

AGENDA

Board Meeting

Date: Wednesday, 25 March 2020
Venue: Via Video / telephone conferencing
Time: 9am – 12 noon (Public meeting to start at 9.50am and finish at 11.55am)

Membership		Attendance
Board Directors:	Paddy Bradley (PB) Amanda Burnside (AB) Mandy Clarke (MC) Doug Gale MBE (DG) Andrew Gudgeon, OBE (AG) Paul Moorby, OBE (PM) Carole Kitching (CK) Becky Middleton (BC) John Mortimer (JM) – Chair Alison North (AN) Alex Reed (AR) David Renard (DR) Mark Smith (MS) Keeran Vetriko (KV) Phillip Whitehead (PW) Peter Wragg (PW) – Deputy Chair	
Advisors to the Board:	Alistair Cunningham, OBE (AC) Susie Kemp (SK)	Apologies
Observers to the Board:	Cllr Pauline Church (PCh) Cllr Gary Sumner (GS)	NA NA
In Attendance:	Claire Alexander (CA) Sam Fox (SF) Karen Leigh, BEIS Representative (KL) Debby Skellern (DS) Leanne Sykes (LS) Philippa Venables (PV)	
Guests:	Col Nev Holmes (NH), prospective Director to replace Col Andrew Dawes / Chris Thompson, BEIS TBC	
Chairman:	John Mortimer (JM)	
Minutes:	Deborah House (DKH)	

Item	Timing	Topic	Paper No.	Lead	
	9am	Board Directors' Private Session			

Item	Timing	Topic	Paper No.	Lead	
		<ul style="list-style-type: none"> Review of Junction 15 M4 funding decision Budget 2020 Outcome of recruitment for new SWLEP Chair 	Verbal	JM	
			Verbal	PB	
			Verbal	PB	
	9.45am	End of Director session			
		Start of Public meeting			
1.0	9.50am	Welcome / Apologies / Conflicts of Interest	Verbal	JM	For approval
2.1	9.55am	Draft Board Minutes of 22 January 2020	Paper 2.1	JM	
2.2		Matters Arising not covered in the agenda: <ul style="list-style-type: none"> Scrutiny arrangements for the SWLEP Update on Business Cases Update on Skills Plan 	Verbal	JM	
3.0	10.05am	Submitted questions	Paper 3.0	JM	
4.0	10.10am	Local Growth Deal			
4.1		<ul style="list-style-type: none"> Reallocation of £3m – decision re Junction 15 	Verbal	PB	For approval
4.2		<ul style="list-style-type: none"> Commissioning Group Project Highlight reports 	Paper 4.2	CA	For approval
4.3		<ul style="list-style-type: none"> Chippenham 1b OBC 	Paper 4.3	CA	For approval
4.4		<ul style="list-style-type: none"> Royal Artillery Museum (RAM) Business Case 	Paper 4.4	CA	For approval
4.5		<ul style="list-style-type: none"> Finance and Outputs Reports for LGF projects 	Paper 4.5	CA	For approval
	10.40am	Comfort break			
5.0	10.50am	Local Industrial Strategy (LIS) update			
5.1		<ul style="list-style-type: none"> Draft Strategy and route to publication Projects under development 	Paper 5.1	DG	For approval
5.2		<ul style="list-style-type: none"> Business Cyber Centre 	Verbal	AG	For information
5.3		<ul style="list-style-type: none"> New Energy Vehicles Infrastructure 	Verbal	DS	For information

Item	Timing	Topic	Paper No.	Lead	
6.0	11.20am	Business Planning for 2020/21	Paper 6.0	PB	For information
7.0	11.30am	Governance Framework	Paper 7.0	DS	For approval
8.1	11.40am	<ul style="list-style-type: none"> Director's Report <ul style="list-style-type: none"> Attention drawn to the business engagement figures Chair's update 	Paper 8.1	PB	For information
8.2			Paper 8.2	JM	For information
9.0	11.50am	Update on the outcome of the SWLEP Chair recruitment	Verbal	PB	
		Date of next Board meeting: Thursday, 21 May 2020 Offices WRc, Frankland Road, Swindon, SN5 8YF		JM	
		Future Meeting dates Wednesday, 22 July 2020 The Auditorium, Aspire Business Centre, Ordinance Road, Tidworth, SP9 7QD Wednesday, 23 September 2020 Location to be advised. Wednesday, 25 November 2020 BuildIt Suite, National Self Build and Renovation Centre			
	11.55am	Meeting closed to public			
	12noon	Special announcement			



In attendance:	Board Members: Paddy Bradley (PB) Amanda Burnside (AB) Col Andrew Dawes (AD) Doug Gale (DG) Andrew Gudgeon (AG) Carole Kitching (CK) Paul Moorby (PM) John Mortimer (JM) – Chair Alison North (AN) Keeran Vetriko (KV) Philip Whitehead (PWh) Peter Wragg (PW) – Deputy Chair	Board Advisers: Alistair Cunningham (AC) Susie Kemp (SK) Observers: Cllr Gary Sumner (GS) Col Nev Holmes (NH)
Apologies:	Pauline Church (PCh) / Mandy Clarke (MC) / Becky Middleton (BM) / Alex Reed (AR) / David Renard (DR) / Mark Smith (MS)	
Guest(s):	Sam Fox and Leanne Sykes (LS), Wiltshire Council Phil Clement (PC) / Dragana Houston (DH) / Colette Mallon (CM) / Camille Marchand (CM) / Debby Skellern (DS), SWLEP Chris Crowther – Straburg Consulting Kevin Forthergill - Ecuity Karen Leigh (KL), BEIS Ian Durston (ID), SWLEP Philippa Venables (PV), Swindon Borough Council	
Chair:	John Mortimer	
Minutes:	Deborah House (DKH)	
Location:	Rooms D001/D002, Wiltshire College & University Centre, Cocklebury Road, Chippenham, SN15 3QD	

Item	Narrative	Deadline
1.0	Welcome / Apologies / Conflicts of Interest / Board Appointment	
	<p>The meeting opened at 9.10am and the Chair welcomed attendees. Particular welcome was extended to:</p> <ul style="list-style-type: none"> • Cllr Gary Sumner, who was representing David Renard and would be voting on behalf of Swindon Borough Council; • visitors Charmain Spickernell from CPRE and Katharine Mortimer; • Karen Leigh, who was the BEIS representative and SWLEP close advisor and link with Central Government; • Camille Marchand, who was a Swiss student currently on short-term placement with SWLEP; and • Chris Crowther and Kevin Fothergill who would be presenting later in the agenda. <p>The Chair offered his congratulations on behalf of the Board to:</p>	



Item	Narrative	Deadline
	<ul style="list-style-type: none"> Col Dawes who had been honoured with a CBE in the New Year's Honours list, and who was also stepping down from the Board at this meeting. Col Dawes was taking up his new post in Wales shortly. His replacement was Col Nev Holmes who was in the meeting as an observer; and Alistair Cunningham on becoming one of the two Executive Directors for Wiltshire Council. <p>Apologies were noted.</p> <p>JM reminded attendees of the Conflict of Interests policy:</p> <ul style="list-style-type: none"> PW stated his Conflict regarding the LGF General Account for the Royal Artillery Museum (RAM); AB stated her Conflict regarding the Local Growth Fund 3 allocation for Wiltshire College & University Centre for both the Salisbury and Lackham campuses; PW stated his Conflict linked to the loan to Wiltshire College & University Centre PW with regard to the Maltings Outline Business Case as there is a potential future land value uplift to Wiltshire Council as landowner. The Chairman agreed that PW could contribute to the discussion but not vote on the Agenda item. 	
2.0	Review of minutes and matters arising	
2.1	<p>The minutes of the Board Meeting held on 27 November 2019 were reviewed and approved, with the following comment:</p> <ul style="list-style-type: none"> PW had been omitted from the attendee list; and In a written submission, BM stated that her comments relating to legal issues, particularly the proposed compulsory process to conclude land assembly for the Southern Connector Road project, which was discussed at item 6.4, had not been adequately represented in the draft minutes. BM had also expressed concern that revised approved road plans had not yet been presented to the Board. BM noted that there had been a discussion under item 6.2 regarding the reporting of the use, and possible return of unused, project contingency funds. She thought it important that the minutes noted assurances given that the basis for drawing down all capital, including contingency amounts, was strictly on evidence that expenditure is incurred and defrayed. <p>Action: DKH to check and make necessary amendments for the Chair's signature.</p>	
2.2	<p>Matters Arising not on the agenda:</p> <ul style="list-style-type: none"> Governance Framework – This would now come forward to the March Board meeting. We were awaiting the 2020-21 version of the 	



Item	Narrative	Deadline
	<p>National Framework to ascertain if there were any amendment to make and then it would be brought back to the Board.</p> <ul style="list-style-type: none"> • Chippenham Station Hub – ID to complete a breakdown of these costs and send out to Directors – hard copy circulated at the table. • Royal Artillery Museum (RAM) Business Case – This would now come forward to March Board meeting. The business case was expected in the next few days to be reviewed by the Independent Technical Advisor (ITA) in time for the board meeting. • Scrutiny arrangement for the SWLEP – PB to amend the ToR to reflect a change to quorate rules. The Terms of Reference had been amended, but we were still awaiting the costs from Democratic Services for running the group. PWh commented that it was probably waiting to go through Wiltshire Council's own Overview & Scrutiny Committee. <p>Action: PWh and AC to chase status.</p> <p>The Chair stressed that Business Cases needed to come through to the Board Meetings when designated, otherwise there was a danger of missing out on funding.</p>	
3.0	Submitted Questions	
	The submitted questions received from the public and SWLEP responses had already been circulated to Directors. (Attached with these minutes.) As the member of the public was not attending the meeting, they were taken as read.	
4.0	Ex-committee decisions – outcome of votes	
	<p>GPIF loan agreement</p> <p>The GPIF loan discussed at the last Board meeting in Part 2, being confidential at that time, had now been agreed ex-committee for the company Four Legs are better than Two. Voting results were:</p> <ul style="list-style-type: none"> • 15 votes in support; • and one abstention. <p>Support for PhD student</p> <p>SWLEP was working with Solent LEP and Enterprise M3 on Natural Capital and the PhD student would support this work. Voting results were:</p> <ul style="list-style-type: none"> • 14 votes in favour; • one against; and • one abstention. 	
5.0	Local Growth Deal	
5.1	Commissioning Group Project Highlight Reports	
	ID spoke to the paper which was a summary of the focus projects.	



