform the Board how the applications for loans from the Growing Places Infrastructure Fund (GPIF) are assessed.

## 2. Summary

- 2.1 This report summarises the GPIF application process.

## 3. Recommendations

- 3.1 The Swindon & Wiltshire Local Enterprise Partnership Board is recommended to:
- 3.1.1 note the application process.

## 4. Detail

- 4.1. The Growing Places Infrastructure Fund (GPIF) is a loan programme to support the growth of companies in Swindon and Wiltshire. It is a revolving fund whereby capital repayments are recycled to provide further loans.
- 4.2. Funds can only be used for capital purposes, such as plant and machinery or building refurbishment.
- 4.3. There is £8.67m in the fund, of which approximately £3.5m was available as at 21 May 2020.



- 4.4. There is an open call for project proposals, with an application form and further information on the SWLEP web site. Applications are invited for projects that require loans from £150,000 to around £1.25m
- 4.5. Three projects were assessed in the earlier private session of this Board meeting, totalling £667,500.00p, representing the food sector, the life sciences sector and one firm looking to increase co-working office provision.
- 4.6. A GPIF Loan Working Group consisting of five SWLEP Board Directors and two Advisers carry out due diligence on each application, with input from Wiltshire Council's Finance Team and the SWLEP's Head of Investment & Export.

**GPIF Working Group Members**

Alex Reed  
Mark Smith  
Peter Wragg  
Becky Middleton  
Paddy Bradley

**GPIF Working Group Advisers**

Graham Hutchins (Chief Operating Officer, NCL Technology Ventures)  
Ian Workman (Co-Head, UK SME Banking, Barclays Bank)

- 4.7. Alignment to the SWLEP's Local Industrial Strategy is a key consideration when reviewing projects. The creation of new jobs, particularly higher level, as well as improvements to productivity are therefore key indices.
- 4.8. Information the Working Group assess, in addition to the on-line application, includes:
- previous years' audited accounts;
  - cashflow forecast detailing their ability to repay the loan;
  - credit rating of the business (Wiltshire Council utilises a company called DueDil); and
  - collateral on offer to use as security.
- 4.9. The interest rate offered, if a loan is approved, is calculated using the prevailing EU base rate for state aid related projects in the UK. This currently stands at 0.94%. Additional points are added based on an assessment of the Working Group, taking account of the above information.



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LOCAL ENTERPRISE PARTNERSHIP

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**Swindon & Wiltshire**  
LOCAL ENTERPRISE PARTNERSHIP

**Board Meeting  
21 May 2020  
Paper Number 7.1**

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<b>Meeting &amp; Date:</b>	SWLEP Board Meeting – Thursday, 21 May 2020		
<b>Subject:</b>	COVID-19 Update		
<b>Attachments:</b>	None		
<b>Author:</b>	Claire Alexander	<b>Total no of sheets:</b>	4

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

- 1.1. This report provides an update on SWLEP activities in relation to COVID-19 and the current UK lockdown.

## 2. Summary

- 2.1. An LGF Impact Register has been compiled to understand and manage the risks arising because of the pandemic and UK lockdown (assessing impact).
- 2.2. Following the UK lockdown on 24 March 2020, SWLEP has mobilised the Growth Hub Triage+ Information Service (supporting response).
- 2.3. SWLEP continues to co-ordinate local intelligence and emerging issues to BEIS (towards recovery).
- 2.4. All these efforts and initiatives are co-ordinated by SWLEP and delivered in partnership with Swindon Borough Council (SBC) and Wiltshire Council (WC).

## 3. Recommendations

- 3.1 The Swindon & Wiltshire Local Enterprise Partnership Board is recommended to:
  - 3.1.1 acknowledge the actions and efforts to date and importantly that this has been achieved through close and proactive working with a range of partners.

#### **4. Detail**

##### **4.1 Assessing Impact**

- 4.1.1 Highlight reports are co-ordinated several weeks in advance of Commissioning Group for review and where necessary moderation, and then presented to the Board for approval, two weeks later. The Board is therefore reviewing project performance and status reports for a previous period.
- 4.1.2 Recognising that we need to synchronise the emerging impact of COVID-19, the Delivery and Performance Team (DPT) has developed an Impact Register to not only assess the risks to LGF project delivery and costs, but also to collate intelligence and feedback to Central Government. This register will be updated fortnightly and with information changing by the day is a very dynamic tool.
- 4.1.3 Any project identified as High Risk because of COVID-19 will be discussed at the Board meeting.

##### **4.2 Supporting Response**

- 4.2.1 The Growth Hub (GH) mobilised a business support service within days, known as the Triage+ Information Service and this was achieved working with partners and drawing upon the skills and expertise of the existing SWLEP Team.
- 4.2.2 The Navigator team was established quickly and enabled through the temporary secondment of four officers from Wiltshire Council's skills team. These individuals as part of the seven-person Navigator Team have stepped up to the challenge and provided support to over 500 businesses with an active caseload of 322 businesses at the time of this report. Business West continues to provide support to the GH by way of webchat and call handling.
- 4.2.3 Through the daily call with the Department of Business Energy and Industrial Strategy (BEIS) and working in partnership with Swindon Borough Council (SBC) and Wiltshire Council (WC) the support to businesses ranging from preparing SMEs to apply for grants, through to supporting rejected applicants and being able to use intelligence to influence the shape of the service and support government with communications and gaps in financial relief to certain sectors has worked incredibly well.
- 4.2.4 The SWLEP is a member of the Economy Recovery Cell run by both Councils.
- 4.2.5 The Chair of the Growth Hub Governance Group and Board Member, Alison North, has kindly written an article for the new and improved GH website and dedicated COVID-19 section and delivered a Webinar to local businesses. We would like to take this opportunity to invite Board members to participate as hosts for the GH Webinar series and/or write articles for the GH website.



- 4.2.6 A huge amount of effort and website redesign took place to support the new Triage+ service and Navigator team and feedback from partners was invaluable. SWLEP/SBC/WC continue to proactively collaborate to ensure that all business support guidance and web pages refer SMEs back to the Growth Hub, allowing the Local Authorities resources to focus on processing grant applications.

### **4.3 Towards Recovery**

4.3.1 Working closely with SBC, WC and BEIS, SWLEP has:

- reviewed the strategic opportunities identified in our LIS and amended prioritisation and timelines, for example, strategic opportunities in relation to the tourism industry have had their proposed start dates delayed monitoring sector recovery;
- responded to the consultation on Return to Work Guidance issued by the Government;
- reviewed the Skills Plan in the light of issues over apprenticeships – completion and economic sustainability of training providers; and
- continued to lead and engage in economic recovery conversations as a feature of the ongoing work through the Leaders' Groups for both the Western Gateway and England's Economic Heartland.

4.3.2 The following has taken place locally:

- SWLEP has led recovery work related to Local Growth Deal programmes and the LIS;
- Swindon and Wiltshire Councils have convened Economic Recovery Cells as part of their Local Resilience Forum procedures;
- SWLEP is working on sector impacts;
- SWLEP/SBC/WC has co-ordinated information sharing with both councils and the business representative organisations in our area (Chambers, FSB, BID companies, Business West, IoD, NFU, CLA and Make UK); and
- both Councils have used good relations with the SWLEP and business representative organisations to chase up contact with hard to reach businesses.

4.3.2 The following themes and priorities are emerging within the SWLEP area and have been fed into Central Government via BEIS:

- heavy impact on the Hospitality sector – letter sent by SWLEP to the seven local MPs making the case for additional support;
- travel restrictions, delayed opening of pubs, theatres, restaurants will all have a negative impact on the tourism industry. This will be felt in all LEP areas to differing degrees;





- LIS strategic opportunities gave highest priority to digital and sustainable energy development. These opportunities are progressing strongly as opposed to the slower progress of work on boosting lower value sectors which have been impacted heavily by COVID-19;
- timing and co-ordination of a return to work allied to availability of safe childcare enabling staged re-opening of schools. All three need considering together, not each in isolation as they are inter-dependent;
- priorities and targets around apprenticeships in our Skills Plan need to be changed as we analyse the impact locally on both achievement and availability of provision. We might see a need to increase lower level provision;
- long-term research opportunity to track progress of current Year 6, Year 11, and Year 13 students without public examination results; and
- findings of surveys undertaken by established organisations such as Business West (Chamber of Commerce) and FSB shared with BEIS using a local recovery lens to consider recovery actions and themes.

## **5. Future Growth Hub funding and sustaining support resource**

- 5.1 In the Budget, the Chancellor announced an additional £10m for LEPs for Growth Hubs for the financial year 2020/21. The SWLEP allocated share has been confirmed as £257k and we are awaiting criteria for spend from the Treasury. It is anticipated that this additional funding will enable us to sustain a Navigator team and it is likely that we will be directed to use this resource to support SME growth businesses that create supply chain opportunities within the local area. A further update will be provided at the July Board meeting.
- 5.2 SWLEP has recently been awarded an ERDF grant in relation to the SME Competitiveness Programme and these additional resource into the local area will be invaluable in providing a balance of growth and start up support to local businesses. The programme no longer contains capital grants and has a contract value of £2.38m with an ERDF grant of £1.19m; contract mobilisation is underway.



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<b>Meeting &amp; Date:</b>	SWLEP Board Meeting – Thursday, 21 May 2020		
<b>Subject:</b>	Growth Hub Operational Update		
<b>Attachments:</b>	None		
<b>Author:</b>	Chris Stevens, Growth Hub Manager	<b>Total no of sheets:</b>	4

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

- 1.1. To provide an update to the Board on current and future Growth Hub activities.

## 2. Summary

- 2.1. Since mid-March 2020, around the time Central Government started to announce the various Coronavirus-related business support schemes, the Swindon & Wiltshire Growth Hub has seen a huge increase in website traffic, general engagement and businesses requiring further support to what they can source online. Every effort has been made to accommodate the increase from redesigning the COVID-19 business support page itself, to organising the information in such way to be cohesive with the Government website layout and ensuring information is easy to find. As to the demands for further business support, Growth Hub has mobilised its Triage+ Information Service in partnership with Wiltshire Council to provide crucial information, advice and guidance over the telephone and via email to businesses that require it.

## 3. Recommendations

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

- 3.1. read and digest the information herein to gain a broad understanding primarily of the Growth Hub's work in light on the pandemic.

#### 4. Detail

- 4.1 Growth Hub first launched its Coronavirus Business Support pages during early March accompanied by a short survey asking if businesses require further support by way of a call back. This gave us crucial early insight to the demands on the service we could soon be facing.
- 4.2 Following feedback from SWLEP's collaboration partners, the page was redesigned and information re-organised to ensure businesses could easily find what they were looking for and to offer a sense of cohesion should they have visited the Government's website first or vice versa.
- 4.3 Since mid-March 2020 to present day we have seen circa 11,000 visitors across the entire site compared to the same time last year of circa 4,000, an increase of nearly 200%.
- 4.4 The graphic below presents some data on the 11,000 visitors for the period mentioned. Some businesses may have taken multiple actions during their visit(s).

Definitions:

**Conversions** – an embellished visit for example downloading information

**Touchpoints** – any interaction with the website such as a click-through to articles

**Visitors** – those that have accepted cookies and are now trackable with browsing habits

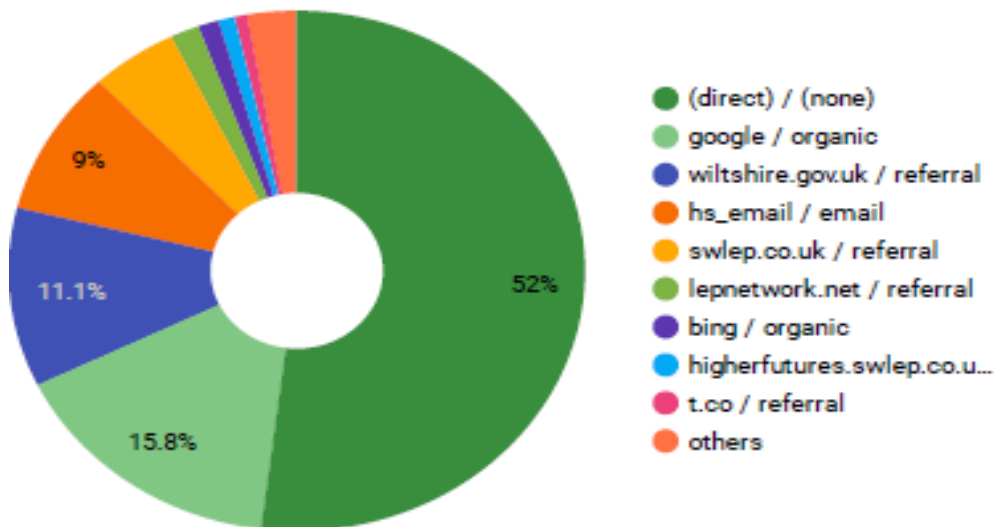
**New Contacts** – businesses that have submitted information for the first time such as joined our Growth Hub Community or subscribed to a newsletter





### Acquisition Source/Medium

Where does the traffic to this page come from?



## 5. Growth Hub Triage+ Information Service

- 5.1 In response to the COVID-19 pandemic, the importance of offering over and above digital support for businesses during these extremely difficult times is imperative. In partnership with Wiltshire Council, Growth Hub has implemented a Triage+ Business Information Service that enables the Growth Hub to deliver dedicated telephony, email and webchat support to businesses that require further information to best manage their situation.
- 5.2 Comprising of six Business Navigators including the Growth Hub Manager, the team was physically mobilised on 25 March 2020 and in receipt of a full briefing detailing the work at hand. Wiltshire Council supplied four staff (to become said Business Navigators) from across the Employment & Skills and Careers Hub teams to support the delivery of the service.
- 5.3 To ensure county wide coverage, three Navigators were deployed in the north to include Swindon and three in the South.
- 5.4 In order to increase telephony capacity in answering calls, the Growth Hub Information service phone line was increased from a single person taking calls to a 'call group' of four including one of the Navigators and the other three staff from Business West.

- 5.5 Businesses have three entry points to the service – direct email, webchat or telephone where an initial triage takes place with supporting information. If the business requires further information and would like to speak with someone in more detail, they are then referred to a Business Navigator.
- 5.6 Since inception, the service has received **500 enquiries across all entry points** and currently **manages a caseload of 322 businesses** spread over the Business Navigators. As one might expect, with the inclusion of Swindon there is a bias towards the north of the County currently.
- 5.7 As the agreed leading business support partner with Local Authorities, the Triage+ service continues to be in receipt of referrals from respective LAs if businesses are not eligible for Government Grant funding.