Item	Narrative	Deadline
	<p>Chippenham Station Hub RAG rating had improved from AMBER RED to AMBER GREEN. The decision had been made at the Commissioning Group to release funding for other projects. Construction was now due to start on Phase 2, Sadlers Mead carpark, with the sustainable transport packages agreed in principal. (See paper 5.2.)</p> <p>Yarnbrook / West Ashton RAG rating had improved to AMBER GREEN as the Housing Infrastructure Fund had now finally been earmarked for this project.</p> <p>The Maltings RAG rating had improved to AMBER GREEN as the demolition work had now commenced. The Outline Business Case (OBC) was being submitted to this meeting in Part 2, owing to commercially confidential information contained in Paper 9.</p> <p>Swindon Bus Boulevard The RAG rating to this project had improved to AMBER GREEN as Swindon Borough Council had been successful in its bid to the Housing Infrastructure Fund (HIF) and the LGF had been agreed in principle. Work on the Outline Business Case (OBC) for SWLEP was progressing in tandem with that of the HIF. Although some information was missing at this stage, it would be covered later in the OBC to be submitted in May and the ITA had reviewed it.</p> <p>Southern Connector Road The RAG rating was at AMBER RED owing to land assembly issues but has improved from a RED rating. The Compulsory Purchase Order (CPO) would be triggered next week if landowners were not brought on board. Discussions with the Department for Transport (DfT) had reached an agreement that as long as the Full Business Case was signed off, a contractor appointed and all 3rd party funding in place, all DfT funding for the project can be released in the financial year 2020/21, with the spend subsequently managed by SBC/SWLEP. This spend could then go beyond March 2021.</p> <p>A420 Gable Cross RAG rating was at AMBER GREEN and construction was due to start in May 2020.</p> <p>Wichelstowe This project was another DfT retained scheme. Diggers were on site at the M4 and construction had commenced. The RAG rating remained at GREEN.</p> <p>The Swindon & Wiltshire Local Enterprise Partnership Board: APPROVED the highlight reports as an accurate representation of the current status of all LGF projects.</p>	



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	<p>The Chair commented that this had been a good report to read and that it was gratifying to see that these key projects had improved their status. This reflected the immense hard work of the scheme promoters for these RAG ratings and demonstrated significant steps forward. He would personally like to thank the project teams as well as the hard work and tenacity of ID to bring this about.</p> <p>Highlight Reports are available for all other projects. The following figures summarise the status across all of the projects:</p> <ul style="list-style-type: none"> • nine LGF projects had completed; • there were 18 live LGF projects covered by the highlight reports; • seven projects were rated GREEN; • nine projects were rated AMBER GREEN; • two projects were rated AMBER RED; • 0 projects were rated RED; and • five projects had improved their rating since the previous report. <p>The Board regretted that ID was leaving to take up a role with Engineering Consultancy Frazer Nash, but he had left behind one of the country's best performing Growth Hubs and its digital platform. An Interim Manager was in place to cover ID's role until a permanent replacement could be found and the Chair welcomed Claire Alexander who had returned to SWLEP after a five-year absence.</p>	
5.2	<p>Chippenham Station Hub Sustainable transport schemes business case</p> <p>There had been a change of direction for the spend and there was now an update to the business case for the wider scheme. There were eight sub-packages within the Business Case which included improvements to bus stops, cycle and pedestrian routes.</p> <p>The Swindon & Wiltshire Local Enterprise Board: APPROVED this update to the Outline Business Case enabling the release of £1.98m funding to support design and construction work.</p>	
5.3	<p>Swindon Bus Boulevard Outline Business Case (OBC)</p> <p>The Outline Business Case had been provided for information only and was also available to view online via the link below.</p> <p>https://swlep.co.uk/docs/default-source/programmes/local-growth-fund-lgf/outline-business-cases/swindon-bus-boulevard/swindon-bus-boulevard-obc-jan2020.docx</p>	



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5.4	<p>The OBC was in a mature state, but the ITA (Systra) had made comments back to the scheme promoters and these comments would be incorporated into the document when it was submitted to the Board in May. The project was to regrade Fleming Way and to close the road to traffic. Comments were received from absent Directors via email and were considered together with other detailed questioning from Directors around the table. AG stated that having the current information about the project was beneficial, as this made up part of Swindon regeneration overall. The Chair asked the Board to note the progress of the project.</p> <p>The Swindon and Wiltshire Local Enterprise Board: NOTED the content of the Outline Business Case for Swindon Bus Boulevard in advance of the submission of the Full Business Case for approval at the May 2020 Board Meeting.</p> <p>Update on progress of reallocation of funding</p> <p>The £3m from the Chippenham Station Hub scheme proposed for a link bridge would be unable to be spent before the March 2021 deadline and had therefore been released back to the Board for re-allocation.</p> <p>Projects which had previously been discussed owing to their uncertain delivery status had now improved. These included:</p> <ul style="list-style-type: none"> • The Maltings, which as now on a stronger footing; • A420 Gablecross, which was now in a good state; • Royal Artillery Museum (RAM), the Business Case was now imminent, and ID had met with the project manager and had received reassurances about its delivery; and • the New Eastern Villages Southern Connector Road, which was now in a better state. (See Item 5.1 above.) <p>The four projects which were to be discussed for receiving the reallocation of £3m were:</p> <ul style="list-style-type: none"> • Growing Places Infrastructure Fund (GPIF) – the monies would be used to increase the fund available to offer more loans to businesses. These applications would continue to be submitted via the GPIF committee; • Wiltshire College & University Centre Salisbury Campus – cladding to the rear of the building which would cost £1.4m to complete; <p>A proposal for the work, provided by Wiltshire College, can be accessed via the link below:</p> <p>https://swlep.co.uk/docs/default-source/programmes/local-growth-fund-lgf/strategic-outline-business-cases/wiltshire-college-salisbury-campus-cladding-proposal.docx?sfvrsn=3d0356ea_2</p>	



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	<ul style="list-style-type: none"> • Illuminating Salisbury – SWLEP had already funded development work for this project and now additional funding was required for the capital equipment. An SOBC for the work, provided by Wiltshire Council, can be accessed via the link below: https://swlep.co.uk/docs/default-source/programmes/local-growth-fund-lgf/strategic-outline-business-cases/sobc-illuminating-salisbury-2020-01-22.docx?sfvrsn=efeb8402_2 And an additional presentation of the proposed lighting scheme can be accessed via the link below. https://swlep.co.uk/docs/default-source/board-meetings/2020/paper-5-4-illuminating-salisbury-slides.pdf?sfvrsn=23838e1a_2 • M4 Junction 15 - £3.7m had been originally allocated to this project from LGF Round 1. Highways England had then found extra sources of funding and these monies were released. Costs had now increased, but it supported the development of the New Eastern Villages (NEV) and the redevelopment of the Honda site. <p>The table in the paper demonstrated the RAG rating of the four projects with regard to deliverability etc.</p> <p>PB advised that he had additional information about the Illuminating Salisbury project. There was a letter from the Cathedral raising objections and concerns. He had spoken with the Dean, The Very Reverend Nick Papadopoulos, the preceding evening. The Cathedral was not objecting to the overall project, as it could see the benefits of the scheme to Salisbury but wanted to be brought into the discussions.</p> <p>There was considerable debate by the Board about these four projects. The main issues were given below:</p> <p>KL asked the Board to consider which project would give the desired outputs. Junction 15 was considered to be the crucial project to get in place because of its strategic importance, but there were concerns about its deliverability. The Strategic Outline Business Case submitted by Highways England was available via the link below.</p> <p>https://swlep.co.uk/docs/default-source/programmes/local-growth-fund-lgf/strategic-outline-business-cases/m4-j15-a419-sobc-(final).pdf?sfvrsn=a6b4124b_2</p> <ul style="list-style-type: none"> • it would deliver the outcomes required and new housing would be stalled if the improved Junction did not proceed and would put SBC's 	