## **6. Future funding and activities**

- 6.1 SME Competitiveness** – For the first time SWLEP will be delivering an ambitious ERDF contract supporting start-up and growth businesses with a contract value of £2.4m. Following receipt of the formal grant offer letter, work continues with delivery partners YTKO and SetSquared to mobilise the contract whilst reviewing viability. The significant change is that there will no longer be a grant element, therefore reducing the contract value by £200,000 to said £2.4m.
- 6.2 COVID-19 Support Funds** – the Department for Business, Energy and Industrial Strategy (BEIS) has awarded the Swindon & Wiltshire Growth Hub with £257k of additional funding to deliver Coronavirus-related support.
- 6.3 Resource Management** - Both the above programmes will see a significant growth of the team through the recruitment of permanent Business Navigators and administration staff.
- 6.4 Webinars** – Growth Hub is implementing a series of webinars and delivered the first one on 28 April 2020 with Alison North (SWLEP Board Director, Business Owner and International Business Consultant) delivering a presentation on ‘Business Resilience During COVID-19’. 21 people were in attendance and very engaged in the session. An invitation is extended to all Board members that may wish to contribute to or deliver webinars in the future.
- 6.5 Surveying** – Growth Hub continues to manage the ‘response’ phase to the pandemic whilst looking to shape services for ‘recovery’. A big part of this shaping is collecting widespread intelligence with key issues businesses are going to face and what the support could look like going forward. Growth Hub is considering ways to best contribute and achieve this.



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<b>Meeting &amp; Date:</b>	SWLEP Board Meeting – Thursday, 21 May 2020		
<b>Subject:</b>	LGF Highlight Reports		
<b>Attachments:</b>	None		
<b>Author:</b>	Claire Alexander	<b>Total no of sheets:</b> (inc cover sheet)	15

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

- 1.1 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. COVID-19

- 2.1 A specific and dynamic COVID-19 Impact Register is being compiled to understand risks to projects arising because of the pandemic and current UK lockdown.

It should be noted that the RAG ratings indicated in this report are as at 24 April 2020. An update on any project moving to a high-risk rating (RED), since this report was compiled and distributed, and because of COVID-19, will be provided during the meeting.

## 3. Summary

- 3.1 The following projects have been identified by the Steer review as 'Focus' projects, warranting specific attention in this summary:



Project Name	Lead Delivery Partner	Previous	Current	Business Case Status
Chippenham Station Hub*	WC	<b>AG</b>	<b>AG</b>	OBC for Phase 1b (Northern Lift Access) approved at March 2020 Board.
A350 Yarnbrook/ West Ashton	WC	<b>AG</b>	<b>AR</b>	FBC under development with ITA (Systra) pending Board approval.
The Maltings (Salisbury)	WC	<b>AG</b>	<b>AR</b>	OBC approved at January 2020 Board.
Swindon Bus Boulevard	SBC	<b>AG</b>	<b>AG</b>	Business case for submission to Future High Streets Fund on 7 May 2020.
New Eastern Villages Southern Connector Road	SBC	<b>AR</b>	<b>AR</b>	Full Business Case for the Department for Transport will be submitted for approval in November 2020.
New Eastern Villages A420 Gablecross	SBC	<b>AR</b>	<b>AR</b>	Full Business Case to be submitted for approval by November Board.
Wichelstowe Southern Access	SBC	<b>G</b>	<b>AG</b>	Construction work is due for completion by March 2021. There had been some Covid-19 related impact upon this programme, but construction has now resumed.

\*full breakdown of sub-projects shown later in this report.

## 4. Summary

- 4.1 Highlight Reports are included within this report for all 27 live projects and below is a summary of current project status.

Complete	Green	Amber Green	Amber Red	Red
<b>11</b>	<b>10</b>	<b>11</b>	<b>6</b>	<b>0</b>

## 5. Monitoring & Evaluation

- 5.1 As part of the LGF Assurance Framework, LGF outputs are being monitored and reported, but most of our outputs are being delivered post March 2021 when projects are completed. As we move into the final year of LGF delivery, the Delivery & Performance Team will adopt a heightened focus with regards to outputs and a review of current performance against baseline, to include recently approved projects, has commenced.

**SWLEP Programmes  
Highlight Report - May 2020**



**Local Growth Fund – Focus Projects**

Project Ref	Project Name	Lead	Project Cost (£'m)	LGF Grant (£'m)	Previous	Current	Notes
LGF/1617/00 4/CSH	Chippenham Station Hub	WC	13.00	13.00	AG	AG	Potential Covid-19 related risks around deliverability by March 2021 are under review. £50k to be allocated for Covid-19 impacts.
LGF/1617/00 9/YWA	A350 Yarnbrook/ West Ashton	WC	31.00	5.50	AG	AR	FBC under development with ITA (Systra) pending Board approval – July 2020.
LGF/1718/00 3/CCPM	The Maltings (Salisbury)	WC	36.90	6.06	AG	AR	<p>Negotiations have progressed on undertaking strategic land acquisitions, but no deals have been concluded. Market conditions have deteriorated presenting a challenge in this respect. Nuveen has commenced works on the Plot 1 scheme for a new hotel, gym and library but they have been paused. It is not known when these will resume.</p> <p>Impact of Covid-19 on resources has delayed signing of LGF funding agreement / transfer of funding to EA. Scheme design is however progressing, and programme remains on track for planning submission in early 2021.</p>

## SWLEP Programmes Highlight Report - May 2020



LGF/1617/00 8/SBX	Swindon Bus Boulevard	SBC	6.00	3.00	AG	AG	Key enabling works now in progress: northern diversion works on Fleming Way began on 20 April, central cabling works to resume in June. Detailed design now undergoing technical approval process and landscape design being reviewed. Spend is on track to be achieved by March 2021.
LGF/1516/00 3/EV (iv)	New Eastern Villages - Southern Connector Road	SBC	30.57	11.60	AR	AR	CPO process has concluded successfully and agreements progress with landowners. Soft market testing has been carried out ahead of tender issue. Work continues to progress the scheme delivering outcomes for Local Growth Fund and Housing Infrastructure Fund. Contractual arrangements are being finalised with Homes England for HIF.
LGF/1516/00 3/EV (iii)	New Eastern Villages - A420 Gablecross	SBC	8.73	4.40	AR	AR	Initial tender process resulted in tender returns being disqualified due to cost. After an independent review to assess scheme costs, a new tender process will be run; detailed design progresses ahead of this. The retender has resulted in a reprogramming exercise but scheme is still due to achieve spend by March 2021.
LGF/1617/00 2/WI	Wichelstowe Southern Access	SBC	25.86	22.90	G	AG	Further designs are being developed for technical approval in line with the programme. There had been some Covid-19 related impact upon this programme, but construction has now resumed.

**SWLEP Programmes  
Highlight Report - May 2020**



**Local Growth Fund – Chippenham Station Hub - Sub Projects**

Phase	Project Name	Delivery Lead	Project Cost (£'m)	LGF Grant (£'m)	Previous	Current	Notes
1.	Business Case Development	Wiltshire Council	0.35	0.35	Complete	Complete	
1a	Station Improvements	GWR	0.87	0.87	Complete	Complete	
1b.	3 <sup>rd</sup> Lift and Safe Walking Route	Network Rail	1.50	1.50	n/a	AG	OBC approved March 2020. At procurement stage. Covid-19 impact is under ongoing review. Implementation agreement is proceeding to cover station change and procurement for delivery.
2.	Saddlers Mead Car Park	Wiltshire Council	6.90	6.90	G	AG	Construction commenced. Covid-19 impact is under ongoing review.
5	Chippenham Station Square	GWR	1.35	1.35	G	AG	Design (End of GRIP 3). March 2020 GWR received certainty on extension of franchise, allowing project delivery to continue. Covid-19 impact is under ongoing review.
6	Sustainable Transport Package	Wiltshire Council	1.98	1.98	G	AG	Detailed scheme will be developed and delivered within agreed budget envelope and enhanced by s106 where possible. Covid-19 impact is under ongoing review.

**SWLEP Programmes  
Highlight Report - May 2020**



**Local Growth Fund – Growth Deal 1 and 2**

Project Ref	Project Name	Lead	Project Cost (£'m)	LGF Grant (£'m)	Previous	Current	Notes
LGF/1516/001/A350	A350 Improvement	WC	3.34	1.67	Complete	Complete	
LGF/1516/002/A429	A429 Malmesbury	WC	2.00	1.40	Complete	Complete	
LGF/1516/004/PSP	Porton Science Park	WC	10.10	4.00	Complete	Complete	
LGF/1617/001/A350	A350 Dualling Bypass	WC	7.10	7.10	Complete	Complete	
LGF/1617/007/MH	Mansion House (Corsham)	WC	3.90	2.50	Complete	Complete	
LGF/1617/010/JNC17	M4 J17 Capacity Improvement	WC	1.79	0.50	Complete	Complete	
LGF/1617/009/UFB	Ultra-Fast Broadband	WC	3.00	1.00	G	AG	Programme delivery has been delayed but projects will be delivered by June 2021 and LGF funding spent by March 2021.
LGF/1516/005/LSTF	LGF Sustainable Transport Package	SBC	3.75	3.75	Complete	Complete	

## SWLEP Programmes Highlight Report - May 2020



LGF/1617/00 3/SRT	Swindon Quality Bus Corridor (Rapid Transit)	SBC	8.92	8.92	AG	AG	Scheme 1 (Wichelstowe Quality Bus Corridor) is complete and because of slightly increased costs, spend has been reprofiled between this scheme and Scheme 3 (Urban Traffic Management Control). A change control has been submitted. Scheme 2 (Moonrakers) is progressing well and a Full Business Case will be considered by the Board in May.
LGF/1819/00 1/RAM	Royal Artillery Museum	WC	8.15	1.35	AG	AG	Scheme Promoter working with Wiltshire Council to move through formal Planning process.
LGF/1617/01 1/SCQ	Swindon Cultural Quarter	SBC	0.25	0.25	G	G	There has been some slight impact from Covid-19 in terms of Advisory Group, but programme is on track and an Outline Business Case will be presented to Board in July.
LGF/1819/00 2/ILS	Illuminating Salisbury	WC	0.10	0.10	AG	AG	Slightly disrupted by the Covid-19 lockdown and that has delayed delivery of the OBC by one month.
LGF/1819/00 3/FSG	Fisherton Street Gateway (Salisbury)	WC	0.55	0.55	G	G	Outline Business Case submitted to MHCLG.
LGF/1819/00 4/CCT	City Centre Transport (Salisbury)	WC	0.25	0.25	G	AG	The impact of Covid-19 and our ability to undertake stakeholder consultation and resident engagement has been restricted due to UK lockdown.
LGF/2020/00 1/J15	M4 Junction 15	SBC	17.5	3.00	n/a	G	Grant agreement currently being progressed.

**SWLEP Programmes  
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**Local Growth Fund – Growth Deal 3**

Project Ref	Project Name	Lead	Project Cost (£'m)	LGF Grant (£'m)	Previous	Current	Notes
LGF/1718/00 1/WCS	Wiltshire College - Salisbury	Wiltshire College	15.30	13.83	<b>G</b>	<b>AG</b>	Refurbishment work (contract 1) complete. New build (contract 2) work now started – construction due to be completed in December 2020. In this education setting works had been planned concurrently and the window to achieve this has been reduced because of COVID-19. The construction work will now be sequential creating a delay of what could be in the region of 2-3 months.
LGF/1718/00 2/WCL	Wiltshire College - Lackham	Wiltshire College	9.20	8.20	<b>AG</b>	<b>AG</b>	Delays due to COVID-19 associated with SSE moving legacy site cabling. Contractors remain on site, steady progress, access to materials is becoming an issue.



**SWLEP Programmes  
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**Department for Transport – LGF Growth Deal I**

Project Ref	Project Name	Lead	Project Cost (£'m)	LGF Grant (£'m)	Previous	Current	Notes
LGF/1516/003/EV (i)	New Eastern Villages - Great Stall Bridge	SBC	n/a	n/a	n/a	n/a	Project no longer LGF funded.
LGF/1516/003/EV (iia)	New Eastern Villages - Greenbridge Roundabout	SBC	5.34	2.00	Complete	Complete	
LGF/1516/003/EV (iib)	New Eastern Villages - Nythe and Piccadilly	SBC	3.82	2.93	G	AR	<p>Initial tender process resulted in tender returns being disqualified due to cost. After an independent review to assess scheme costs, a new tender process will be run; detailed design progresses ahead of this.</p> <p>The retender has resulted in a reprogramming exercise and for this scheme there is some impact upon both business case submission date and scheme cost. Value Engineering exercise to reduce costs is being undertaken as well as looking at programme acceleration</p>

**SWLEP Programmes  
Highlight Report - May 2020**



**Department for Transport – Retained**

Project Ref	Project Name	Lead	Project Cost (£'m)	LGF Grant (£'m)	Previous	Current	Notes
LGF/1516/00 3/EV (v)	New Eastern Villages - White Hart Junction	SBC	30.10	28.20	AG	AR	<p>Ermin Street land exchange delayed by Department for Transport (DfT) property process; programme has been revised to reflect this delay and Change Control to be submitted as appropriate. Programme options approved for contractor to accelerate construction and revised programme awaited.</p> <p>Awaiting technical detailed design review sign off. Highway works commenced April 2020.</p> <p>DfT advised of issues and proposed way forward and is supportive.</p>

## SWLEP Programmes Highlight Report - May 2020



### City Deal

Project Ref	Project Name	Lead	Previous	Current	Notes
LGF/1516/006/CD	Higher Futures	WC & SBC	<b>G</b>	<b>C</b>	Project has now reached its end date. In recognition of the effectiveness of the programme and considering efforts to continue delivering sought after skills support to businesses, the Higher Futures brand and identity will remain whilst integrating with the Growth Hub's business support offer. We will be retaining a Skills Specialist in the wider SWLEP GH team and the HF email enquiries and portal will be maintained.

### Careers and Enterprise Company (CEC)

Project Ref	Project Name	Lead	Previous	Current	Notes
LEP/GEN/001/CEC	Enterprise Advisor Network & Careers Hub	WC & SBC	<b>AG</b>	<b>AG</b>	On 20 March 2020, schools and colleges nationally were closed as part of the UK Government's response to the Covid-19 national emergency. The Careers Hub team is now providing a virtual service.

### Department of Business Energy and Industrial Strategy (BEIS)

Project Ref	Project Name	Lead	Previous	Current	Notes
LEP/GEN/002/GH	Growth Hub (Core)	LEP	<b>G</b>	<b>G</b>	Now providing a Triage+ Navigator service in response to COVID-19. SME Competitiveness Programme (Contract value £2.38m with £1.19m grant) has now been confirmed without capital grants and mobilisation is underway.

## SWLEP Programmes Highlight Report - May 2020



Growing Places Infrastructure Fund (GPIF)					
Project Ref	Project Name	Oversight	Previous	Current	Notes
LEP/GPIF/001/CAS	Castledown Business Park	WC	Complete	Complete	£2.54m loan now repaid.
LEP/GPIF/002/WG	Woods Group	SWLEP	Complete	Complete	£1,28m loan now repaid.
LEP/GPIF/003/RT	Recycling Technologies	SWLEP	G	G	£1,035,433 loan in place with repayment to SWLEP by December 2021
LEP/GPIF/004/OW	Our Wilton	SWLEP	G	G	£1,250,000 loan in place with repayment to SWLEP by December 2021.
LEP/GPIF/005/PRP	PRP Optoelectronics	SWLEP	G	G	£1,140,000 loan in place with repayment to SWLEP by December 2023.
LEP/GPIF/006/FL	Four Legs Are Better Than Two	SWLEP	G	G	£150,000 loan in place with repayment to SWLEP by January 2024.
LEP/GPIF/007/AE	Autoguide Equipment	SWLEP	G	G	£150,000 loan in place with repayment to SWLEP by December 2024.
LEP/GPIF/008/ABS	Advanced Biofuel Solutions Ltd	SWLEP	G	G	£1,250,000 loan in place with repayment to SWLEP by December 2024.