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	<p>delivery of housing in Swindon in peril with a potential five-year delay in building;</p> <ul style="list-style-type: none"> it was needed to attract new employers to the area. There would be a dedicated left turn at the Junction for London-bound traffic; Junction 15's reach extended further than just the immediate area, was a link to the crucial artery of A419 and up to Birdlip and would benefit businesses by decreasing the congestion at that Junction; the question was raised on where the balance of funding would come from and the meeting was told that Section 106 was possible, but the less additional funding SBC had to find then the more deliverable the scheme would be; SBC had been successful in securing a HIF bid to help delivery of the Southern Connector Road, so why had the Council not considered the Junction 15 as part of this bid? SBC advised that it was meeting with Highways England (HE) on 23 January about Junction 15 and speaking to Robert Buckland MP immediately to relay the decision of this meeting; the question was raised as to the support of Highways England for the scheme if it was not prepared to fund it and when SBC had become aware of this situation; <p>The discussion about J15 deliverability focussed on the following points:</p> <ul style="list-style-type: none"> Spending – <ul style="list-style-type: none"> can the proposed SWLEP funding be defrayed by March 2021? The current estimated shortfall is £5.85m. If the SWLEP allocated £3m where would the remaining £2.85m come from? Planning – <ul style="list-style-type: none"> Can the programme successfully incorporate the process of closing Day House Lane and still meet the SWLEP spending timescale? The land at Junction 15 is in Highways England ownership and no further planning permissions were required to carry out the work. <p>Concerns were expressed about the timing of the submission from Highways England and the notice given to the Board of the shortfall in funding the project. Directors noted their concern about the pressure they felt under as a result of this late addition to the pipeline of funding requests. Directors supported the Chairman's view that the Board's dissatisfaction with the process should be made clear to Highways England, copying in local MPs.</p> <p>Illuminating Salisbury</p> <ul style="list-style-type: none"> if Illuminating Salisbury were chosen, the communications would need to be carefully handled as residents could object and ask why the money had been used this way when there was limited geographical benefit; 	



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	<ul style="list-style-type: none"> PWb commented that Salisbury had an increase in footfall at Christmas, which had bucked the national trend. It was all about vibrancy and creating an experience which should be crucial to all towns in the county; <p>Cladding at Wiltshire College, Salisbury</p> <ul style="list-style-type: none"> The cladding had to be dropped from the initial plan to improve the campus due to project cost overrun The project is progressing well, and it was acknowledged it would be good to complete all the initially planned works However, the SWLEP had previously held to the principle that a project costs were agreed, and no further funding was given to create what was originally conceived. <p>There was discussion amongst the Board Directors about whether they were in a position to make a decision about the allocation at the meeting or whether they needed more information and evidence. They were absolutely in agreement about deliverability being a crucial criterion. They were also aware of the need to resolve the re-allocation as soon as possible.</p> <p>After much debate, the Chair and SWLEP Director recommended a straight vote on Junction 15 support, subject to a two-week time limit to have the Directors' questions about the deliverability of the project answered, after which JM and PB would revert to the Board with a recommendation about whether to support the project. The majority vote on this project would then mean that the other projects would fall from the allocation. If there were no majority, Junction 15 project would fall from the list and then apportioning the rest of the £3m between Illuminating Salisbury and Wiltshire College & University Centre would be decided.</p> <p>Board voting was eight for, two against and two abstentions owing to conflicts of interest. The allocation of £3m to the Junction 15 project was agreed in principle, subject to satisfactory responses to Board concerns. After this vote the Board then considered the process it required PB and JM to follow.</p> <p>The Swindon & Wiltshire Local Enterprise Partnership Board: AGREED to allow PB and JM, if required to decide the percentage split across the Illuminating Salisbury and Cladding at Wiltshire College projects and the reasons in this instance; and AGREED for PB and JM to submit a report about the decisions to the other Board Directors.</p>	
5.5	<p>Finance and outputs reports for LGF projects</p> <p>ID spoke to the paper and stated that this was in a similar state to the last Board Meeting. Q3 spend had yet to be incorporated into these figures so the underspend would be reduced.</p> <p>The Swindon & Wiltshire Local Enterprise Partnership Board:</p>	



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	<p>APPROVED this paper as an accurate summary of the current LGF financial and output position.</p> <p>A handout of the contingency amounts within projects was circulated at the meeting. (Now available on the SWLEP website.) This set out the SWLEP's position on the use of contingency funds in capital projects.</p>	
6.0	Local Industrial Strategy (LIS)	
6.1	<p>Local Industrial Strategy (LIS) update DG spoke to the paper. As the paper was provided for information it was taken as read, but DG highlighted Para 5 to the meeting which included some additional items from the recent LIS Working Group:</p> <ul style="list-style-type: none"> • strategic priority added for rural areas; • to broaden the wording on Strategic Priority 7; • to be more explicit about what SWLEP meant by the Federated HE provision; • to be clearer on what was meant by a business-led cyber hub; and • to be explicit on what the Western Gateway would mean for SWLEP; <p>Comments from absent Directors were considered.</p> <p>The Swindon & Wiltshire Local Enterprise Partnership Board: APPROVED the Vision statement; APPROVED the aim for each foundation; NOTED the feedback from the Central LIS Team; and AGREED the next steps and timeline.</p>	
6.1a	<p>First Draft Skills Plan update AB spoke to the paper. The Skills & Talent Subgroup was now operating as the new Skills Advisory Panel in line with the Government's requirements and charged with taking the Skills Plan forward. The Working Group was in the process of refreshing the overall Skills Plan and the draft outline was included in the pack. The Skills Plan was associated with the People side of the Local Industrial Strategy (LIS).</p> <p>The Skills Plan would be brought back to the Board in March.</p>	
6.2	<p>New Energy Vehicles Infrastructure Strategic Outline Business Case</p> <p>Kevin Fothergill (KF) from The Hydrogen Hub and Ecuity presented to the Board. The presentation can be accessed via the following link:</p> <p>https://swlep.co.uk/docs/default-source/board-meetings/2020/ecuity-presentation-for-swlep-jan-22-2020-final.pdf?sfvrsn=cc61bf33_2</p> <p>KF updated the Board on the changing environment with a significant growth in hydrogen vehicles, particularly for larger vehicles, where electric options were</p>	Mar 2020



Item	Narrative	Deadline
6.3	<p>not viable. There was a need to demonstrate the viability and challenges of hydrogen fuel. It was commercially viable and already being used in fork-lift trucks. We should be putting infrastructure in ahead of the country to produce the hydrogen and had the capability and knowledge already to do this. PWh offered his support because hydrogen answered a lot of questions with regard to electric vehicles.</p> <p>The Swindon & Wiltshire Local Enterprise Partnership Board: APPROVED that the work continues to progress to SOBC stage;</p> <ul style="list-style-type: none"> a) AGREED that Community and Rural charging options (options 2 and 3) were progressed together as a single SOBC; and b) AGREED that the hydrogen demonstrator (option 4) was progressed as a SOBC. <p>Business-led cyber centre update AG introduced the item to the Board. This was a project on which the Board had received regular updates. If we wished to attract businesses into the area, we needed to assure them that they would be safe.</p> <p>Chris Crowther (CC) from Straburg Consulting presented to the Board. The presentation could be accessed via the following link: https://swlep.co.uk/docs/default-source/board-meetings/2020/swlep-cyber-hub-assessment-for-submission-ds.pdf?sfvrsn=3b229c24_2</p> <p>They were asked at a previous meeting to investigate sites and stakeholders for such a centre. They looked at the physical proximity to academia, government institutions, defence and areas of entrepreneurship and the centre would bring all these elements together. The main reason for the choice of site were given in the presentation. The balance between areas inside and outside a security wire were also considered.</p> <p>The Chair thanked CC for another good presentation. Areas for further consideration to the Board were:</p> <ul style="list-style-type: none"> • more specifics about what the “demonstrator” was. (CC stated that there were people waiting to move on this if we could move); • how Swindon’s Institute of Technology would be linked. (AG stated that he would link in with this); and • to make visible at Cyber clusters. There was an event scheduled for Swindon shortly. <p>PWh commented that he thought this would sit brilliantly with Digital Corsham and bring people into the area.</p> <p>The project would be for a “Business Cyber Centre”.</p>	



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	<p>The Swindon & Wiltshire Local Enterprise Partnership Board: APPROVED Corsham as the preferred site for the SWLEP Cyber Hub; APPROVED that the initial demonstrator be established at the Corsham Science Park; and APPROVED the continuing development of detailed business case.</p>	
7.0	Chairman's statement	
	<p>The Chairman thanked the Board for its faith in him and for electing him to another three-year term as Chair in November but advised the meeting that he was proffering his resignation owing to ill health. He had enjoyed the years he had spent on the Board but felt that the Board deserved 100% from the Chair, something which he currently was unable to do. This would be an opportunity to recruit another Chair as soon as possible. He would stay in post until such time as another Chair had been selected and it was still his intention to attend the Board Meeting in March.</p>	
7.1	<p>Chair's update The meeting: NOTED the contents of the report.</p>	
7.2	<p>Director's Report PB offered his thanks to AN and PM for their help in the recent interviews for the replacement Growth Hub Manager.</p> <p>The meeting: NOTED the contents of the report.</p>	
8.0	AOB	
	<p>AB advised of an invitation to Michele Donelan MP to commence the construction of the new building at Lackham Campus on Friday, 14 February at 12 noon and all Board Directors would be welcome to attend.</p> <p>AG would like to offer thanks from the Board to John, Ian and Andrew for all the hard work they had put into the SWLEP over the past years. Fellow Directors agreed with this view.</p>	
9.0	Part TWO of meeting	
	<p>Local Growth Deal The Maltings Outline Business Case ID spoke to the Paper. The Outline Business Case contained commercially sensitive information which was why it was being discussed in Part Two of the meeting.</p>	