## Key

### Project Status

	Red	Amber Red	Amber Green	Green
	<b>R</b>	<b>AR</b>	<b>AG</b>	<b>G</b>

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)
	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 into the following categories:

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

## RAG Scoring

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

## Principles of Overall Project RAG Status

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



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<b>Meeting &amp; Date:</b>	SWLEP Board Meeting – Thursday, 21 May 2020		
<b>Subject:</b>	Rapid Transit (UTMC) – Outline Business Case		
<b>Attachments:</b>	None		
<b>Author:</b>	Claire Alexander	<b>Total no of sheets:</b>	3

<b>Papers are provided for:</b>	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 third phase of the Swindon Rapid Transit project – Urban Traffic Management and Control (UTMC) to facilitate consistent journey times during peak periods. It will ensure that key junctions are not over capacity and deliver a balanced network for all users and modes.
- 1.2. 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 third phase of the Swindon Rapid Transit project – Urban Traffic Management and Control. This will manage the most critical parts of the highway network with a view to operating them efficiently using several pre-agreed strategies tailored to meet the objectives of Swindon's highway network.
- 2.2. The business case has been reviewed by a SWLEP appointed Independent Technical Advisor (ITA).
- 2.3. 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. 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.
- 2.4. The BCR reported for the Core Growth scenario is 2.6, which is considered to provide high value for money. The benchmark BCR for a project to be deemed viable is 2.



- 2.5. The ITA has stated that they agree that the scheme should proceed, and a Full Business Case produced.
- 2.6. The Board can therefore approve the OBC to allow design and development work to continue and for a Full Business Case to be produced.
- 2.7. 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-igf/outline-business-cases/rapid-transit---utmc/utmc-draft-business-case-v5-3\\_final.pdf?sfvrsn=2b143176\\_4](https://swlep.co.uk/docs/default-source/programmes/local-growth-fund-igf/outline-business-cases/rapid-transit---utmc/utmc-draft-business-case-v5-3_final.pdf?sfvrsn=2b143176_4)

### **3. Recommendation**

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

- 3.1. approve the Outline Business Case for Rapid Transit – Urban Traffic Management and Control, enabling the continuation of design and development work and the production of a Full Business Case.

### **4. Detail**

- 4.1 The Strategic Case is relevant and proportionate and can be considered to provide justification for intervention.
- 4.2 The overall approach to the economic case is TAG compliant with a relative degree of proportionality for the size of the scheme.
- 4.3 The BCR reported for the Core Growth scenario is 2.6, which is considered to provide high value for money.
- 4.4 Several additional sensitivity tests were requested to support the economic case examining both the benefits and cost sides of the equation. Both sensitivity tests provide evidence for the value for money category and level of benefits estimation being robust. The scheme costs are presented in Q4 2019 prices (£1,222,046) and outturn prices (£1,250,000). Costs are based on detailed design and bill of quantities. The costs will be updated with final tender prices in the FBC.
- 4.5 Whilst the risk allowance is quite low based on the stage of approval, justification is provided as only a relatively small proportion of costs are unknown, and where costs are estimates soft market testing has been undertaken.
- 4.6 The Financial Case indicates that 100% of the funding is sought from the SWLEP with no local contribution from SBC or other parties. The ask from the SWLEP also includes the preparatory costs.

- 4.7 The Commercial Case indicates that the project will be split into four different contracts reflecting different work streams within the project. Procurement will be in line with SBC procurement pathways and procedures, using existing frameworks where appropriate. The VMS element is above the EU threshold and will be procured through an EU compliant tender process.
- 4.8 The Management Case includes an outline programme; this programme focuses on approvals and procurement and would benefit from a clearer indication of the scheme delivery milestones. The programme should also include monitoring and evaluation milestones.
- 4.9 There is a section in the Management Case discussing key stakeholders and highlighting the close collaboration required in the delivery of the UTM scheme. The business case should outline how stakeholders will be engaged in this collaboration going forward, including how and when will their views be sought.
- 4.10 A risk register has been provided and will continue to be reviewed at key points in the planning and design process, and throughout the construction stage.



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<b>Meeting &amp; Date:</b>	SWLEP Board Meeting – Thursday, 21 May 2020		
<b>Subject:</b>	Rapid Transit (North Swindon Quality Bus Corridor) – Full Business Case		
<b>Attachments:</b>	None		
<b>Author:</b>	Claire Alexander	<b>Total no of sheets:</b>	4

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

- 1.1. Following approval of the OBC in November 2019 scheme costs have been confirmed through tender submissions and a Full Business Case (FBC) has been produced for the second phase of the Swindon Rapid Transit project – the North Swindon Quality Bus Corridor is for schemes at Moonrakers Junction, Grafton Rd Junction, Gorse Hill and Station Rd. The overall objective of these schemes is to produce an enhanced bus route linking Tadpole Garden Village to Swindon town centre.
- 1.2. This paper is submitted for approval by the Board.

## 2. Summary

- 2.1. A Full Business Case (FBC) has been produced for the second phase of the Swindon Rapid Transit project – the North Swindon Quality Bus Corridor.
- 2.2. The business case has been reviewed by a SWLEP appointed Independent Technical Advisor (ITA).
- 2.3. The reported BCR for the core Growth scenario is 8.8 which reflects very high value for money (VfM). The Low Growth scenario has a BCR of 4.7 providing evidence that the VfM category is robust.
- 2.4. Some issues with the business case were raised by the ITA – mainly around air quality, noise and accident assessments that indicate potential adverse impacts and that approval of the FBC should be made with consideration and implementation of mitigation actions. Feedback from Swindon Borough Council is that full mitigation exists and monitoring will continue so that measures can be considered as part of future programmes. See Section 5.3.

- 2.5. The FBC document is structured around the Treasury's recommended green book five case model for a Business Case (strategic case; economic case; financial case; commercial case; and management case) and is available to view on the SWLEP website, along with the Swindon Borough Council report, through the following links:

[https://swlep.co.uk/docs/default-source/programmes/local-growth-fund-lgf/full-business-cases/rapid-transit/north-swindon-qbc-full-business-case---redacted.pdf?sfvrsn=cd59946e\\_4](https://swlep.co.uk/docs/default-source/programmes/local-growth-fund-lgf/full-business-cases/rapid-transit/north-swindon-qbc-full-business-case---redacted.pdf?sfvrsn=cd59946e_4)

### **3. Recommendation**

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

- 3.1. approve the Full Business Case for Rapid Transit – North Swindon Quality Bus Corridor, noting the mitigating actions and monitoring commitments as stated by Swindon Borough Council.

### **4. Detail**

#### **Background**

- 4.1. The Swindon Rapid Transit programme comprises several 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 comprises of four individual schemes:
- 4.2.1. Moonrakers Junction – improved junction layout and new bus stop;
  - 4.2.2. Grafton Rd Junction – a road safety scheme to provide right turn lane from Cricklade Rd into Grafton Rd;
  - 4.2.3. Gorse Hill – public realm and bus stop improvements; and
  - 4.2.4. Station Rd – route for outbound services to Tadpole Garden Village to use Station Rd, therefore bypassing Manchester Rd and County Rd. New bus stop on station Rd in the vicinity of Gladstone St.
- 4.3. These schemes will significantly improve the bus route from Tadpole Garden Village to Swindon town centre, with improved journey times and reliability.

### **5. Independent Technical Assessment**

- 5.1 The strategic case is broadly sound.
- 5.2 The Economic case and the assessments are following a WebTAG approach with a relative degree of proportionality for the size of the scheme.

- 5.3 The air quality, noise and accident assessments indicate potential adverse impacts. The SWLEP should be aware that investing in the scheme as it stands without mitigation measures the risk is that the investment will be against national, regional, and local objectives on air quality, noise and accidents. It is recommended that should the SWLEP decide to invest in the scheme as it is to request consideration and implementation of mitigation measures within reasonable time from scheme opening.
- Swindon Borough Council response: *The marginal external cost assessment shows as positive due to net reduction in vkm, but the Annual Average Daily Total (AADT) assessment indicates adverse impacts along Cricklade Road, Beechcroft Road and Pinehurst Road. However, although they are all above the 1,000 AADT threshold they are still marginal increases and so not expected to result in any significant or perhaps even noticeable impacts. The impact of reduced congestion is not specifically modelled and as noted above vkm is forecast to reduce overall. We do not consider there is a case for further mitigation over that already identified however we will monitor and consider appropriate schemes in the adjacent areas as part of future programmes. The accidents assessment is positive at the junctions tested. There is a dis-benefits along Cricklade Road due to increased traffic flow but as highlighted in the text these are very small – the forecast has a net result of one additional casualty every 6 years so not something that has a specific mitigation. It is important to note the improved pedestrian facilities being put in as part of the scheme have been developed using a HD4217 assessment of the walking and cycling in the area. One improvement not included but identified for future programmes is associated with cycles routes adjacent to but not through the junction itself. It is therefore considered that full mitigation is in place and will continue to be reviewed.'*
- 5.4 The Financial Case has been compiled based on tender prices from preferred bidders and quotes from existing suppliers where applicable. The SWLEP ask is for 100% of the scheme costs and include development costs. Where procurement is required the overall approach is a traditional contract strategy with a single stage procurement process advertised via the southwest portal e tender as an NEC 3 ECC Option B form of contract with bill of quantities. Some of the work is being carried out by in house teams and by existing contractors such as Clear Channel.
- 5.5 Key roles and lines of accountability are outlined in the Management Case. A detailed programme is included with the business case and a quantified risk assessment.
- 5.6 The business case highlights that TRO drawings and schedules have been submitted to SBC for review and approved. They will not be advertised and implemented prior to construction of the impacted areas. At FBC all approvals and permissions should be in place. Clarification has been provided by SBC indicating that for Gorse Hill the TRO process has started but SBC do not consider the risks around the TRO to be significant (no objections have been received from the consultation to date). While Temporary TROs are in place for Moonrakers junction and will be extended if necessary, until TROs are completed. TRO approvals are therefore not felt to provide a large risk to delivery of the scheme.

- 5.6 The business case has included consideration of the potential impact of COVID 19 on the development and delivery of the scheme. The key issues are summarised below:
- 5.6.1 in updating the risk register and QRA, consideration has been given to the potential impact of COVID-19 regarding scheme delivery and costs. If the current restrictions are still in place by mid-September then there will be cost implications, as noted within the QRA. Scheme costs exceeding the estimated budget because of potential/residual cost impacts of COVID 19 is one of the highest scoring risks in the risk register;
  - 5.6.2 the tenders and construction programme have been prepared during the current COVID-19 restrictions and SBC and the Preferred Bidder are confident that the works can be completed in this timescale allowing for revised working arrangements to ensure workforce and public health and safety in respect of COVID-19. Nevertheless, the programme includes a 75 day / 4-month contingency between the planning completion date and the final date required by SWLEP for LGF spend in March 2021; and
  - 5.6.3 as part of the monitoring and evaluation of the scheme data will be collected at different stages (pre, post and during construction of the scheme). It is anticipated that due to the ongoing COVID-19 pandemic, 2019 data (or pre-2019 data where necessary) will be used to provide a baseline. This will ensure that baseline data is reliable and not impacted by reductions in traffic and changes in travel patterns because of the pandemic.



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<b>Meeting &amp; Date:</b>	SWLEP Board Meeting – Thursday, 21 May 2020		
<b>Subject:</b>	LGF Finance Summary		
<b>Attachments:</b>	None		
<b>Author:</b>	Claire Alexander	<b>Total no of sheets:</b> (inc cover sheet)	10

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

- 1.1 This paper summarises the current financial status across the various streams of LGF funding.

## 2. Summary

- 2.1 The LGF grant is £101.5m and £43.5m was spent during the period 15/16 through to 18/19.
- 2.2 The profiled spend for 19/20 was £18.6m and at Q3 this was underspent by £8m. Scheme promoters and officers have worked hard to achieve profiled spend and at Q4 the underspend had reduced to £2.5m.
- 2.3 As we are now within Q1 of the final LGF year, underspend from 19/20 (£2.5m) will be added to 20/21 forecast £39.4m, and therefore it is required that £42m spend will be achieved on LGF projects during 20/21.
- 2.4 The latest set of LGF output figures are shown in Section 4 of this report.
- 2.5 The above figures exclude DfT and DfT retained projects which are reported separately. The Board is asked to note that DfT is engaged with the overall programme and issues arising within Retained Schemes. The latest set of DfT output figures are shown in Sections 5 and 6.

### 3. Recommendations

The Swindon & Wiltshire Local enterprise Partnership Board is asked:  
to approve this paper as an accurate summary of the current LGF financial position.

### 4. LGF Finance Summary

4.1 The following 'live' projects fit into this category:

Growth Deal Round 1

- Swindon Rapid Transit
- Chippenham Station Hub

Growth Deal Round 2

- 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.

4.5 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									2,900,000.00	2,600,000.00	5,500,000
	Forecast Profile Spend	0	117,300	0	3,000	610,000.00	215,000.00	215,000.00	215,000.00	1,255,000	4,124,700	5,500,000
	Actual Spend to Date	0	117,300	0	3,000	610,000.00	215,000.00	215,000.00	215,000.00	1,255,000	4,124,700	5,500,000
M4 Junction 17 - COMPLETE	Original Grant Request										500,000.00	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		1,900,000	600,000								2,500,000
	Forecast Profile Spend	26,200	155,500	373,300	1,800,685	0.00	0.00	0.00	144,315.00	144,315		2,500,000
	Actual Spend to Date	26,200	155,500	373,300	1,800,685	0.00	0.00	0.00	144,315.00	144,315		2,500,000
350 Dualling Chippenham Bypass - COMPLETE	Original Grant Request			2,370,000	2,370,000.00					2,360,000.00		7,100,000
	Forecast Profile Spend	0	667,000	2,863,400	3,569,600							7,100,000
	Actual Spend to Date	0	667,000	2,863,400	3,569,600							7,100,000
Ultra Fast Broadband	Original Grant Request			1,000,000								1,000,000
	Forecast Profile Spend	0	0	0	0	0.00	0.00	500,000.00	500,000.00	1,000,000		1,000,000
	Actual Spend to Date	0	0	0	0	0.00	0.00	500,000.00	500,000.00	1,000,000		1,000,000
Royal Artillery Museum	Original Grant Request			425,000	925,000.00							1,350,000
	Forecast Profile Spend	0	0	0	0	0.00	0.00	0.00	0.00	0	1,350,000	1,350,000
	Actual Spend to Date	0	0	0	0	0.00	0.00	0.00	0.00	0	1,350,000	1,350,000
Swindon Cultural Quarter	Original Grant Request			250,000								250,000
	Forecast Profile Spend	0	0	0	0	62,500.00	62,500.00	62,500.00	62,500.00	250,000		250,000
	Actual Spend to Date	0	0	0	0	62,500.00	62,500.00	62,500.00	62,500.00	250,000		250,000
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				18.00	18		3,750,018
M4 Junction 16 - COMPLETE	Original Grant Request		6,080,000	2,960,000						-3,120,000.00		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		-723,072.00		-606,028.00		-1,329,100		7,719,900
Rapid Transit	Original Grant Request		164,000	3,283,000	3,283,000.00					2,190,000.00		8,920,000
	Forecast Profile Spend	0	55,500	799,200	2,445,328	1,043,072.00	350,000.00	400,000.00	930,000.00	2,723,072	2,896,900	8,920,000
	Actual Spend to Date	0	55,500	799,200	2,445,328	723,072.00		606,028.00	1,176,572.00	2,505,672		5,805,700
Swindon Bus Boulevard	Original Grant Request			1,100,000	1,700,000.00					200,000.00		3,000,000
	Forecast Profile Spend	0	0	67,100	819,036	229,564.00	620,000.00	137,000.00	161,000.00	1,147,564	966,300	3,000,000
	Actual Spend to Date	0	0	67,100	819,036	205,064.00	491,000.00	236.00	1,234,364.00	1,930,664		2,816,800
Wiltshire College - Salisbury	Original Grant Request			2,300,000	2,300,000.00					2,300,000.00	6,930,000.00	13,830,000
	Forecast Profile Spend	0	0	670,000	2,850,000	1,393,613.00	769,291.00	2,217,230.00	2,172,473.00	6,552,607	3,757,393	13,830,000
	Actual Spend to Date	0	0	670,000	2,850,000	1,393,613.00	769,291.00	2,217,230.00	2,172,473.00	6,552,607		10,072,607
Wiltshire College - Lackham	Original Grant Request			1,360,000	1,360,000.00					1,360,000.00	4,120,000.00	8,200,000
	Forecast Profile Spend	0	0	237,070	758,965	0.00	1,103,965.00	898,656.00	1,736,260.00	3,738,881	3,465,084	8,200,000
	Actual Spend to Date	0	0	237,070	758,965	0.00	1,103,965.00	898,656.00	1,736,260.00	3,738,881		4,734,916
Maltings & Central Car Park - Salisbury	Original Grant Request			1,250,000	1,250,000.00					1,250,000.00	2,310,000.00	6,060,000
	Forecast Profile Spend	0	0	283,100	72,888	0.00	0.00	0.00	0.00	0	5,704,012	6,060,000
	Actual Spend to Date	0	0	283,100	72,888	6,530.00	8,213.00	-30.50	306,399.00	321,112		677,100
Chippenham Station Hub	Original Grant Request		350,000	2,160,000	5,000,000.00					5,000,000.00	3,490,000.00	16,000,000
	Forecast Profile Spend	27,900	114,000	178,100	1,211,100	55,000.00	145,000.00	396,000.00	1,770,000.00	2,366,000	12,102,900	16,000,000
	Actual Spend to Date	27,900	114,000	178,100	1,211,100	102,364.27	189,463.00	72.73	1,220,200.00	1,512,100		3,043,200
Salisbury Projects (Not all allocated)	Original Grant Request			175,000	925,000.00							1,100,000
	Forecast Profile Spend	0	0	0	0	162,500.00	162,500.00	162,500.00	162,500.00	650,000	450,000	1,100,000
	Actual Spend to Date	0	0	0	0	0.00	0.00		140,425.00	140,425		140,425
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	3,556,249.00	3,428,256.00	4,988,886.00	7,854,048.00	16,707,439	34,817,289	92,050,000
TOTAL Actual		5,226,700	8,383,400	12,888,570	14,026,602	1,707,571.27	3,171,932.00	3,116,164.23	8,077,711.00	16,073,379	0	56,598,650

	15/16	16/17	17/18	18/19	19/20	2021
Grant Cumulative	##	18,014,948	39,454,241	60,324,401	76,442,213	92,139,630.00
Profile Cumulative	##	13,610,100	26,496,670	40,525,272	57,232,711	92,050,000.00

	15/16	16/17	17/18	18/19	19/20	2021
Grant Annual	##	10,214,948	21,439,293	20,870,160	16,117,812	15,697,417.00
TOTAL Forecast Profile	##	8,383,400	12,888,570	14,026,602	16,707,439	34,817,289.00
TOTAL Actual	##	8,383,400	12,888,570	14,026,602	16,073,379	

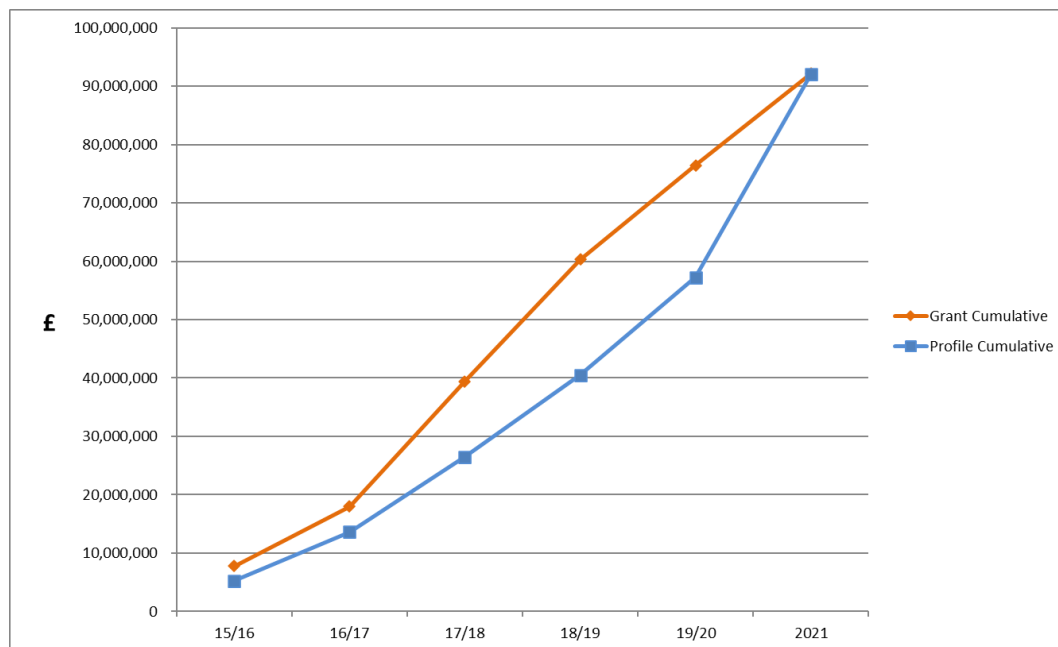


Figure 1a

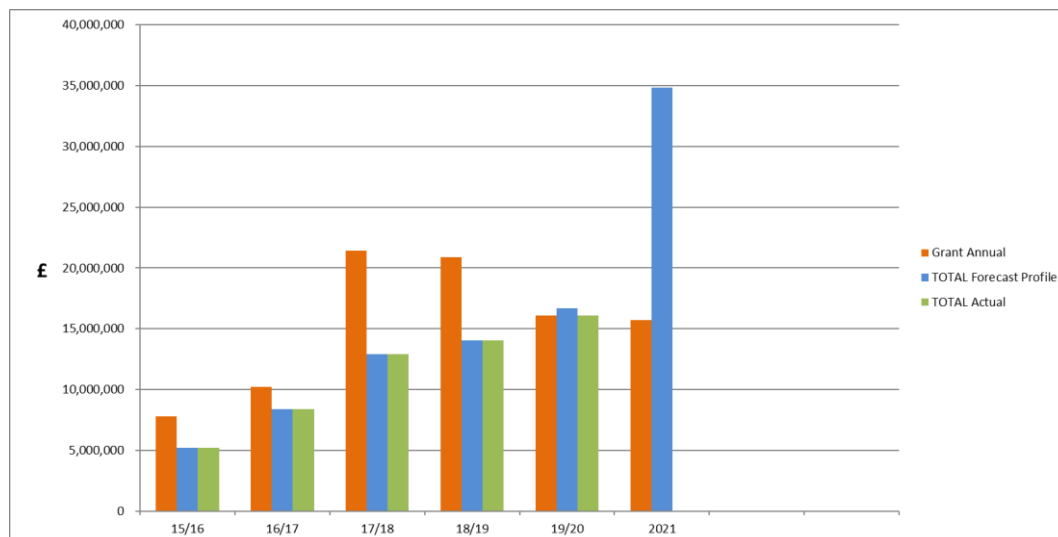


Figure 1b

## **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.

**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									500,000.00	2,430,000.00	2,930,000
	Forecast Profile Spend	0	0	0	100,000	124,400.00	35,000.00	55,000.00	90,000	304,400	2,525,600	2,930,000
	Actual Spend to Date	0	0	0	100,000	101,100.00	193,000.00	-500.00	85,500	379,100		479,100
A420 Corridor	Revised Grant Request		2,500,000							1,900,000.00		4,400,000
	Forecast Profile Spend	40,500	21,300	432,300	295,368	181,232.00	181,000.00	1,994,000.00	972,000	3,328,232	282,300	4,400,000
	Actual Spend to Date	40,500	21,300	432,300	295,368	215,332.00	116,000.00	-199.75	761,200	1,092,332		1,881,800
Great Stall Bridge - Removed	Revised Grant Request											0
	Forecast Profile Spend											0
	Actual Spend to Date			102,500	-100			-102,400.00		-102,400		0
<b>Grant Annual (Revised)</b>		0	4,500,000	0	0					2,400,000.00	2,430,000.00	9,330,000
<b>TOTAL Forecast Profile</b>		632,000	1,429,800	432,300	395,368	305,632.00	216,000.00	2,049,000.00	1,062,000	3,632,632	2,807,900	9,330,000
<b>TOTAL Actual</b>		632,000	1,429,800	534,800	395,268	316,432.00	309,000.00	-103,099.75	846,700	1,369,032	0	4,360,900

	15/16	16/17	17/18	18/19	19/20	2021
<b>Grant Cumulative</b>	0	4,500,000	4,500,000	4,500,000	6,900,000	9,330,000.00
<b>Profile Cumulative</b>	632,000	2,061,800	2,494,100	2,889,468	6,522,100	9,330,000.00

	15/16	16/17	17/18	18/19	19/20	2021
<b>Grant Annual</b>	0	4,500,000	0	0	2,400,000	2,430,000.00
<b>TOTAL Forecast Profile</b>	632,000	1,429,800	432,300	395,368	3,632,632	2,807,900.00
<b>TOTAL Actual</b>	632,000	1,429,800	534,800	395,268	1,369,032	

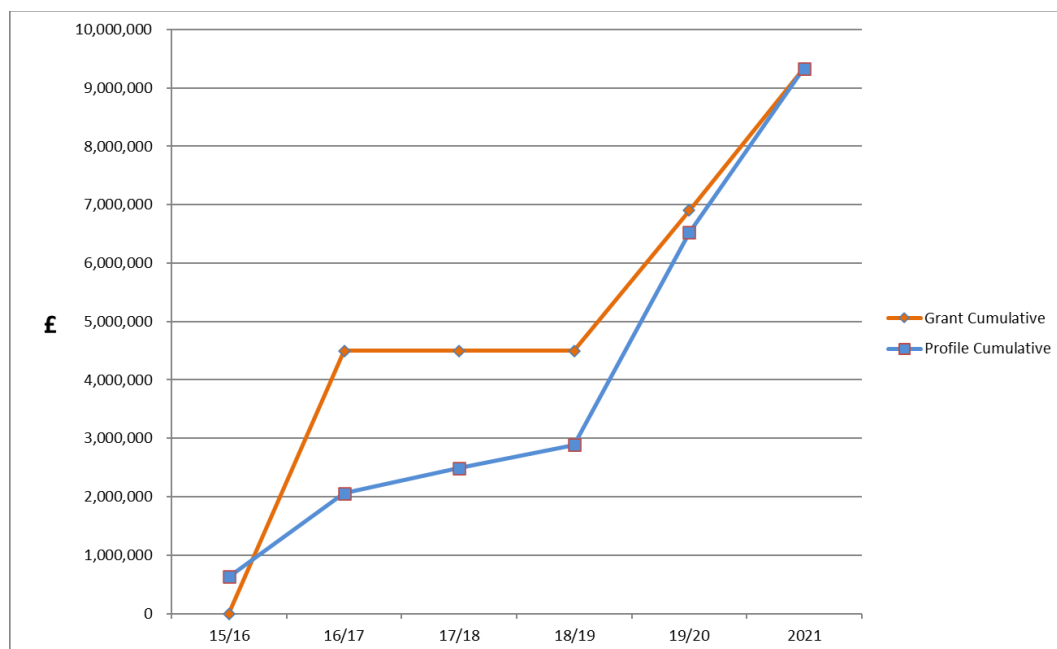


Figure 2a

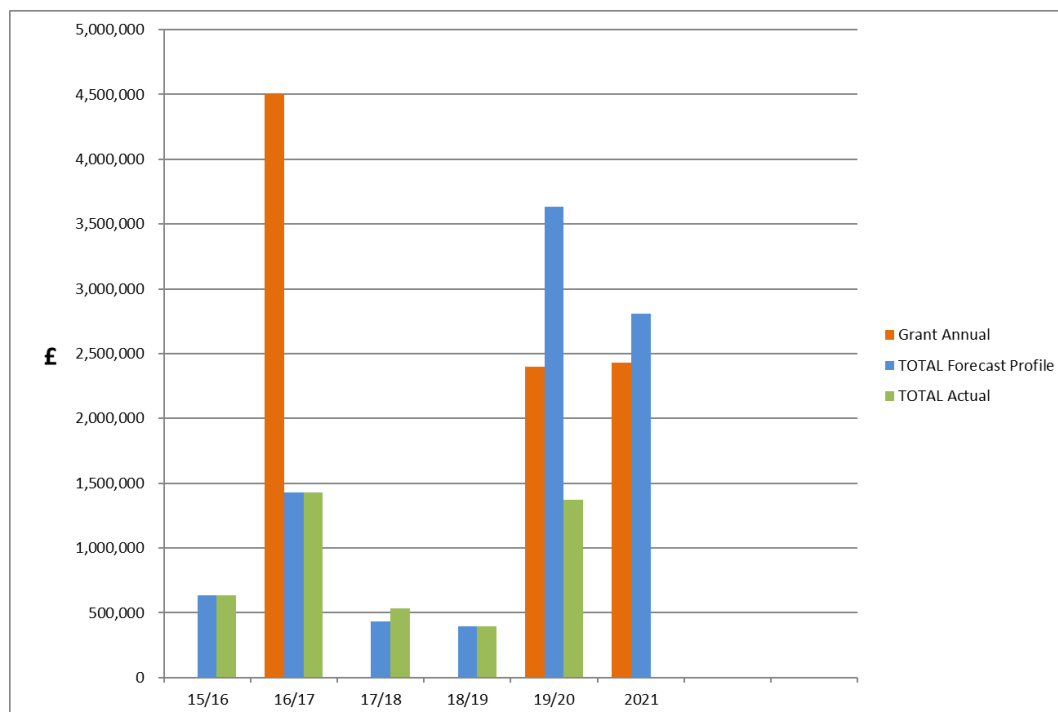


Figure 2b

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

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

- NEV – Business Case
- NEV – Southern Connector Rd
- NEV – White Hart Junction
- Wichelstowe 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.