Item	Narrative	Deadline
	<p>The Independent Technical Advisor (ITA) to this project was the Steer Group. This plan was part of bigger investment into The Maltings, which would make a significant difference to the city. The question was raised about plans for the displaced car parking. (Para 2.9 of the Paper refers.) Sam Fox of Wiltshire Council advised that there would be some carparking on site, but the aim was to make maximum use of the Park & Ride facilities for the City. Although it was discussed that Park & Ride was not such a good solution for business, this was countered by the argument that the City would only be losing 300 spaces overall and that the car park was not full anyway most of the time.</p> <p>The Swindon & Wiltshire Local Enterprise Board: APPROVED the Outline Business Case for the Central Car Park and Maltings project in order that construction can be started, PWh abstaining from the vote.</p> <p>The Chair congratulated the team on a good paper.</p>	
	Date of next meeting	
	<p>Wednesday, 25 March 2020 The Alamein Suite, City Hall, Malthouse Lane, Salisbury, SP2 7TU</p> <p>The Board Directors to meet at 9am for a 9.30am start to the public meeting.</p>	
	<p>Future Meetings</p> <p>The Board Directors to meet at 9am for a 9.30am start to the public meeting.</p> <p>Thursday, 21 May 2020 Offices WRc, Frankland Road, Swindon, SN5 8YF</p> <p>Wednesday, 22 July 2020 The Auditorium, Aspire Business Centre, Ordnance Road, Tidworth, SP9 7QD</p> <p>Wednesday, 23 September 2020 Location to be advised.</p> <p>Wednesday, 25 November 2020 Location to be advised</p>	
	Close of the meeting at 12.55pm	



From Peter Downing

RE: A350 West Ashton By-Pass

QUESTION ONE

What is the current status of the project ie on time, delays etc?

RESPONSE

Whilst the project has experienced some delays historically, it is currently on track against its latest agreed schedule and is due to complete the expenditure of its LGF grant money by March 2021 which is a key milestone for the SWLEP Board (note that completion of construction for the overall project will be after March 2021).

QUESTION TWO

What is the estimated time of commencement of this project?

RESPONSE

Design work for the project has been progressing for a number of months now. Construction work on site is on track to commence in July of this year.

QUESTION THREE

Is there a possibility that Central Government funding for this project could be withdrawn if current deadlines are not met?

RESPONSE

The LGF funding allocated to this project by the SWLEP Board could be withdrawn if the March 2021 deadline mentioned above was not expected to be met, or if other significant issues with the project arose. A key issue on the project has been the need for Wiltshire Council to sign an agreement with Homes England for additional funding to supplement the LGF funding allocated by SWLEP. This agreement has recently been signed. Given this, and that the project is progressing to plan, the SWLEP Board currently see no reason for LGF funding to be withdrawn from the project.



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

Security Level:	Confidential <input type="checkbox"/>	Restricted <input type="checkbox"/>	Unclassified <input checked="" type="checkbox"/>	Commercially Sensitive <input type="checkbox"/>
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Meeting & Date:	SWLEP Board Meeting – Wednesday, 25 March 2020		
Subject:	Highlight Reports		
Attachments:	None		
Author:	Claire Alexander	Total no of sheets: (inc cover sheet)	11

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

Highlight reports on the status of each LGF project (and other LEP projects) are presented to the SWLEP Board in order to communicate the status of all projects and to demonstrate that projects are being managed in line with the LEP Assurance Framework. The highlight reports produced for each project have been reviewed and approved by the Commissioning Group. Copies of the individual highlight reports can be found on the SWLEP website by clicking on the 'SWLEP Project Summary Report' icon at the top of the page on the following link:

<https://swlep.co.uk/projects>

2. Summary

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

Project Name	Lead Delivery Partner	Previous	Current	Business Case Status
Chippenham Station Hub	WC	AG	AG	OBC for Phase 1b (Northern Lift Access) for approval at March board.
A350 Yarnbrook/ West Ashton	WC	AG	AG	FBC with ITA (Systra) for approval at May Board.
The Maltings (Salisbury)	WC	AG	AG	OBC approved at January Board.
Swindon Bus Boulevard	SBC	AG	AG	OBC with ITA (Systra) for approval at May Board.

New Eastern Villages Southern Connector Road	SBC	AR	AR	Full Business Case for the Department for Transport will be submitted for approval in November 2020.
New Eastern Villages A420 Gablecross	SBC	AG	AR	SBC commissioned an independent review of the tender process which has resulted in retendering. Risk mitigation has taken place and the overall programme is being adjusted accordingly.
Wichelstowe Southern Access	SBC	G	G	Construction work is due for completion by March 2021.

3. Summary

Highlight Reports are included within this report for all 28 live projects and below is a summary of current project status.

Complete	Green	Amber Green	Amber	Amber Red	Red
10	16	9	1	2	0

4. Recommendations

The Board is recommended to approve that the highlight reports are an accurate representation of the current status of all LGF projects.

SWLEP Board Meeting – March 2020
LEP Programmes - Highlight Report (Paper 4.2)



Local Growth Fund – Focus Projects					
Project Ref	Project Name	Lead Delivery Partner	Previous	Current	Notes
LGF/1617/004/CSH	Chippenham Station Hub	WC	AG	AG	The detailed delivery on sustainable transport package and 3rd lift is in development and the OBC for 1b (Northern Access) will be presented to the Board in March 2020.
LGF/1617/009/YWA	A350 Yarnbrook/ West Ashton	WC	AG	AG	Currently finalising legals on HIF agreement with Homes England which does not impact programme trajectory. Detailed design work continues. FBC for approval at May Board meeting.
LGF/1718/003/CCPM	The Maltings (Salisbury)	WC	AG	AG	OBC submitted January 2020, funding request approved by Board. Technical amendments in response to ITA made January / February 2020. Path amended to accord with OBC proposals and milestones.
LGF/1617/008/SBX	Swindon Bus Boulevard	SBC	AG	AG	Future High St Fund bid (£25m) EOI was successful - main bid being developed. OBC for approval at May Board.
LGF/1516/003/EV (iv)	New Eastern Villages Southern Connector Road	SBC	AR	AR	Planning Application was approved in December. FBC for Department of Transport will be submitted for approval in November 2020.
LGF/1516/003/EV (iii)	New Eastern Villages A420 Gablecross	SBC	AG	AR	SBC commissioned an independent review of the tender process which has resulted in retendering. Risk mitigation has taken place and the overall programme is being adjusted accordingly.
LGF/1617/002/WI	Wichelstowe Southern Access	SBC	G	G	Work progressing on site. Construction is on track for completion by March 2021.

SWLEP Board Meeting – March 2020
LEP Programmes - Highlight Report (Paper 4.2)



Local Growth Fund (Growth Deals 1 and 2)					
Project Ref	Project Name	Lead Delivery Partner	Previous	Current	Notes
LGF/1516/001/A350	A350 Improvements	WC	Complete	Complete	
LGF/1516/002/A429	A429 Malmesbury	WC	Complete	Complete	
LGF/1516/004/PSP	Porton Science Park	WC	Complete	Complete	
LGF/1617/001/A350	A350 Dualling Bypass	WC	Complete	Complete	
LGF/1617/007/MH	Mansion House (Corsham)	WC	Complete	Complete	
LGF/1617/010/JNC17	M4 J17 Capacity Improvement	WC	Complete	Complete	
LGF/1617/009/UFB	Ultra-Fast Broadband	WC	G	G	Build ongoing in both north and south areas. Spend to be reprofiled.
LGF/1516/005/LSTF	LGF Sustainable Transport Package	SBC	Complete	Complete	
LGF/1617/003/SRT	Swindon Quality Bus Corridor (Rapid Transit)	SBC	AG	AG	Development work in progress on North Swindon and NEV schemes. OBC (UTMC) to be submitted to May Board for approval.
LGF/1617/006/JNC16	M4 Junction 16	SBC	Complete	Complete	

SWLEP Board Meeting – March 2020
LEP Programmes - Highlight Report (Paper 4.2)



LGF/1819/001/RAM	Royal Artillery Museum	WC	AR	AG	RAM has received high level confirmation that it will be allocated the land required for new museum. OBC due to March Board for approval.
LGF/1617/011/SCQ	Swindon Cultural Quarter	SBC	G	G	OBC to July Board for approval.
LGF/1819/002/ILS	Illuminating Salisbury	WC	AG	AG	Final OBC due to May Board for approval.
LGF/1819/003/FSG	Fisherton St Gateway (Salisbury)	WC	G	G	OBC will be submitted directly to MHCLG (as part of Future High Street Funds).
LGF/1819/004/CCT	City Centre Transport (Salisbury)	WC	G	G	Preferred option determined for March 2020.

Local Growth Fund (Growth Deal 3)

Project Ref	Project Name	Lead Delivery Partner	Previous	Current	Notes
LGF/1718/001/WCS	Wiltshire College - Salisbury	Wiltshire College	G	G	Refurbishment work (contract 1) complete. New build (contract 2) work now started – construction completion due December 2020.
LGF/1718/002/WCL	Wiltshire College - Lackham	Wiltshire College	AG	AG	Delays to Animal Care due to discovery of Great Crested Newts. Delays to Dairy Unit due to Heritage issues. Progress being made.

SWLEP Board Meeting – March 2020
LEP Programmes - Highlight Report (Paper 4.2)



Department for Transport – LGF (Growth Deal I)

Project Ref	Project Name	Lead Delivery Partner	Previous	Current	Notes
LGF/1516/003/EV (i)	New Eastern Villages - Great Stall Bridge	SBC	N/A	N/A	Project no longer LGF funded.
LGF/1516/003/EV (iia)	New Eastern Villages - Greenbridge Roundabout	SBC	Complete	Complete	
LGF/1516/003/EV (iib)	New Eastern Villages – Nythe and Piccadilly	SBC	G	G	Procurement process in progress. FBC to September 2020 Board for approval.

Department for Transport – Retained

Project Ref	Project Name	Lead Delivery Partner	Previous	Current	Notes
LGF/1516/003/EV (v)	New Eastern Villages White Hart Junction	SBC	AG	A	Construction has started on site. Slippage to milestones being addressed to mitigate programme impact.

SWLEP Board Meeting – March 2020
LEP Programmes - Highlight Report (Paper 4.2)



City Deal

Project Ref	Project Name	Lead Delivery Partner	Previous	Current	Notes
LGF/1516/006/CD	Higher Futures	WC & SBC	G	G	Good progress against revised scope and targets continues to be made, with over 1300 learners at Level 4 and above.

Careers and Enterprise Company (CEC)

Project Ref	Project Name	Lead Delivery Partner	Previous	Current	Notes
LEP/GEN/001/CEC	Enterprise Advisor Network & Careers Hub	WC & SBC	A	AG	57 schools/colleges and 55 Enterprise Advisers engaged. Recruiting for schools who currently do not have an Enterprise Adviser volunteer. A second pot of funding has been secured which allows all schools and colleges, to be part of the Careers Hub.

Department of Business Energy and Industrial Strategy (BEIS)

Project Ref	Project Name	Lead Delivery Partner	Previous	Current	Notes
LEP/GEN/002/GH	Growth Hub	SWLEP	G	G	Waiting to hear from MHCLG on whether SME Competitiveness bid successful.

SWLEP Board Meeting – March 2020
LEP Programmes - Highlight Report (Paper 4.2)



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	G	G	£1,279,235 loan in place with repayment to SWLEP by end March 2021.
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
	R	AR	AG	G

See below for RAG rating methodology

Direction of Travel



Project status expected to remain same going forward



Project status expected to improve going forward



Project status expected to get worse going forward

Milestones

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

RAG Rating

		Impact			
		1 (Low)	2	3	4 (High)
	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.

Security Level:	Confidential <input type="checkbox"/>	Restricted <input type="checkbox"/>	Unclassified <input checked="" type="checkbox"/>	Commercially Sensitive <input type="checkbox"/>
Meeting & Date:	SWLEP Board Meeting – Wednesday, 25 March 2020			
Subject:	Chippenham Station Hub – Chippenham Station Hub Phase 1b 3 rd Lift - new north side lift and safe walking route			
Attachments:	None			
Author:	Rory Bowen (Wiltshire Council) Raquel Leonardo Alina Murray Francis McGarry Luke Farley	Total no of sheets: (inc cover sheet)	13	

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

- 1.1 To update the Board and seek approval to release funding to complete design and construction work in relation to the Chippenham Station Hub scheme, Phase 1b (Station Capacity Improvements – the new north side lift and associated safe walking route).

2. Summary

- 2.1 This paper provides an update to the Chippenham Station Hub scheme Outline Business Case, focussing on Phase 1b, which includes the provision of a new lift on the northern side onto the public footbridge, providing step-free access across the railway line when accessing from the north and the associated safe walking route. The Outline Business Case can be accessed on the SWLEP website using the link below.

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

Any annexes mentioned in the document can also be accessed on the SWLEP website.

3. Recommendation

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

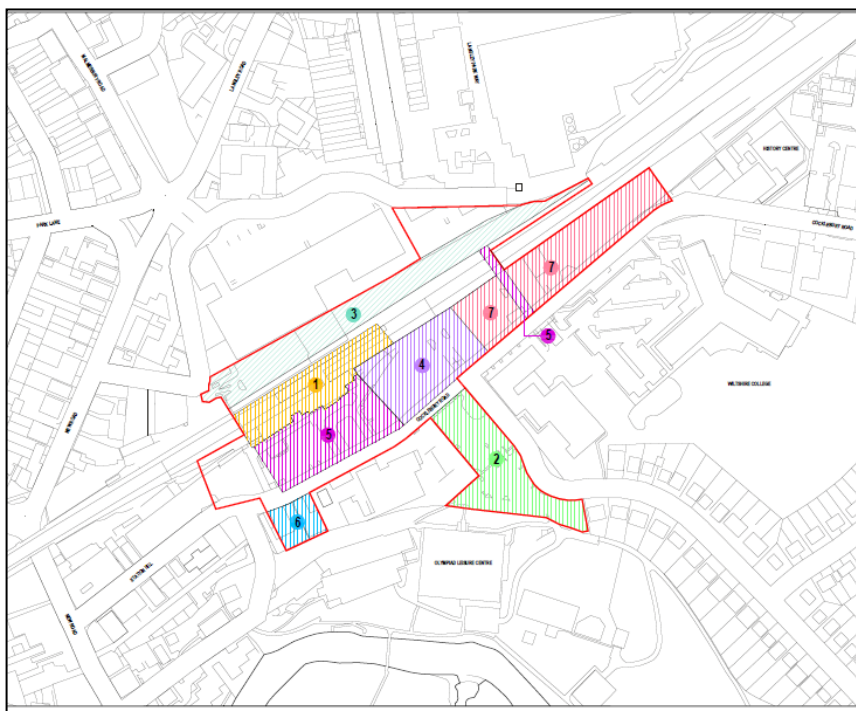
- 3.1 approve the update to the Outline Business Case, enabling the continued release of funding within the agreed Local Growth Deal allocation to complete design and construction work, subject to securing the necessary consents.

Update to the Outline Business Case

4. Strategic Case

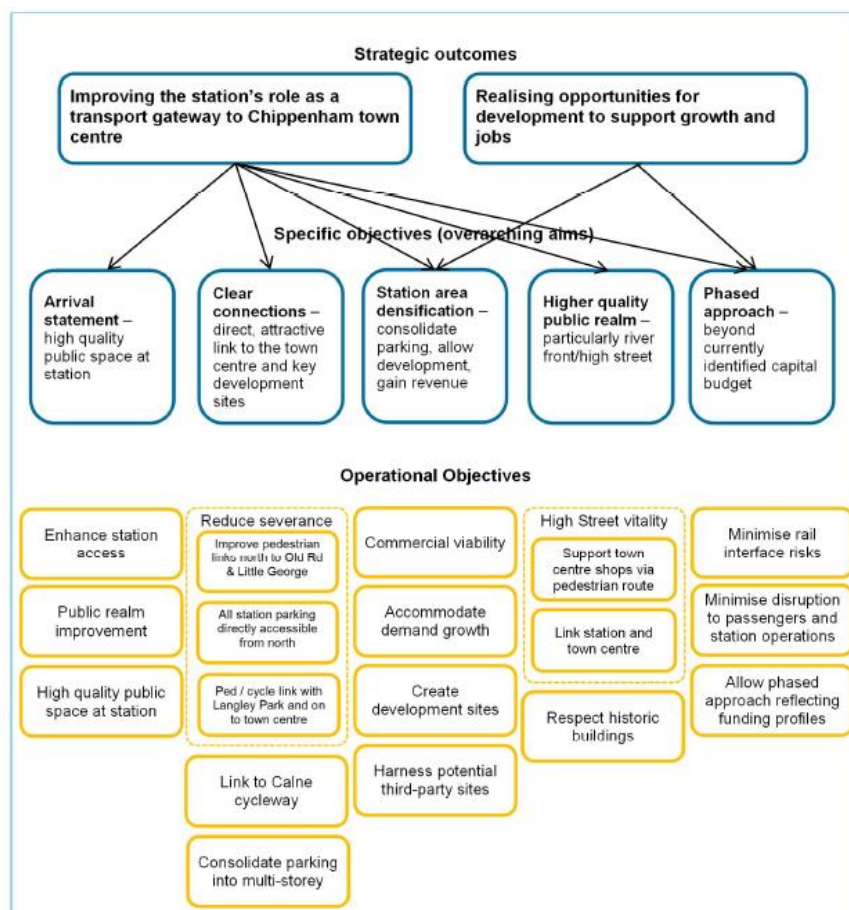
- 4.1 The Chippenham Station Hub scheme has been developed recognising the policy context of delivering sustainable economic growth by releasing land for development, addressing current severance issues, accommodating the forecast growth in demand arising from the Great Western Main Line Modernisation Programme and creating a gateway experience for those arriving at the station.
- 4.2 The identified project phases as set out in the indicative masterplan were:
- (Phase i) Station Capacity Improvements – new booking hall, improved retail unit, gatelines, new north side lift onto public footbridge (providing step-free access across the railway line), additional cycle parking, improvement works to bus interchange;
 - (Phase ii) Wiltshire Council Land – high quality commercial building and decked car parking;
 - (Phase iii) Station Car Parking Capacity Improvements – decked car parking;
 - (Phase iv) Rationalisation of Station Car Parking – high quality commercial building and decked car parking;
 - (Phase v) Infrastructure Improvements – station square public realm and footbridge;
 - (Phase vi) Commercial Development – high quality commercial and residential units; and
 - (Phase vii) Residential Development – high quality residential units.