**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		3,927,200	4,873,919		5,515,800
New Eastern Villages - Business Case	Original Grant Request	500,000.00										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		600,000.00	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		4,421,000	4,933,465		6,472,900
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		830,900	3,024,900		3,024,900
Grant Annual		500,000.00	600,000.00	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	9,179,100	12,832,284	0	15,513,600

	15/16	16/17	17/18	18/19	19/20	2021
Grant Cumulative	500,000	1,100,000	2,200,000	2,710,000	31,010,000	63,200,000
Profile Cumulative	381,900	528,000	1,145,500	2,681,316	27,063,000	63,200,000

	15/16	16/17	17/18	18/19	19/20	2021
Grant Annual	500,000	600,000	1,100,000	510,000	28,300,000	32,190,000
TOTAL Forecast Profile	381,900	146,100	617,500	1,535,816	24,381,684	36,137,000
TOTAL Actual	381,900	146,100	617,500	1,535,816	12,832,284	

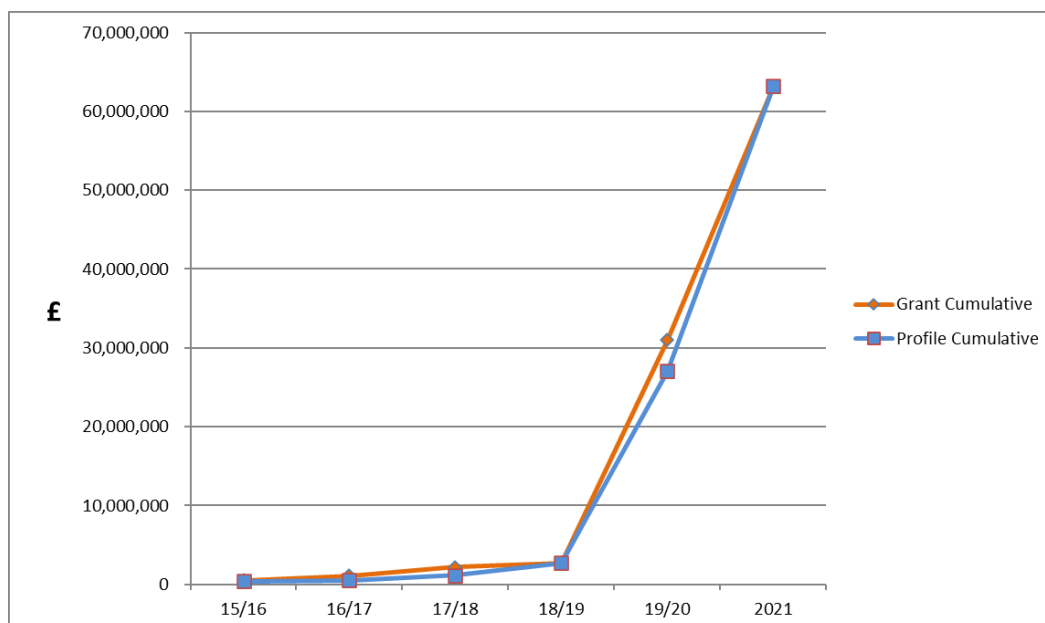


Figure 3a

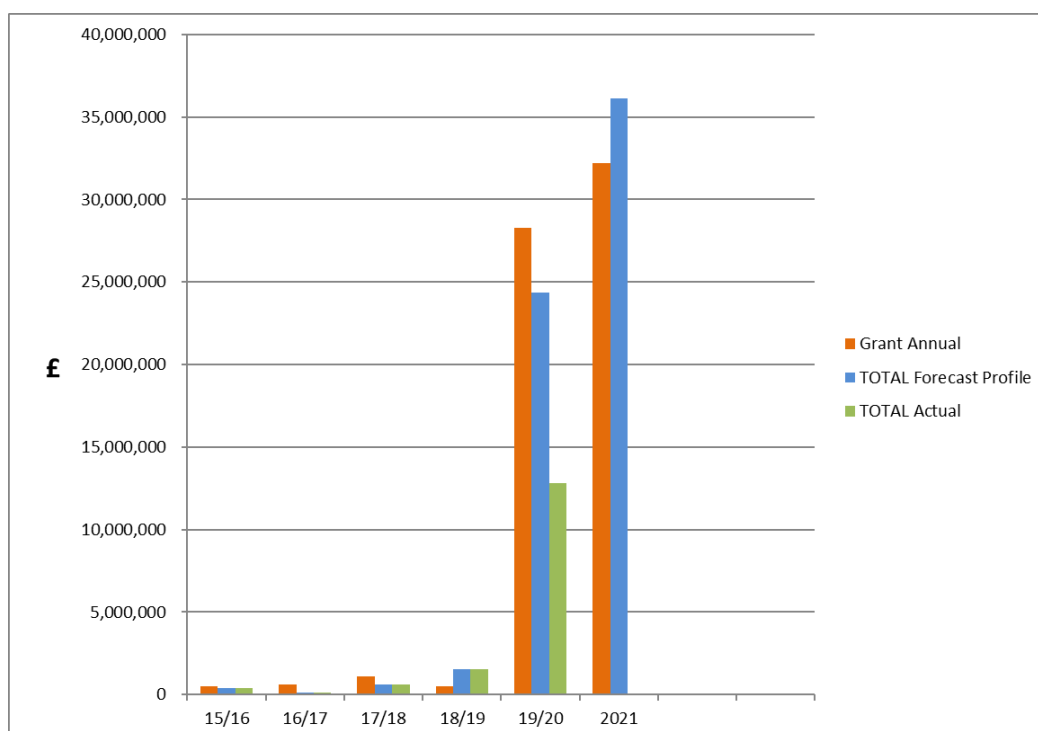


Figure 3b



**Swindon & Wiltshire**  
LOCAL ENTERPRISE PARTNERSHIP

**Board Meeting  
21 May 2020**

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<b>Meeting &amp; Date:</b>	SWLEP Board Meeting – Thursday, 21 May 2020		
<b>Subject:</b>	Innovation Campus at the National Collections Centre site at Wroughton: Innovation Centre for the Circular Economy (ICCE) and Recycling Technologies' Chemical Recycling Development Centre (CRDC).		
<b>Attachments:</b>			
<b>Author:</b>	Debby Skellern	<b>Total no of sheets:</b>	2

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

- 1.1. This paper gives a brief overview of activity which is proposed to support innovation activity in, and commercialisation of, sustainable technologies in Swindon and Wiltshire.

## 2. Summary

- 2.1. The University of Bath's Centre for Sustainable and Circular Technologies (CSCT) has been working on proposals to establish an Innovation Centre for the Circular Economy (ICCE) which would be delivered in partnership with neighbouring universities and SETsquared. A bid to Research England is in development and match funding is sought. The proposal has evolved from plans, originally presented to the Board in 2017, to establish a proof of concept facility in Swindon known then as 'The Institute for Sustainable Technology'.
- 2.2. At its meeting on 25 September 2019 in Tidworth, the Board received a presentation from the Science Museum Group (SMG) setting out its aspirations to develop and research and innovation campus at its 545-acre National Collections Centre (NCC) near Wroughton, which is home to the national collections of the Group (320,000 science and engineering objects and 1.5 million rare science and history books and articles), a 50MW solar farm, and an existing 1ha University of Bath building materials research facility. In recent months, SWLEP has assisted the SMG with funding applications to support the development of Hydrogen generation as an energy source on the site.
- 2.3. Recycling Technologies has developed a patented and innovative technology to recycle plastic waste into Plaxx® and is looking to scale-up its commercial activity locally. In 2019, the company was awarded a GPIF loan to assist with its plans. The company is now looking for commercial space which will enable it to utilise renewable energy in its processing for example solar or hydrogen energy.

- 2.4. The SWLEP team has introduced the three organisations to one another because of the complimentary nature of their plans and aspirations. As a result, there is the willingness for the them to work together in a complementary manner on the Wroughton site focussing on sustainable technologies. This would encompass novel research activities through to commercial application.
- 2.5. At its meeting in January 2020, the SWLEP Board approved that the New Energy Vehicle Infrastructure work should progress to develop to Strategic Outline Business Case stage and three have been written on hydrogen energy use and production.
- 2.6. Recycling Technologies and the University of Bath have therefore been invited to present their shared aspirations to the SWLEP Board because the work at the NCC goes above and beyond what was originally identified as a strategic opportunity in the emerging LIS and could have significant innovation, reputational and commercial benefits for Swindon and Wiltshire as an area.

### **3. Recommendations**

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

- 3.1. agree whether the ICCE proposal should be developed into a strategic outline business case focussing on the potential of the Wroughton site as a main facility with a Research Gateway facility in Swindon.



**Swindon & Wiltshire**  
LOCAL ENTERPRISE PARTNERSHIP

**Board Meeting  
21 May 2020**

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<b>Meeting &amp; Date:</b>	SWLEP Board Meeting – Thursday, 21 May 2020		
<b>Subject:</b>	The Business Cyber Centre, Corsham Science Park		
<b>Attachments:</b>			
<b>Author:</b>	Andrew Gudgeon	<b>Total no of sheets:</b>	3

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

- 1.1. Update the Board on the development of The Business Cyber Centre (BCC) at Corsham, identified in the Local Industrial Strategy as a Strategic Priority.
- 1.2. Seek Board approval for a development budget of £20,000 which will include:
  - 1.2.1. a proof of concept model; and
  - 1.2.2. a mechanism to deliver the model.

## 2. Summary

- 2.1. The Business Cyber Centre is a strategic priority in the Local Industrial Strategy and Corsham was agreed by the Board as the initial location for the BCC.
- 2.2. The location of Corsham Science Park affords close proximity to the Ministry of Defence's Global Secure Operations Centre and its digital technical hub.
- 2.3. The building being explored is 1,140 sq m and has already been constructed to a bare shell which affords a blank canvass for fit-out, including a mezzanine floor. It can accommodate approximately 60 to 100 staff.
- 2.4. The SWLEP Inward Investment team has identified a number of international companies which already work with UK Government and the private sector that are keen to take space in the BCC.

## 3. Recommendations

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

3.1. Approve the preparation of a proof of concept and delivery model to be presented at the Board meeting on 22 July.

3.2. Approve a contribution of £20,000 towards the cost of this work.

#### **4. Detail**

4.1. The Board received a presentation from Chris Crowther, our contracted cyber specialist, on 22 May 2019 that highlighted Swindon and Wiltshire's potential in this increasingly important domain:

- a strong military technology presence in the form of the Ministry of Defence's Global Secure Operations Centre at Corsham;
- large companies driving forward advances in cyber technology (Global Market ~ £759bn by 2021 according to the Department for International Trade);
- good access to a large labour pool and connectivity to key markets (including Bristol, Bath, South Wales, Gloucestershire, Reading and London);
- highly competitive price point to set up and grow a cyber business compared to these locations; and
- competitive and resilient digital infrastructure.

4.2. A subsequent update to the SWLEP Board on 22 January 2020 presented the site selection findings for the BCC. It was recommended that Corsham was the most suitable location for The Business Cyber Centre and that Corsham Science Park provided an ideal candidate for an initial location. Amongst its many strengths, its location opposite the MoD's Global Secure Operations Centre offers unmatched collaboration opportunities on Government projects and also helps in recruitment of staff as they transition from the military. These factors provide a strong USP when seeking to attract tenants to the site.

4.3. A detailed 'Logic Model' is set out in the next section.

#### **5. Logic Model – The Business Cyber Centre, Corsham Science Park**



## Issue / Problem to be addressed

### Issue / Problem to be addressed

Cyber attacks in the UK continue to evolve and are becoming more frequent. 46% of businesses and 26% of charities reported a breach or attack in the last 12 months. 19% of victim businesses suffered an average loss of £3,230 - £5,220. (DCMS 2020 and 2017 baseline survey)

There is no dedicated Centre in the UK that supports businesses, especially SMEs, impacted by cyber crime.

## Key policy conditions

The UK Government and National Cyber Security Centre (NCSC) recognise that SMEs lack the necessary cyber expertise and resources to protect themselves adequately. The NCSC is mandated to address this “weak link” through direct support..

The LEP’s Local Industrial Strategy has identified the creation of “The Business Cyber Centre” as a Strategic Priority.

Data protection and privacy (GDPR 2018) continue to drive the agenda in making information assurance a Board level consideration.

## Intended Benefits

Recognition as a **national centre of excellence** based on the four outcomes below:

**Job creation** - The Business Cyber Centre, in a unit of 1,140 sq m, will have the capacity to create 60-100 skilled jobs.

**University activity** - increased University R&D and education/ training activity in the LEP area.

**Increased Revenue & GVA** - UK revenue for cyber products & services is £8.3bn; up 46%. GVA for the sector is £3.77bn; up 60%. GVA per employee is £88,000; up 12%.

**Share of the UK market** - There are 1,221 active cyber firms in the UK with 43,000 employees; reflecting increases of 44% and 37% respectively. (DCMS 2020 and 2017 baseline survey)

## Objectives

To build and operate a Proof-of-Concept “The Business Cyber Centre” at Corsham that will reinforce the UK Cyber strategy DEVELOP, DEFEND and DETER components.

Initially, focus on serving the needs of Defence through SMEs. Evolve into a global ecosystem of UK and international cyber providers delivering leading-edge products and services to the business community, together with world class digital R&D.

Partner with NCSC to develop an SME-focussed Operational Resilience & Cyber Response Team at Corsham.

## Intended Outcomes

A self-sufficient **Business Cyber Centre** Proof of Concept (1,140 sqm) located at Corsham Science Park, that serves as the means of **attracting world-leading digital and cyber businesses to the area**, creates high skilled roles and delivers improved cyber resilience to UK and global businesses.

To complement the existing suite of UK cyber incubators, the Business Cyber Centre will be the UK’s premier **digital – cyber business Incubator & Accelerator** for cyber-related companies to establish and grow their business.

An **Education and Knowledge Hub, led by academia and defence, focussed on** cyber-related education and training courses and conducting leading edge R&D.

In partnership with NCSC and law enforcement, establish an **Operational Resilience & Cyber Response Team providing** direct support to business including SMEs and supply chains.

**The Business Cyber Centre, via our Cyber & Digital Growth Team**, will provide a landing platform for international business looking to invest and grow within the UK.

## Rationale

There is no dedicated UK cyber centre to support businesses impacted by a cyber security breach.

Corsham has a strong USP due to its digital and transport infrastructure and resilience

## Inputs

Initial (matched) funding of £20k to develop Concept & Outline Design Study for a Business Cyber Centre at Corsham Science Park.

Staff, Board Director and consultant time

Build brand awareness

## Activities

Develop a proof of concept model.

Agree a mechanism to deliver the model.