Figure 1: Chippenham Station Hub Phases



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

Figure 2: Chippenham Station Hub Phase Objectives



- 4.4 This paper refers to: the installation of a third lift on the access for all footbridge at Chippenham Station; and a new safe walking route which enables safe use of that lift.
- 4.5 The installation of a third lift will offer step-free access for passengers from the north car park, benefiting passengers and the community. In order for the lift to meet safety requirements by NR and GWR, a safe walking route connecting directly to the lift is required to ensure suitable access for all users.
- 4.6 Surveys conducted in Jan and Feb 2019 revealed 48% of passengers using the North entrance, however there is no step-free access on that side. In addition, the high volume of passengers and public at the bottom of the pedestrian bridge provides a major conflict zone with the traffic entering the North car park.
- 4.7 As design progresses, the scheme will seek to achieve the following objectives:
- reduce severance, improving pedestrian and cycle connectivity to Old Road;

- reduce severance, improving access to the parking on the north side;
- respect the historic environment, including the Weighbridge;
- deliver a new lift on the footbridge at Chippenham station, thus offering step-free access for Passengers from the north car park;
- public realm, walking and cycle improvements including additional cycle parking.
- safe walking and cycling routes onto the new lift;
- wayfinding signage and surface treatments in the immediate vicinity of the lift; and
- option appraisal to deliver EV charging points in the near future.

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

Figure 3: Chippenham Station Hub Phase Ib outcomes and objectives alignment

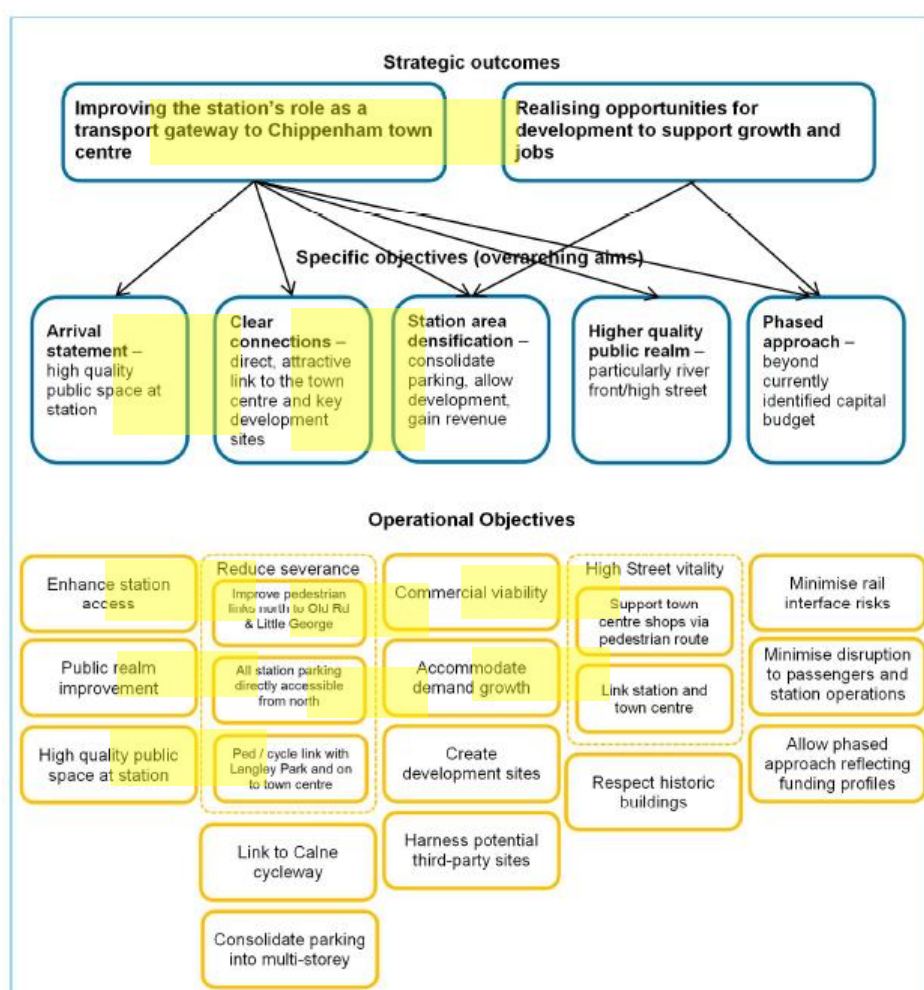


Table 1 – Further detail on Chippenham Station Hub Phase 1b outcomes and objectives alignment

Output	Alignment
Increased safety and desirability of accessing the station by foot and bike Desire lines built into the design to encourage easy pedestrian flow Step-free access onto the station.	The proposals will improve the access to the station, to and from Old Road and surrounding residential areas.
Better access and information provision for all transport modes combined with improved train service for the station.	The proposals will improve the station's role as a transport gateway to Chippenham Town Centre, improving accessibility and thus reducing the need for additional private vehicle parking provision and freeing up capacity for those who rely on cars – for example, those that do not have the option of access to sustainable transport options.
Improved sense of arrival created by redesign of station exit area and improved public realm around the square, using appropriate materials and capitalising on heritage and local assets.	The proposals create new high-quality public space at the station's north entrance.

4.9. As outlined above the Chippenham Station Hub Phase 1b – new lift and the safe walking route closely align with the objectives for the wider and subsequent phases of the Chippenham Station Hub scheme.

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

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

4.11 The Phase 1b scheme demonstrates a strong alignment to the Swindon & Wiltshire Local Enterprise Partnership (SWLEP) priorities and objectives. The projects which form part of Phase 1b will improve the accessibility to the station, the safety and

quality of the connections and increase the station's role as a transport gateway to Chippenham, creating clear, safe, attractive and direct connections to between the town centre and the station.

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

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

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

5. Economic Case

5.1 The project aiming to install a third lift on the Access for All (AfA) footbridge at Chippenham station is delivered by Network Rail, whilst the safe walking route will be delivered by GWR. The third lift project will offer step-free access for Passengers from the north car park, benefiting passengers and the community. The AfA footbridge was commissioned in 2016. It has lifts only to support step-free access to platforms from the station building (south side).

5.2 In order for the lift to meet safety requirements set by NR and GWR, a safe walking route connecting directly to lift is required to ensure safe access for all users. There is also a public right of way over the footbridge coming from the north.

5.3 The Network Rail Investment Director has carried out a review of the project taking into account the Putting Passengers First Programme and the risk to the railway.

5.4 This review has found that:

- the installation of the third lift will significantly benefit passengers in relation to accessibility to the north of the station;
- the third lift was taken into account when the original AfA footbridge and lifts were installed but was unable to be delivered due to AfA funding constraints;
- GWR is supportive of the scheme and is undertaking wider works which are also funded by SWLEP; and
- while Station Change (regulatory process for the railway) has not been submitted, the installation of the lift will result in the permanent loss of three car parking

spaces. GWR indicated in a letter that they will waive its right to claim compensation for this loss.

Operating Costs

- 5.5 We envisage the operating costs of the upgraded station will be covered by the rail franchisee, being part of the station lease area.

Employment and investment

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

Economic Appraisal Results

- 5.7 Based on the inputs and assumptions outlined above, the results are as follows:
- the scheme will improve the ability for users to access the station by sustainable means – cycling, walking and using bus services;
 - the scheme has tangible benefits to car parking capacity and congestion; and
 - the modal shift away from car usage will temper demand on station car parking facilities and reduce congestion in the surrounding area.
- 5.8 Other improvements include:
- improvement of the links between the station and the town centre;
 - regenerative effects in the town including social benefits;
 - temporary jobs created linked to the construction activities;
 - public realm benefits; and
 - improved pedestrian/cycle safety.

6 Commercial Case

- 6.1 Network Rail is proposed to deliver the third lift project (construction and entry into service) following the development work conducted by Network Rail under a previous agreement (development to and including detailed design). Work to deliver the third lift will be procured by Network Rail in accordance with its procurement and contracting rules.
- 6.2 Wiltshire Council is satisfied that the scheme would not be subject to State Aid issues. Subject to an Implementation Agreement being signed off by the end of March 2020, Network Rail have provided an indicative start on site date in October 2020, with substantial completion by the end of March 2021.

Table 2 – Project milestones (subject to Implementation Agreement signed by 31 March 2020)

Procurement process (to contract award)	24 April to 20 August 2020
Site set up	21 September to 2 October 2020
Substantial completion	30 March 2021
Entry into service	31 May 2021

- 6.3 Wiltshire Council acts as the Accountable Body for the Swindon & Wiltshire Local Enterprise Partnership. Local Growth Fund payments are made to the Accountable Body through payments from Central Government and are held in a separate Swindon & Wiltshire Local Enterprise Partnership account stream within the Accountable Body accounting arrangements. This ensures a robust and transparent accountancy procedure that will be subject to full internal and external auditing procedures at regular intervals in accordance with Council, LEP and Government regulations.
- 6.4 As initial lead delivery partner, Wiltshire Council will be responsible for the identification, management and mitigation of risks associated with the project. The Wiltshire Council Risk Management Strategy outlines the processes and responsibilities that the organisation upholds when delivering projects and/or services, whether these be threats to delivery or opportunities to improve delivery.
- 6.5 Where risks have been identified in advance of a procurement process the transfer of risks will be written into the contract document prior to contract agreement.