Build business case for a full-scale BCC

Agree funding to establish BCC

## Outputs

Proof of concept model + delivery mechanism

Operational BCC with new jobs.

Academic + R&D positions filled.

Inward Investment prospectus



**Swindon & Wiltshire**  
LOCAL ENTERPRISE PARTNERSHIP

**Board Meeting  
21 May 2020**

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<b>Meeting &amp; Date:</b>	SWLEP Board Meeting – Thursday, 21 May 2020		
<b>Subject:</b>	Business Plan 2020-21		
<b>Attachments:</b>	Appendix I – Draft Business Plan 2020-21 (33 pages)		
<b>Author:</b>	Paddy Bradley	<b>Total no of sheets:</b>	36 pages

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

- 1.1. This report updates the Board on the paper presented at the meeting on 25 March 2020. Item 6 in the Minutes of that meeting refers.

## 2. Recommendations

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

- 2.1. endorse the strategic direction of the SWLEP Business Plan 2020-21; and  
2.2. require individual Directors to identify to which programmes they would like to contribute some of their time for governance purposes.

## 3. Detail

- 3.1. The strategic driver behind the SWLEP Business Plan 2020-21 is the SWLEP's Local Industrial Strategy (LIS). The plan also includes actions to support existing programmes of work.
- 3.2. There are elements of the Business Plan still under development as we formulate the details of how we will implement the strategic opportunities of the LIS.
- 3.3. The diagram below summarises the sections that are included in the plan.



- 3.4. A total of 14 programmes of work are embedded in the sections shown above. The programmes describe governance arrangements, leadership, priorities and objectives for 2020-21, budget and sources of funding, quarterly milestones, key performance indicators and overall outcomes. In addition, most programmes include indications of the direction of work in 2021-22.
- 3.5. The governance of the programmes will be through a series of Board subgroups aligned to the Foundations of Productivity which underpin the LIS and through the recognition of a Board Sponsor for each programme. Board Directors are asked to identify to which subgroup(s) they would wish to contribute their time as non-executive Board members to enhance oversight and aid decision-making.
- 3.6. Without Board Director involvement in the governance arrangements, we run the risk of failing to have well-informed decision-making at Board level.
- 3.7. The plan includes a governance structure referred to in an earlier paper on today's agenda (Paper 5 Governance Framework Review).

- 3.8. The response to the Covid-19 crisis requires a significant review of previously identified business plan activity. Unfortunately, this means that our Business Plan remains in a draft state whilst work is completed on how to incorporate economic recovery actions. Item 7 on today's agenda covers the SWLEP's initial work in response to Covid-19.
- 3.9. The LIS strategic opportunities remain pertinent now and are the priorities to drive our work. We will need to amend timescales in some areas of activity to reflect impacts on economic sectors and the foci of central and local government work. We will use the LIS as the basis on which to support economic recovery, working with all our partners, who have shown very effective levels of collaboration during this response phase to the Covid-19 outbreak.
4. **Appendices** (limited set of necessary evidence which is too detailed to be included in the main body of the report but is referenced in the Detail section of the main report).

**Appendix I- Draft Business Plan 2020-21**

# Swindon and Wiltshire Local Enterprise Partnership

## Draft Business Plan 2020-2021

Version 2: May 2020



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## Introduction

The Business Action Plan presents the key programmes of work which will be delivered by SWLEP during 2020-2021 and includes an indicative view of priorities which will be undertaken in 2021-22. This activity is set against the framework presented in the Emerging Swindon and Wiltshire Local Industrial Strategy (LIS) 2020-2036 and has been designed to contribute to achieving our Vision to 2036:

**To ensure all of our communities benefit from inclusive and sustainable growth, making the Swindon and Wiltshire area world-renowned for its convergence of innovation, entrepreneurialism and great quality of life**

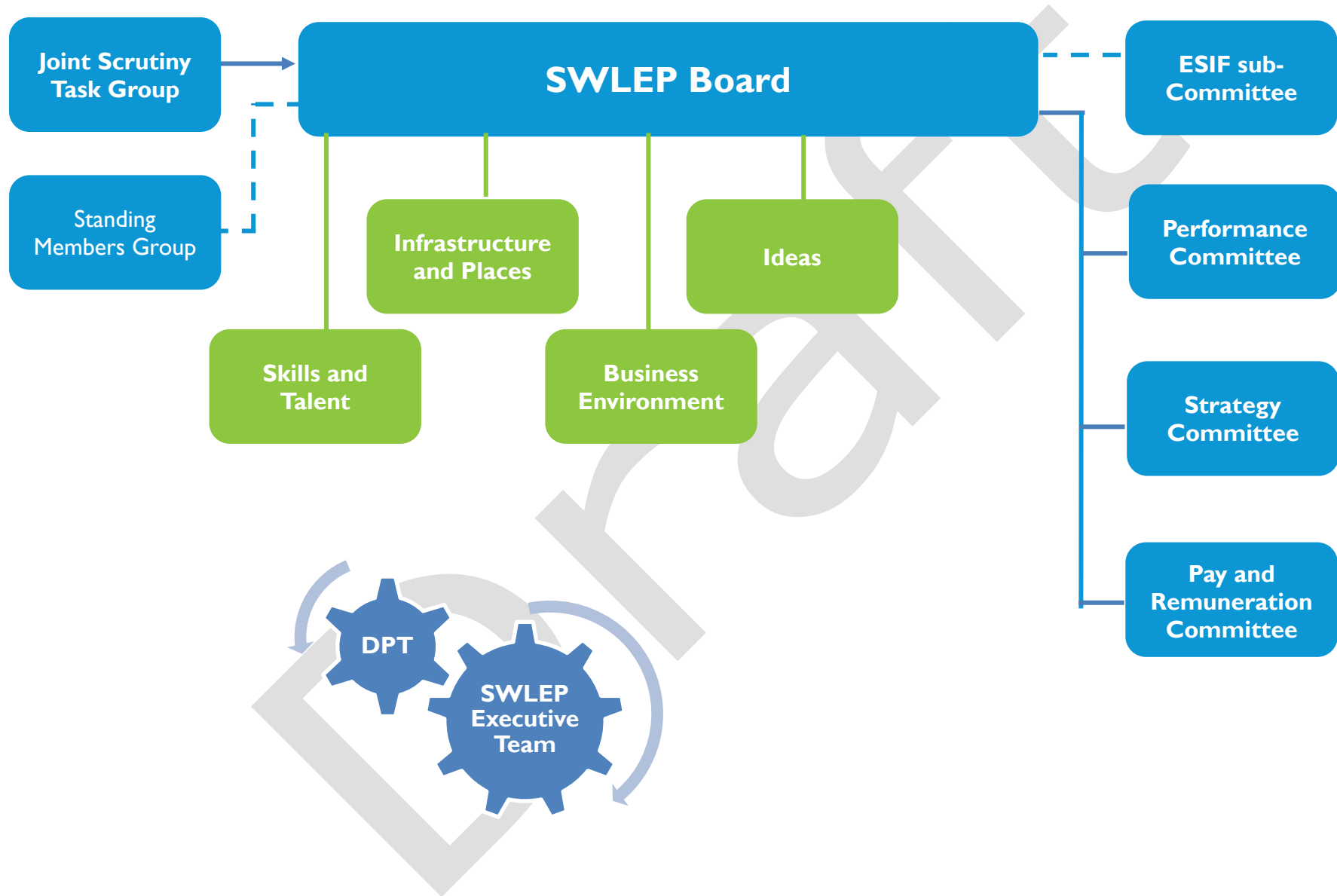
This Action Plan also sets out the priorities for the delivery of the existing Growth Deal programmes and Local Growth Fund (LGF) spend. Before the onset of the COVID-19 pandemic, spend on the Local Growth Programme was due to be completed by March 2021.

The delivery of our programme of work will be overseen by the SWLEP Board; an overview of the way in which it, and its subgroups, operate is set out in Figure 1.

6 April 2020



**Figure 1: Draft Governance structure for the Swindon and Wiltshire Local Enterprise Partnership 2020-2021**



# I. Strategy and Policy

<b>I.1 Name of Programme: Swindon and Wiltshire Local Industrial Strategy</b>		
<b>Programme Lead: Director of Strategy and Policy</b>		
Governance: LIS Working Group		
<b>Board sponsor: Doug Gale</b>		
Programme description: The publication and of the Swindon and Wiltshire Local Industrial Strategy as a joint document with Government.		
Budget for 2020-21: £14,680 comprising £10,000 in cash and an additional; £4,680 in kind		
<b>Source of funding</b>	<b>£ 2020/21</b>	<b>£ 2021/22</b>
LEP additional capacity funding 2018/19	£10,000	0
Working Group: Board Directors time in kind: £520 per day (x 3 days)	£4,680	0
<b>Total</b>	<b>£14,680</b>	<b>0</b>
<b>Priorities for 2020-21:</b>		
1. To have an agreed strategic framework in place for SWLEP to deliver 2020-2036.		
<b>Objectives for 2020-21:</b>		
1. Publication of the final LIS as a jointly owned strategy with Government. 2. Completion of the LIS Implementation Plan to guide delivery 2021-2026.		
<b>Priorities for 2021-22:</b>		
1. Secure investment from Government towards the delivery of the strategy, for example through bids to the UK Shared Prosperity Fund and LGF/EU successor funds. Further details under individual programmes of work. 2. Stakeholder engagement to progress the delivery of the strategy priorities.		
Key performance indicators for 2020-21:		
Milestones: completion of the LIS and Implementation Plan		
Q1 (April to June):  Shared commitments agreed with Government  Implementation Plan Version 1 agreed  Compilation of content for the Annual Report 2019/20	Q2 (July to September)  Design and print of LIS	

Q3 (October to December)	Q4 (January to March):
Launch of the LIS	Not applicable
Key performance indicators for 2020-21:	
Performance improvements: Further details under individual programmes of work set out in this plan.	
KPI 1 Not applicable	KPI 2 Not applicable
KPI3 Not applicable	KPI 4 Strategy graded as 'met' through the Annual Performance Review.
<b>Outcome:</b> Inclusive, sustainable growth	

<b>I.2 Name of Programme: Swindon and Wiltshire Governance Framework</b>		
<b>Programme Lead: Director of Strategy and Policy</b>		
Governance: Governance Working Group		
<b>Board sponsor: Paul Moorby</b>		
Programme description:  Development and review of robust and transparent governance structures and policies for SWLEP Limited.		
Budget for 2020-21: £8,320 in kind		
<b>Source of funding</b>	<b>£ 2020/21</b>	<b>£ 2020/21</b>
Working Group Board member time in kind x 3 at flat rate of £520 per day (4 days per person p.a.)	£8,320	0
Working Group Board members time in kind x 3 at flat rate of £550 per day (2 days per person).	0	£4,400
<b>Total</b>	<b>£8,320</b>	<b>£4,400</b>
<b>Priorities for 2020-21:</b>  1. Review and revise where necessary the governance structure and policies to reflect the operation of SWLEP Limited		
<b>Objectives for 2020-21:</b>  1. Annual review of the Governance Framework in line with the National Local Growth Assurance Framework Guidance 2020. 2. Review the operational structures to support the delivery of the Swindon and Wiltshire Local Industrial Strategy 2020-2036 3. Agree terms of reference for any new Board Working Groups structures and recommend them to the Board 4. Support the identification of potential new Directors to secure a 50:50 ratio of men and women on the Board by March 2021 5. Review the Board induction programme.		
<b>Priorities for 2021-22:</b>  1. Annual review of the Governance Framework in line with the National Local Growth Assurance Framework Guidance 2021.		
Key performance indicators for 2020-21:  Milestones: Annual performance review Jan/Feb 2021		
Q1 (April to June):	Q2 (July to September)  Board recruitment outreach	

SWLEP Governance Framework approved by the Board in line with SWLEP Limited requirements	
Compilation of content for the Annual Report 2019/20	
Q3 (October to December)  Board recruitment outreach	Q4 (January to March):  Annual performance review grading  Assurance documentation
Key performance indicators for 2021-22: Governance graded 'exceptional' through HMG's annual performance review.	
KPI 1	KPI 2
KPI 3	KPI 4. Governance graded 'exceptional' through HMG's annual performance review
Outcomes: SWLEP as a viable business with robust and transparent decision making.	

## 2. Local Growth Fund

### 2.1 Local Growth Framework (LGF)

**Programme Lead: Director of Programmes**

Governance: SWLEP Board

Others involved:

- SWLEP Delivery & Performance Team.
- Scheme Promoters – public sector, Swindon Borough Council, Wiltshire Council.
- Scheme Promoters – others, Wiltshire College, Royal Artillery Museum.
- SWLEP Commissioning Group.

**Board sponsor: TBC**

Programme description:

Delivery of capital projects, as funded by Central Government and approved by the Board, arising from awards under Local Growth Deals Rounds 1 to 3. This includes LGF spend detailed identified to support Good Growth for Swindon and Good Growth for Salisbury.

Budget for 2020-21: £77.8m

Source of funding	£ 2020/21	£ 2021/22
LGF Projects (BEIS)	£39.0m	
DfT Projects	£2.8m	
DfT Retained Schemes	£36.0m	
Total	£77.8m	

#### Priorities for 2020-21:

1. Deliver remaining projects on time and within budget, addressing any 2019/20 underspend and impacts of COVID-19 as they arise.
2. Maximise output reporting, centrally to BEIS, and locally to SWLEP Board and business community.

#### Objectives for 2020-21:

1. Ensure all aspects of LGF assurance framework are executed appropriately including Grant Agreements, formal Board and Central Government reporting, through to change control and highlight reporting.
2. Identify and agree with BEIS ongoing evaluation arrangements and resource allocation.
3. Work with BEIS re milestone reporting and impacts of COVID-19.
4. Identify end of project performance reporting.

**Priorities for 2021-22:**

1. DfT retained schemes: DfT has already identified and acknowledged major road schemes may stretch into Q1/Q2 of the year 2021/22.
2. Monitoring and evaluation: to shape a programme of monitoring and evaluation building upon data gathered and collated during the 5 year spend period 2015/16 through to 2020/21.

**Key milestones for 2020-21:****Q1 (April to June):**

- Establish COVID-19 Impact Register
- Compilation of content for the Annual Report 2019/20

**Q2 (July to September)**

- Review of completed projects output and deliverables against baseline.

**Q3 (October to December)**

- Agree and finalise with BEIS ongoing Monitoring and Evaluation arrangements.

**Q4 (January to March):**

- Agreeing content and structure of LGF review report for use by the Board, BEIS and SWLEP to promote and celebrate project success.

**Key performance indicators for 2021-22:** The current LGF programme is due to complete by March 2021

KPI 1 not applicable

KPI 2 not applicable

KPI 3 not applicable

KPI 4 not applicable

**Outcomes**

SWLEP's reputation and ability to deliver strategic capital projects is demonstrated, and the value these projects have added to the longer-term prosperity of the local economy is understood and recognised.