Procurement

- 6.6 The procurement approach outlined below will be adopted for each necessary out-sourced element of works and services.
- 6.7 For the third lift project, which is part of the wider Phase 1b scheme, Network Rail will procure the construction works through its own framework. GWR will procure the construction works associated with the safe walking route.

7 Financial Case

- 7.1 As the scheme is funded by the SWLEP under a capped funding provision, Wiltshire Council has requested an alternative fixed price lump sum proposal so that no inherent risk is transferred to Wiltshire Council in relation to cost.

7.2 This is the only option acceptable by Wiltshire Council and has been presented under Option I below.

7.3 The key delivery / costs risks are:

- GWR interfaces in relation to installation of the remote CCTV monitoring outside station operational hours and the provision of a phone line;
- lift procurement period by selected supplier;
- station change being completed to initiate a procurement exercise;
- change in NR Standard in relation to management of lift assets due on March 2020 (unsighted at time of QCRA); and
- site access being made available by GWR.

7.4 Upon reviewing the benefits to passengers and the risk to the railway, the Network Rail Investment Director approved two options being provided to the client, Wiltshire Council for moving into implementation. Both options are based on:

- entry into Service date of no later than May 2021;
- substantial work to the lift completed by end of March 2021; and
- implementation agreement in place by the end of March 2020.

7.5 Lift costs - Option I (acceptable to Wiltshire Council)

Implementation Agreement – fixed price lump sum - Network Rail holds risk but no liquidated damages

Table 3

Indicative costs	
GWR – design and construction of safe walking route	£170,000
NR - Development Services Agreement	£217, 957
NR - GRIP 6-8	£758,257
Network Rail and Client Delivery Risk	£238,784
Network Rail Fee Fund contribution (13%)	£ 98,573
Industry Risk Fund contribution (2%)	£ 15,165
Total	£1,498,736

7.6 Lift costs - Option 2 (not acceptable to Wiltshire Council)

Implementation Agreement – emerging cost – Wiltshire Council holds elements of risk

Table 4

Indicative costs	
GWR – design and construction of safe walking route	£170,000
NR - Development Services Agreement	£217, 957
NR - GRIP 6-8	£758,257
Network Rail Delivery Risk	£138,402
Network Rail Fee Fund contribution (5%)	£ 37,913
Industry Risk Fund contribution (2%)	£ 15,165
Total	£1,337,694

8 Management Case

- 8.1 The scheme is an integral part of the Swindon and Wiltshire Growth Deal programme, which comprises a portfolio of projects. SWLEP has established a robust system of governance for overseeing the Growth Deal programme which utilises the resources of each of the two Local Authorities within the local geography. This collective programme management forms the SWLEP Delivery and Performance Team which oversees and records the delivery, monitoring and reporting of SWLEP Growth Deal programme projects.
- 8.2 SWLEP will adopt the corporate and programme management role for the scheme. The SWLEP is a creative collaboration of leaders from business, education and local councils, who direct economic growth and drive job creation. It is led by a Board of directors who contribute a wide range of expertise. The majority are from the private sector, representing major employers and small and medium enterprises. The public sector is also represented.
- 8.3 The management and development of the third lift project to date has been undertaken by Network Rail under a Development Services Agreement with Wiltshire Council, as the scheme promoter. During the implementation phase for the third lift project, the management of the third lift project will be undertaken by Network Rail, with support from Wiltshire Council. This will be supplemented by external support where required. NR will appoint consultants and other external advisers if required to provide the necessary project management assistance in order to deliver the project to programme.
- 8.4 Standard PRINCE 2 principles will be adopted, such as Stage and Risk management to support effective project delivery and success.

8.5 The current project programme is as follows:

- implementation agreement signed off by – 30 March 2020;
- procurement process (to contract award) – 24 April 2020 to 20 August 2020;
- site set up – 21 September 2020 to 2 October 2020;
- substantial completion – 30 March 2021; and
- entry into service – 31 May 2021.

Evidence of similar projects

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

Table 5 – Evidence of similar projects

Project	Description	Works Date	Means of Delivery	Value	Project Delivered Successful
Chippenham Access for All Footbridge	Replacement footbridge with 2 passenger lifts providing level access associated external works and tactile pavements to platforms	Complete Jan 2016	Engaged designer to complete outline design and then appointed a works contractor to complete detailed design and construct	£2.95m	Entry into service and accepted into use
Totnes Access for All Footbridge	Replacement footbridge with 2 passenger lifts providing level access, associated external works and tactile pavements to platforms	Completed December 2019	Engaged designer to complete outline design and then appointed a works contractor to complete detailed design and construct	£3.32m	Entry into service and accepted into use

Communications and stakeholder management

- 8.7 Network Rail Sponsor will liaise with internal Network Rail stakeholders, with Wiltshire Council and train operator GWR. A stakeholder management plan will be produced for the third lift project. It is envisaged that Network Rail Communications team will speak to the Town Council and the local MP to inform about the project a few months before construction begins. This activity will be undertaken in collaboration with Wiltshire Council, which may wish to take the lead on informing the Town Council and / or the MP.
- 8.8 Before construction begins (two to four weeks in advance), Network Rail Communications team will send letters about the project to lineside neighbours and businesses from the vicinity of the works. No drop-in session is envisaged in the community for wider information. Information about the planned works can be provided at the station through a poster two months before construction.
- 8.9 Network Rail will liaise with Wiltshire Council to agree the content of the information to be included in the poster and the letter to neighbours. The logos for Her Majesty's Government (HMG) and the SWLEP will be used in communication, including on social media, where required and on notice boards at the construction site informing the public of the works. This will be compliant with HMG branding guidelines issued by the SWLEP to all scheme promoters.



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 Swindon & Wiltshire <small>LOCAL ENTERPRISE PARTNERSHIP</small>	Board Meeting 25 March 2020 Paper Number 4.4
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Meeting & Date:	SWLEP Board Meeting – Wednesday, 25 March 2020		
Subject:	Royal Artillery Museum – Outline Business Case (Updated)		
Attachments:	None		
Author:	Claire Alexander	Total no of sheets:	12

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

- 1.1 LGF funding for the Royal Artillery Museum (RAM) project was agreed by the Board following a reallocation of LGF Round 1 funding in 2017. An Outline Business Case (OBC) has been submitted to the SWLEP for approval.
- 1.2 This document updates, and supersedes, the OBC that RAM submitted to SWLEP in August 2018, and seeks to address questions that were raised by the Independent Technical Assessor (ITA) in response to the earlier version.
- 1.3 This OBC also replaces the Outline Business Plan presented to the Regiment in October 2018, ensuring absolute consistency, coherence and transparency as to the information provided to the two major funders of the project.

2. Summary

- 2.1 The updated RAM OBC has been produced as required by the SWLEP Assurance Framework. The business case shows a Benefit Cost Ratio of up to 8.52. This represents excellent value for money.
- 2.2 The initial RAM OBC demonstrated a strong strategic case and high value for money, however there were some areas of concern and the ITA recommended a further iteration of the OBC.
- 2.3 The updated OBC has been significantly improved and additional information provided including by the scheme promoter's technical advisors on the Economic Case, along with the provision of a Benefits Realisation strategy, including Monitoring & Evaluation and Benefits Realisation Plans. The appointed ITA is now comfortable that the scheme offers very high value for money at a reasonable level of risk.

- 2.4 The updated 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 under the Resources heading of the following link: <https://swlep.co.uk/projects/>

3. Recommendation

The Swindon & Wiltshire Local Enterprise Board is recommended to:

- 3.1 approve 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.

4. Project Summary

- 4.1 The OBC represents the business case to support a bid by the Royal Artillery Museum (RAM) to the Swindon & Wiltshire Local Enterprise Partnership (SWLEP) for a grant of £1.35 million. This grant will enable RAM to deliver a Capital Build Project creating a major new visitor attraction on Salisbury Plain and a new home for the Royal Artillery's nationally important collection. It will also lay the foundations for a ten-year programme of investment in the continuing development of the attraction.
- 4.2 It builds on the SWLEP's commitment in 2016 to allocate funding of £1.35m to the project, which at that time was located at Knighton Down East (KDE) on Salisbury Plain, and which is now located at a site at Avon Camp West which has better access, more space and exceptional panoramic views.
- 4.3 The Updated OBC presents the business case based on an updated and enhanced RAM scheme proposal. The scheme has been modified to take account of engagement with the Regiment, local communities and stakeholders. The result is a much-improved design which has the capability to become commercially viable more quickly than the previous scheme.
- 4.4 The RAM is designed to be a family-orientated visitor attraction including activities, demonstrations, displays and an annual programme of events. It is designed to complement other major attractions in the Swindon and Wiltshire area (including Stonehenge, Longleat, Salisbury Cathedral), so creating the critical mass required to attract regular visitors and tourists.

5. Business Case Review

- 5.1 The focus of the RAM's bid for SWLEP grant funding of £1.35m is the Capital Build project. This would involve the construction of a new iconic building (it has floor space of 8,000m²) to house the Royal Artillery's historical collection, which is currently not available for the public to access.

- 5.2 The Updated OBC is supported by independent reports by Trajectory (providing forecasts for visitor volumes) and The South West Research Company Ltd (providing estimates of the economic impact of the RAM, including job creation, additional spending to the local economy, and GVA contribution).