### 3. Ideas Foundation

#### 3.1 Inward investment programme

**Programme Lead: Head of Investment and Export**

Governance: Ideas Subgroup

**Board Sponsor: TBC**

Programme description:

Main inward investment activity is focussed on the EU-funded (ESIF) Inward Investment Programme. This is scheduled to complete in March 2021 but is likely to be extended because of COVID-19.

Its main objective is to win new investment by SMEs into Swindon and Wiltshire that do not already have a company operating anywhere in the EU. Key target sectors are life sciences, cyber security, digital technologies and advanced manufacturing.

Notes:

Porton Science Park has been awarded Life Sciences Opportunity Zone status by Central Government (BEIS) which means the resources of Government can be utilised to promote the Porton Campus (including the expertise and facilities at Dstl and PHE) in target overseas countries, for example the US. This designation lasts 10 years.

The Science Museum's site at Wroughton is promoting itself as a location for R&D investment, utilising redundant hangar space, dis-used runway capacity and significant greenfield floor space. Technology sectors of interest include autonomous vehicles and energy generation/storage.

Feasibility work, including the identification of a preferred site for the Institute of the Circular Economy, will be undertaken by partners. These include the Universities of Bath, Oxford and Southampton and local company Recycling Technologies Ltd. Funding is being sought from Research England. The Institute would have facilities that could be shared by numerous companies and there will be a strong teaching and skills element.

Budget for 2020-21: tbc, there is the option for some extension into 2021/22

Source of funding	£ 2020/21	£ 2021/22
ESIF	tbc	tbc
SWLEP	tbc	tbc
Local in-kind contribution	tbc	tbc
Total	tbc	tbc

**Priorities for 2020-21:**

1. To secure 2 projects creating 10 new jobs (FTE's and lasting at least 3 years)



**Objectives for 2020-21:**

1. Work with the four strongest leads generated as at March 2020 for conversion by March 2021.
2. Promote the Porton Science Park as a Life Sciences Opportunity Zone, principally to US investors.
3. Promote the Business Cyber Centre at Corsham, principally to US investors
4. Promote Science Museum Group site in Wroughton to inward investors, especially those active in R&D
5. Work with the Institute for the Circular Economy to help secure a suitable site in Swindon and Wiltshire.

**Priorities for 2021-22:**

1. Work with Dstl, PHE, Wiltshire Council and other stakeholders in the development of Porton Science Park and the promotion of the wider Porton Campus, maximising the accreditation of Life Sciences Opportunity Zone status.
2. Work with partners to promote the Business Cyber Centre at Corsham to prospective investors.

**Key milestones for 2020-21:****Q1 (April to June):**

Attend BIO 2020 in June (based in US and now as a 'virtual conference') with subsidised support from DIT.

Participate in the one-to-one partnering at BIO with Dstl support.

Extension to the duration of the programme negotiated with MHCLG.

Compilation of content for the Annual Report 2019/20

**Q2 (July to September)**

Follow-up activity with inward investment leads once the COVID-19 lockdown has eased.

**Q3 (October to December)**

Host visits by potential investors (strongest prospects).

**Q4 (January to March):**

Finalise MHCLG paperwork for secured investors for example, registration at Companies House.

**Key performance indicators for 2021-22**

KPI 1: 2 non-EU SMEs as newly landed investment projects

KPI 2: 10 new jobs created

**Outcomes**

Reputation of Swindon and Wiltshire as a centre for innovative activity is extended internationally, including knowledge of the area and its 'offer' through the UK Embassy network overseas.

## 4. People

<b>4.1 Name of Programme: Skills Development</b>		
<b>Programme Lead: Head of People, Infrastructure and Ideas</b>		
Governance: Skills and Talent Subgroup		
<b>Board sponsor: Amanda Burnside, Diversity Champion</b>		
Programme description: Developing a five-year plan to address skills supply and demand imbalance, whilst ensuring inclusive growth across socio-economic groups.		
Budget for 2020-21: £152,000		
<b>Source of funding</b>	<b>£ 2020/21</b>	<b>£ 2021/22</b>
DfE SAP	£75,000	0
Careers Hub	£165,000	0
Wiltshire Council - in kind skills lead SAP	£12,000	tbc
Total	£152,000	tbc
<b>Priorities for 2020-21:</b> <ol style="list-style-type: none"> <li>1. Ensure skills development is enhanced to improve productivity and support economic recovery post COVID-19.</li> </ol>		
<b>Objectives for 2020-21:</b> <ol style="list-style-type: none"> <li>1. Improve the use of skills and labour market intelligence, through: <ol style="list-style-type: none"> <li>a. quarterly update reports on focus sectors, towns and cities and jobs requiring different skill levels and attracting varying salaries</li> <li>b. annual skills supply and demand and LMI report</li> </ol> </li> <li>2. Achieve a step change in take-up and achievement of apprenticeships</li> <li>3. Develop a plan for a business-led federation of higher education providers</li> <li>4. Raise aspirations and improve employability of young people through effective support for independent careers education, information, advice and guidance</li> <li>5. Promote programmes to improve physical and mental health of employees, working with the NHS Federation and the two local Academic Health and Science Networks</li> </ol>		
<b>Priorities for 2021-22:</b> <ol style="list-style-type: none"> <li>1. Continue to provide real-time, quarterly and annual labour market analysis.</li> <li>2. Delivery of the agile apprenticeship plan to respond to market need and support new career opportunities for young people.</li> <li>3. Support workforce development and reskilling to respond to market needs and opportunities</li> <li>4. Expansion of STEM skills provision through the Higher Education Federation</li> </ol>		

Key milestones for 2020-21:	
<p>Q1 (April to June):</p> <p>Draft 5-year skills plan written</p> <p>Compilation of content for the Annual Report 2019/20</p>	<p>Q2 (July to September):</p> <p>Skills Plan approved by SWLEP Board</p> <p>First quarterly labour market intelligence report produced drawing on new data sources procured.</p> <p>Apprenticeship marketing and communication campaign commences</p>
<p>Q3 (October to December):</p> <p>Second quarterly labour market intelligence report produced</p>	<p>Q4 (January to March):</p> <p>Annual skills supply and demand report produced.</p> <p>Skills Report submitted to DfE.</p> <p>Annual performance summary agreed for the Business Plan review</p>
Key performance indicators for 2020/21:	
KPI 1: % increase in apprenticeship achievement rate	KPI 2: Reduction in the % of young people recorded as NEET
KPI3: Increase in the number of students in Swindon and Wiltshire studying Higher Education level courses.	KPI 4: Increase in the number of students resident in Swindon and Wiltshire studying within the area
KPI 5: Increase in the number of students in Swindon and studying in the Federation.	KPI 6: CEC targets for Gatsby Benchmark achievement
Outcomes: better skills supply and demand balance, with inclusive growth across socio-economic groups	

## 5. Business Environment

<b>5.1 Name of Programme: Growth Hub</b>		
<b>Programme Lead: Growth Hub Manager</b>		
Governance: Business Environment Subgroup		
Growth Hub Governance Group		
<b>Board sponsor: Alison North</b>		
<p>Programme description: Embed the SWLEP Growth Hub as the lead business support intelligence organisation across Swindon &amp; Wiltshire, collaborating with strategic partners to provide information, advice and guidance, and specialist growth support to the SME business community; to serve as the barometer for local businesses being the collective 'voice'. providing feedback to BEIS and other stakeholders.</p> <p>Note: Activities associated with the Department for International Trade's new South West Regional Growth Service Programme delivering international trade and export advice and the Better Business for All programme are also covered by the Growth Hub.</p>		
Budget for 2020-21: £		
Source of funding	£ 2020/21	£ 2021/22 Indicative
Growth Hub 2020/21 Core Funding	£205,000	£205,000
Growth Hub COVID-19 Response Funding	£257,000	tbc
SME Competitiveness Programme Grant (ERDF)	£1,190,000	tbc
Higher Futures (year-end not yet reconciled, TBC)	tbc	n.a.
Growth Hub Governance Group: Board Directors time in kind at £520 per day (x 4 days) – Governance Mtgs/Webinars	£2,080	£2,080
Better Business for All (BBFA)– training programme for regulatory staff	£1,500	£0
BBFA Working Group: Board Director x 1 time in kind at £520 per day (1 day)	£520	£520
Regional export programme	£0	£0
Total	£1,656,100	£207,600
<b>Priorities for 2020-21:</b>		
<ol style="list-style-type: none"> <li>1. Contribute to regional COVID-19 business response.</li> <li>2. Contribute to regional COVID-19 business recovery.</li> </ol>		

3. Mobilise and implement SME Competitiveness Programme.
4. Act as 'the front door' for general business support in the region
5. Integrate the Higher Futures offer into Growth Hub advice and support to businesses.

#### **Objectives for 2020-21:**

1. Grow the Triage+ Growth Hub Information Service by recruiting Business Navigators.
2. Deliver a series of webinars across a variety of topics.
3. Deliver business networking events including resilience and digital themes.
4. Extend the international trade activities of existing exporters and support companies to engage in exporting for the first time.

#### **Priorities for 2021-22**

1. Delivery Year 2 of the SME Competitiveness Programme
2. Secure additional resource to enhance and extend the delivery of Growth Hub services

#### **Key milestones for 2020-21:**

##### **Q1 (April to June):**

- Mobilisation of Triage+ Growth Hub Navigator Service.
- Implementation of Gamma Horizon telephony service solution.
- Build website content and increase social media activity to promote COVID-19 business support response.
- Mobilise SME Competitiveness Programme.
- Commence recruitment of Business Navigators.
- Launch of the South West Regional Growth Service
- Q4 2019/20 performance return submitted to BEIS
- Compilation of content for the Annual Report 2019/20

##### **Q2 (July to September)**

- Allocation of additional COVID-19 support funds.
- Growth Hub Service shaping towards 'Recovery'.
- Themed webinar programme commences.
- Q1 2020/21 performance return submitted to BEIS
- DIT recruit new regional export advisers
- BBFA training commences through webinar provision

##### **Q3 (October to December)**

- Performance review of SME Competitiveness Programme.
- Event programme commences.
- Q2 2020/21 performance return submitted to BEIS

##### **Q4 (January to March):**

- Deliver 1 x event topic TBC.
- Full performance review across all services to include Wavehill Independent Review commences.
- Outward trade missions commence (subject to COVID-19 travel restrictions)
- Q3 2020/21 performance return submitted to BEIS

Key performance indicators for 2020-21	
KPI 1: Grow the Growth Hub Community Membership to 3,000 members.	KPI 2: Number of medium scale events geared towards resilience and recovery.
KPI 3: Number of businesses supported	KPI 4: Monitor business engagement through website traffic, accurate record keeping, BEIS reporting and HubSpot database.
KPI 5: Number of businesses supported to engage in export activity	KPI 6: Number of Regulatory Service staff trained through the BBFA programme.
Outcomes: <ul style="list-style-type: none"> <li>• Resilient businesses and enterprise culture,</li> <li>• Sustainable inclusive growth and improvements in productivity.</li> <li>• Faster and easier engagement and compliance with regulations and enforcement organisations.</li> </ul>	

## 5.2 Name of Programme: Growing Places Infrastructure Fund

**Programme Lead: Head of Investment and Export**

Governance: Business Environment Subgroup – to be established

GPIF Working Group

**Board sponsor: tbc**

Programme description:

Management and allocation of the £8.67m GPIF capital loan fund to create jobs and increase turnover and business profitability.

Budget for 2020-21: £4.5m approximately

Source of funding	£ 2020/21	£ 2021/22
GPIF loan fund - approximate figure  Note: 2021/22 figure is the allocation from repayments to the fund during 2020/21	£3.85m	£2.74m
GPIF interest earned during the year	£238,567	tbc
GPIF revenue fund	(£440,000)	tbc
Legal costs	-£12,000	tbc
Total	£4,516,567	£2.74m

### Priorities for 2020-21:

1. Review and deliver the GPIF Investment Strategy and explore additional investment models such as equity investment.
2. Allocate the remaining unallocated fund through an open rolling call for applications.

### Objectives for 2020-21:

1. Refine the GPIF Investment Strategy and assess the appropriateness of equity investment and other models
2. Allocate the remaining budget based on the Investment Strategy

### Priorities for 2021-22:

1. Continue developing the pipeline of projects to be supported as capital repayments are made into the fund from existing loan awards.

Key milestones for 2020-21: Funding of additional new projects	
<p>Q1 (April to June):</p> <p>Review of the Investment Strategy completed</p> <p>New Board member and advisors to the Working Group</p> <p>New projects taken to the May Board for approval</p>	<p>Q2 (July to September)</p> <p>Further promotion of the Programme</p>
Q3 (October to December)	Q4 (January to March):
Key performance indicators for 2021-22	
KPI 1: Amount of money loaned out from the £3.85m available in 2020/21	KPI 2: Number of new jobs created
KPI 3: Increased turnover amongst loan recipients	KPI 4: Increased profitability amongst loan recipients
<p>Outcomes</p> <p>Sustainable growth resulting in new job creation and increased business turnover</p>	



### 5.3 Swindon and Wiltshire Business Cyber Centre

**Programme Lead: director of Programmes**

Governance: Business Environment Subgroup:

Business Cyber Centre Working Group and inward Investment programme activity

**Board sponsor: Andrew Gudgeon**

Programme description:

To deliver a Business Cyber Centre at the Corsham Science Park to service the UK, European and global markets for cyber resilience products and services.

Budget for 2020-21: £46,240

Source of funding	£ 2020/21	£ 2021/22
LEP Core Budget – concept development	£20,000	tbc
LEP – inward investment lead generation (tenants)	£20,000	tbc
Working Group: Board Director time in kind: £520 per day (x 12 days)	£6,240	£6,420
Total	£46,240	tbc

**Priorities for 2020-21:**

1. Agree and establish the delivery mechanism, including funding, for the Business Cyber Centre at Corsham Science Park
2. Open the facility.

**Objectives for 2020-21:**

1. Agree and deliver a scalable operating model covering physical space and management arrangements.
2. Secure funding.
3. Deliver the marketing and inward investment plan and secure tenants.

**Priorities for 2021-22:**

1. Initial evaluation of the proof of concept model to assess longer term delivery proposals.
2. Grow the market for the Business Cyber Centre.

Key milestones for 2020-21:

Q1 (April to June):

- Agree delivery arrangements
- Establish Working Group
- Secure initial development funding

Q2 (July to September)

- Finalise PID
- Promotion of facility to indigenous and overseas inward investors in the cyber field

<ul style="list-style-type: none"> <li>• Compilation of content for the Annual Report 2019/20</li> </ul>	
Q3 (October to December) <ul style="list-style-type: none"> <li>• Fit out commences</li> </ul>	Q4 (January to March): <ul style="list-style-type: none"> <li>• Facility opens for tenants</li> </ul>
Key performance indicators for 2021-22	
KPI 1: Number of tenants by March 2021	KPI 2: Number of new jobs created by March 2021
Outcomes  To be recognised: <ul style="list-style-type: none"> <li>• locally by MOD, universities, and industry as a regional SME incubator.</li> <li>• nationally as a UK asset, adding to the UK's defence capability and capacity.</li> <li>• internationally as a leading centre for cyber resilient products and services.</li> </ul>	

## 6. Infrastructure

<b>6.1 Transport Infrastructure Investment</b>		
<b>Programme Lead: Director of Programmes</b>		
Governance: Infrastructure and Places Subgroup – to be established		
<b>Board Sponsor: Mark Smith</b>		
<p>Programme description:</p> <p>Implement the Swindon and Wiltshire transport priorities including engaging with England's Economic Heartland Subnational Transport Body and with the Western Gateway Subnational Transport Body which benefit Swindon and Wiltshire's businesses and residents.</p>		
Budget for 2020-21: £15,000+		
Source of funding	£ 2020/21	£ 2021/22
SWLEP contribution to the England's Economic Heartland	£10,000	£10,000
SWLEP contribution to the Western Gateway	£5,000	£5,000
Rail Strategy	£tbc	£tbc
Total	£15,000+	£15,000+
<p><b>Priorities for 2020-21:</b></p> <ol style="list-style-type: none"> <li>1. Contribute actively to Subnational Transport Bodies' deliberations and build strong working relationships with partners.</li> <li>2. Establish the partnership to deliver the Swindon and Wiltshire Rail Strategy</li> </ol>		
<p><b>Objectives for 2020-21:</b></p> <ol style="list-style-type: none"> <li>1. Ensure Swindon and Wiltshire's strategic transport priorities are understood and, where possible, are incorporated into 'regional' implementation plans and funding bids.</li> <li>2. Secure cross border investment to deliver transport schemes which benefit Swindon and Wiltshire.</li> <li>3. Develop the implementation plan for delivery of the Swindon and Wiltshire Rail Strategy, 2019.</li> </ol> <p><b>Rail</b></p> <ol style="list-style-type: none"> <li>4. For the Rail Strategy implementation: <ol style="list-style-type: none"> <li>a. Engage with other LAs/LEPs that have delivered/funded multiple-rail schemes and investigate 'Third Party', private sector-led rail investment programme</li> <li>b. Form a working group / task force for service development</li> </ol> </li> </ol>		

- c. Develop an integrated programme plan, looking at 4 proposed strands of development: Great Western Main Line, Berks & Hants, West of England Main Line, Trans-Wilts, with the following proposed priorities:
  - i. Bristol-Swindon-Oxford/EWR
  - ii. Trans-Wilts local restructuring, Solent-Swindon-Oxford-Birmingham
  - iii. New GWML Stations (with 1+2)
  - iv. Paddington-Westbury-(Bristol)
  - v. Salisbury-Waterloo JT/new stations

5. Identify development funding budget

#### **Priorities for 2021-22:**

1. Contribute to Swindon and Wiltshire's transport priorities on both Subnational Transport Bodies and build strong working relationships with partners.
2. Implement rail strategy

#### **Key milestones for 2020-21:**

##### **Q1 (April to June):**

Rail – establish contact with other LAs/LEPs that have delivered/funded multiple-rail schemes

Compilation of content for the Annual Report 2019/20

##### **Q2 (July to September)**

Establish SWLEP as an engaged member of EEH and WG groups.

Rail Working Group / task force for rail service development formed

##### **Q3 (October to December)**

Initial programme plan developed

##### **Q4 (January to March):**

Final programme plan in place, with sources of funding / partners identified

#### **Key performance indicators for 2020-21**

KPI 1 not applicable

KPI 2 not applicable

KPI 3 not applicable

KPI 4 not applicable

#### **Outcomes**

Enhance the SWLEP transport strategy and associated LIS priorities.

Better rail connectivity across Swindon and Wiltshire to the north and Midlands

## 6.2 Name of Programme: New energy vehicles and hydrogen infrastructure

**Programme Lead: Head of People, Infrastructure and Ideas**

Governance: Infrastructure and Places Subgroup – to be established

**Board sponsor: Mark Smith**

Programme description: Increasing the proportion of new energy vehicles, electric and hydrogen, through better awareness, community charging and developing commercially viable hydrogen schemes.

Budget for 2020-21: £30,000-£50,000 bids in progress outcome tbc

Source of funding	£ 2020/21	£ 2021/22
EU funding HFC PDA – TBC 40-80 days consultancy support in-kind, figure estimated at £20,000-£40,000	£20,000-£40,000	tbc
Community Energy Fund bid, outcome to be confirmed	£10,000	tbc
Total	£30,000-£50,000	tbc

### Priorities for 2020-21:

1. Develop feasibility studies to support the delivery of the proposed schemes working in collaboration with stakeholders and industry partners.

### Objectives for 2020-21:

1. Raise awareness off the government's new energy vehicle campaign and subsidies to commercial users through the Growth Hub and domestic users through Unitary Authority communication channels.
2. Pilot the delivery of a community charging scheme where there is market failure.
3. Progress the feasibility studies for the three proposed hydrogen demonstrators: hydrogen production; inter-city buses; and logistics and forklift demonstrator.

### Priorities for 2021-22:

1. Identify key stakeholders and partners to deliver, if appropriate, the hydrogen demonstrators and community charging pilot

Key milestones for 2020-21:	
<p>Q1 (April to June):</p> <p>Feasibility study for hydrogen production demonstrator at National Collections Centre (NCC) site at Wroughton commissioned</p> <p>Compilation of content for the Annual Report 2019/20</p>	<p>Q2 (July to September):</p> <p>Community charging partners engaged and feasibility funding secured.</p> <p>Partners engaged to progress the for inter-city buses and forklift demonstrators</p>
<p>Q3 (October to December):</p>	<p>Q4 (January to March): NCC</p> <p>Hydrogen production feasibility study completed and key stakeholders engaged.</p> <p>Bids submitted to support feasibility studies for inter-city buses and forklift demonstrators</p>
Key performance indicators for 2020-21	
KPI 1: £x funding secured for feasibility work.	KPI 2:
<p>Outcomes</p> <p>Reduction in domestic and commercial vehicle carbon emissions</p>	

### 6.3 Name of Programme: Digital infrastructure

**Programme Lead: Dragana Houston**

Governance: Infrastructure and Places Subgroup: to be established.

**Board sponsor – TBC**

Programme description:

Improve digital connectivity in rural areas across in Swindon and Wiltshire where there is market failure through promoting nationally run rural gigabit broadband and mobile connectivity programmes. This will enable access to learning, employment and leisure activities, as well as introduce new ways of working across more traditional rural and land-based industries.

Budget for 2020-21: £0

Source of funding	£ 2020/21	£ 2021/22
Gigabit capabilities	tbc	tbc
Next generation connectivity options	tbc	tbc
Total	tbc	tbc

#### **Priorities for 2020-21:**

1. Promote the uptake of DCMS's gigabit voucher scheme to businesses and residents in rural areas.
2. Understand the feasibility of delivering 1 gigabit capable connections across Swindon & Wiltshire to address the remaining 'non-spots' in rural areas. <https://gigabitvoucher.culture.gov.uk/rural/>
3. Exploring options for next generation mobile connectivity (e.g.5G) to complement / supplement full fibre.
4. Lobby for planning policy to include the provision of gigabit connectivity across new commercial and domestic developments.

#### **Objectives for 2020-21:**

1. Investigate the feasibility of delivering full fibre networks and 1 gigabit connections across Swindon & Wiltshire
2. Explore options for next generation mobile connectivity (e.g.5G) to complement / supplement full fibre
3. Identify the remaining broadband and mobile connectivity 'non-spots'.

#### **Priorities for 2021-22:**

1. Promote national schemes to deliver 1 gigabit connections across Swindon & Wiltshire.
2. Agree what local action is required to roll out next generation mobile connectivity

Key milestones for 2020-21:	
<p>Q1 (April to June):</p> <p>Compilation of content for the Annual Report 2019/20</p>	<p>Q2 (July to September):</p> <p>sources of funding / potential partners for the feasibility study identified</p> <p>Promotional activity to businesses commences through the Growth Hub and to residents through existing Unitary Authority channels</p>
<p>Q3 (October to December):</p> <p>feasibility study, focusing on full fibre connection and alternatives (e.g. 5G) to supplement, commissioned</p>	<p>Q4 (January to March):</p> <p>Key stakeholders engaged with the findings from the feasibility study and plan to improve digital connectivity developed</p>
Key performance indicators	
KPI 1 uptake in gigabit connections	KPI 2
KPI3	KPI 4
<p>Outcomes</p> <p>Better digital and mobile connectivity in Swindon and Wiltshire, especially across the rural areas</p>	



## 7. Places Foundation

<b>7.1 Good Growth for Swindon</b>		
<b>Programme Lead: Director of Programmes</b>		
<p>Governance: Infrastructure and Places Subgroup</p> <p>Stakeholders: Swindon Borough Council.</p> <p>Interested parties/groups: Towns Fund Board, Switch on To Swindon, Cultural Advisory Board and Great West Way.</p> <p><b>Board Sponsor: tbc</b></p>		
<p>Programme description:</p> <p>To support Swindon Borough Council with its plans to regenerate and repurpose the town centre to improve the visitor, high street, and cultural offer, making it a more attractive place to live and work, and to visit.</p>		
<p>Budget for 2020-21: £12.15m</p> <p>There are plans to use the Future High Street Fund, worth up to £25m and Towns Fund bid, in excess of £20m, to revitalise Swindon town centre alongside already committed LGF funds as shown below.</p>		
Source of funding	£ 2020/21	£ 2021/22
LGF Swindon Bus Boulevard	£3.0m	
LGF Swindon Cultural Quarter	£0.25m	
LGF Rapid Transit	£8.9m	
Total	£12.15m	
<p><b>Priorities for 2020-21:</b></p> <p>1. Oversight and reporting of planned LGF funded projects to include Swindon Bus Boulevard, Rapid Transit and Cultural Quarter.</p>		
<p><b>Objectives for 2020-21:</b></p> <p>Completion of the three LGF schemes by March 2021</p>		
<p><b>Priorities for 2021-22:</b></p> <p>Capturing outputs from the LGF investment.</p>		
<p>Key milestones for 2020-21:</p>		
Q1 (April to June):	Q2 (July to September)	

Compilation of content for the Annual Report 2019/20	Progress report on the Towns Investment Fund to SWLEP Board
Q3 (October to December)	Q4 (January to March):  LGF spend on projects completed
Key performance indicators for 2021-22	
KPI 1 Job creation	KPI 2 Productivity improvements
KPI3 Improved connectivity in and around the town centre	KPI 4
<p>Outcomes</p> <p>Swindon becomes a more accessible and enjoyable place, attracting visitors, new residents, and new levels of investment.</p>	

## 7.2 Name of Programme: Good Growth for Salisbury

**Programme Lead: Director of Programmes**

Governance: Infrastructure and Places Subgroup

Others involved: Future Salisbury:

**Board Sponsor: tbc**

Programme description:

To support Wiltshire Council to deliver the Salisbury Central Area Framework vision for the city centre area, making it more vibrant for its residents and workers. It will improve the visitor experience and make more of the natural setting, with attractive build environment and space for creativity, culture, and innovation.

Budget for 2020-21: £7.16m

There are plans to use the Future High Street Fund, worth up to £25m, to revitalise Salisbury town centre alongside already committed LGF funds as shown below.

Source of funding	£ 2020/21	£ 2020/21
LGF Salisbury Recovery Projects	£1.10m	
LGF The Maltings	£6.06m	
Total	£7.16m	

### Priorities for 2020-21:

1. Support Wiltshire Council to deliver a series of business cases, with a view to securing other central government funds such as Future High Street funding.

### Objectives for 2020-21:

Oversight of the development stage of three capital projects which are fundamental to the High Street bid:

- Fisherton Street Gateway, a new welcoming entrance to the city. Various interventions are proposed including signage and building frontages etc. to help change visitors' first impression of the area.
- Transport accessibility, aimed at improving routes for walking and cycling into the city including the subways, and improved bus accessibility within the city centre through a programme of highways and structural improvements.
- Illuminating Salisbury, to provide a fantastic outdoor visitor light attraction that will illuminate the stories of Salisbury's rich heritage.

**Priorities for 2021-22:**

1. Working with council to maximise Smart City initiatives enabled by the roll-out of ultra-fast broadband to communities.

**Key milestones for 2020-21:****Q1 (April to June):**

Compilation of content for the Annual Report 2019/20

**Q2 (July to September)****Q3 (October to December)****Q4 (January to March):****Key performance indicators for 2021-22****KPI 1** Job creation**KPI 2** Footfall**KPI3** Retail vacancies**KPI 4****Outcomes**

To be recognised as a city that proactively mitigated and prevented the impacts of global climate change to protect its cultural identity whilst making it an affordable city, attracting inward investment, addressing transport issues, adopting Smart Cities initiatives and celebrating its rich heritage and unique tourism offer.

### 7.3 Name of Programme: Levelling up opportunities in rural areas

**Programme Lead: Paddy Bradley**

Governance: Infrastructure and Places Subgroup

Rural Economy Working Group

**Board sponsor: tbc**

Programme description:

This programme comprises a range of activity predominately in relation to rural areas. Activity will look at:

- understanding and responding to the impact of COVID-19 on the visitor and land-based economies.
- the potential to develop a clean growth Tourism Zone based focussing on the Great West Way area.
- benchmarking and understanding the value of Natural Capital through the SWLEP sponsored PHD research at the University of Bath.
- links to activity to improve rural broadband and mobile connectivity under the Infrastructure Foundation.

SWLEP Budget for 2020-21: £

Source of funding	2020/21	2020/21
PhD LIS additional capacity funding 2018-20	£2,750	£5,500
PhD University of Bath match	£2,750	£5,500
Rural Economy Working Group – Chair x 4 meetings @£520 per day in kind	£2,080	£2,080
Rural Economy Working Group Secretariat – in kind	tbc	tbc
Tourism Zone bid – call date tbc by DCMS	tbc	tbc
<b>Total</b>	<b>£7,580</b>	<b>£13,080</b>

**Priorities for 2020-21:**

1. Understanding the economic impact of COVID-19 on rural areas and establish a response which support the sectors expected to be the last to recover and set activity within the context of the Local Industrial Strategy.

**Objectives for 2020-21:**

1. Engage with the monitoring the economic impact of COVID-19 on businesses operating in rural areas and work through the Growth Hub to disseminate advice and support.
2. Engage with BEIS/DCMS regarding the prospects for a call during 2020/21 to establish a Tourism Zone and bring stakeholders together.

### 3. Agree the framework for the Natural Capital PhD research

#### **Priorities for 2021-22:**

1. Continue to monitor the impact of COVID 19 on rural businesses.
2. Submit bid to establish a Tourism Zone (if applicable)
3. PhD methodology agreed data collection commences

#### Key milestones for 2020-21:

##### Q1 (April to June):

Impact assessment work commences

Compilation of content for the Annual Report 2019/20

##### Q2 (July to September):

PhD student starts in September 2020.

##### Q3 (October to December)

COVID-19 Impact initial results presented to Board.

##### Q4 (January to March):

First presentation to the Board on the PhD Framework

#### Key performance indicators for 2021-22:

##### KPI 1

COVID Impact assessment framework agreed

##### KPI 2

PhD framework agreed

##### KPI3

##### KPI 4

#### Outcomes

Economic resilience and recovery in rural areas