6. Detailed Feedback

6.1 Strategic Case

- 6.1.1 There is a strong strategic case for the RAM which supports the SWLEP Strategic Economic Plan (SEP), its vision for economic growth and its aim to restructure the Salisbury-A303 Growth Zone's economic base, "leveraging the opportunities provided by the presence of the Military, Life Sciences and Defence Technologies".
- 6.1.2 Similarly, it supports the Wiltshire Council Business Plan (WCBP) and its goal for employment in more sustainable tourism, and equally the Wiltshire & Swindon Destination Management and Development Plan (DMDP) 2015-2020. The DMDP identifies the need "To encourage visitors to stay longer and visit more frequently, Wiltshire & Swindon needs to develop additional visitor attractions that create more choice and make more of the area's significant heritage and natural assets".
- 6.1.3 The DMDP highlights the problem of seasonal congestion on main roads, limited rail access and poor connectivity between different parts of Wiltshire, which discourages visitors from stopping and exploring. It is stated that the new attraction will support initiatives to improve transport and RAM is in discussion with key stakeholders such as TransWilts.
- 6.1.4 The RAM can also contribute to VisitWiltshire's development of the Great West Way which is envisaged to be one of the world's premier touring routes, joining up destinations and attractions along a corridor between London and Bristol.
- 6.1.5 It supports the outcomes of the Army Review of Regimental Museums 2017, with the RAM being one of the highest priorities for Army funding.
- 6.1.6 As a consequence of the strategic fit and the level of engagement with stakeholders there is strong support for the RAM, including from Wiltshire Council, VisitWiltshire, English Heritage, South West Tourist Alliance, Imperial War Museum, and the Royal Regiment of Artillery.
- 6.1.6 The Strategic Case includes a strong argument in favour of the proposed option and against a "do nothing" option which would mean that the collection would remain inaccessible to the public and RAM would have no source of on-going revenue.

- 6.1.7 An area where the Strategic Case would benefit from further detail is the transport impacts, and measures to both mitigate these and support connectivity across the area / between the identified major attractions.
- 6.1.8 It has been confirmed via the ITA that due consideration is being given to the transport impacts and that an assessment of traffic impacts is in progress and will be available in March 2020. Based on initial trip generation analysis it is expected that the museum will have no significant adverse effect on the operation of the local highway network. RAM is also committed to implementing a Travel Plan to minimise single occupancy vehicle use.

6.2 Economic Case

- 6.2.1 The Economic Case is based upon work undertaken by The South West Research Company which has assessed the economic impacts over a ten-year assessment period (including one year of construction, two years establishment of Initial Operating Capability, two years soft opening and the first five years after the full launch of the attraction).
- 6.2.2 This work was not initially available within the OBC which had restricted the ITA's ability to assess whether the scheme presents high value for money or not.
- 6.2.3 A summary of The South West Research Company's report has now been provided to accompany the Updated OBC which provides additional confidence concerning the value for money assessment. This provides valuable information on assumptions concerning day v staying visitors, and jobs created. It also provides background information on the methodology which is based on using The Archives Libraries and Museums Alliance (ALMA UK) toolkit developed on their behalf by Wavehill Ltd. It is stated that the method takes account of leakage, deadweight and displacement, though only the leakage assumption is explicit.
- 6.2.4 In addition, The Cambridge model has been used to validate the outputs of the ALMA UK model and provide additional detail. This model is used by ONS Tourism Intelligence Unit which instils a degree of confidence, though the 'inner workings' including key assumptions are considered commercially sensitive and are not available, and outputs of the model have not been included within the OBC document.

Key impacts of the updated scheme are forecast as being:

- 200 FTE jobs created;
- £50 million net additional spend in the local economy; and
- £17 million GVA contribution.

These economic impacts are based on 176,000 additional staying visitor nights in Wiltshire, and 304,000 additional day visits to Wiltshire.

- 6.2.5 Overall, gross visitor spend in the local economy by visitors to the museum is estimated at £102 million over the assessment period, generating £154 million in local business turnover when supplier and income induced spend are considered. Altogether, this gross visitor expenditure and supplier/induced spending would create or support a total of around 367 FTE jobs.
- 6.2.6 In turn, the assessment of economic impacts is underpinned by RAM visitor forecasts provided by Trajectory. 'Pessimistic', 'Central' and 'Optimistic' forecasts were produced, with the economic impacts based on the 'Pessimistic' forecast. By Year 5, these forecasts range from 153,000 to 323,000 annual visitors to the RAM for the Optimistic to Pessimistic forecasts. By way of comparison, the Tank Museum in Dorset achieves around 200,000 visitors, the RAF museums at Hendon and Cosford each attract around 350,000 visitors, and the Imperial War Museum's Duxford site achieves close to 400,000 visitors.
- 6.2.7 As part of the Updated OBC new research was undertaken by Trajectory confirming these visitor number estimates. While visitor numbers appear realistic, the ITA had not seen the assumptions underpinning the job number forecasts. These appeared high without substantiation of their make-up. In the Updated OBC (Appendix C) some additional explanation is provided which provides further confidence in the estimates.
- 6.2.8 Other consideration on the economic case:
- The report highlights how price sensitive visitors are likely to be. More detail could be provided on the proposed plans for 'aggressive discounting' of tickets to attract visitors: in particular, whether there is likely to be a negative effect on visitor numbers when ticket prices begin to rise and whether/how this has been accounted for in the financial modelling.
 - The potential to change the visitor profile and turning day visitors into staying tourists is discussed. However, this likely to be a longer-term shift in visitor behaviour. In the short-term, there is a high likelihood of displacement of day visitors from other museums. Confidence would be improved through a more direct discussion of the probability of displacement and the assumptions made to account for it.
 - Potential upside factors that do not appear have been included are the synergies between attractions within the Swindon-Wiltshire area (which could be particularly relevant for overseas tourists, who have not been explicitly assessed), the ten-year investment programme providing opportunities for repeat visits, and the potential for additional ancillary revenue over and above the norm for attractions of this size, derived from experiences and events.

To include these or other factors, which have the potential to achieve the Optimistic estimates, more detail would be needed on how these opportunities will be exploited.

6.2.9 Aside from economic benefits, the RAM has important social impacts, particularly in supporting military-civilian integration. Further beneficial impacts identified are:

- The attraction will be a major centre for **volunteering**, building on the currently highly successful volunteering programme to recruit an army of volunteers from all walks of life, including the many veterans who settle in Wiltshire after leaving the Army. Feedback from RAM's existing volunteer team confirms that this is an activity that brings communities together and has an important social dimension.
- Special **outreach** projects will be developed with local communities and "hard to reach" groups to attract sections of the community that are not considered traditional audiences for heritage and museums.
- The new attraction will provide dedicated **learning** facilities for Wiltshire's schools and other education groups and will aim to become a destination for groups from every school in the County.
- The **heritage** benefits are significant: the nationally important Designated collection will be returned to public display in the heart of Wiltshire. Two prized aspects of Wiltshire's heritage – its proud association with the Army and the uniquely preserved landscape of Salisbury Plain – will be brought to the attention of the public at a modern new visitor attraction.
- Environmental and transport impact assessments have not yet been undertaken.

6.3 Value for money assessment

6.3.1 The current proposals achieve an extremely high Benefit Cost Ratio of 8.52 (using economic impact figures based on the target visitor numbers) in relation to the estimated total public sector funding contribution over the length of the assessment period. This Benefit Cost Ratio is over three times higher than the figure that had been calculated for the KDE scheme. The reason for this is that the total capital expenditure is lower, with a greatly reduced total public funding requirement. At the same time, the scheme is considered to retain all of the elements that are required to achieve the target visitor numbers, thereby delivering the associated levels of spend in the local economy.

- 6.3.2 This is a very high Benefit Cost Ratio, though additional information is required to assess the robustness and certainty of approach and figures, such as assumptions concerning:
- inflation;
 - discounting assumptions;
 - deadweight, displacement and leakage assumptions;
 - multiplier / 'supplier and income induced' assumptions;
 - operating costs;
 - maintenance costs; and
 - allowance for risks (QRA).
- 6.3.3 For the Updated OBC some additional information has been provided though there remain some gaps regarding underlying assumptions.
- 6.3.4 Overall, the ITA is reassured by the measures used to validate the estimates and the conservative forecasts used. Further, they note that while the scheme has been improved enabling a much shorter ramp up period, the benefits of this have not been included in the value for money assessment.
- 6.3.5 Following further discussions with the scheme promoter and their technical advisors the ITA is now reassured about the validity of the ALMA UK model and the assumptions used within it.

6.4 Commercial Case

- 6.4.1 The majority of the project requirements will be delivered through a single Design and Build contract, which will exclude preliminary work and surveys to minimise potential risks and delays. It is anticipated that a standard NEC or JCT Design and Build contract (based on a detailed building specification) will be used. It is recommended that the business case include consideration of the risks attached to a single contractor delivering the whole project.
- 6.4.2 The Design and Build contract will comprise two stages: Stage 1: design work and planning application; and Stage 2: construction, fit-out and commissioning. Under 'Client fit-out' it is noted that the Royal Artillery Museum will procure all ICT equipment, but that power and cabling will be delivered by the contractor. Any risks around requirements and appropriate layout of cabling points should be stated. The contract will include a clear allocation of risks.
- 6.4.3 By adopting the approach of appointing a single Design and Build contractor, it will be possible for the delivery of the Capital Build Project to be managed by RAM's existing trustees and staff.
- 6.4.4 RAM's approach to delivering the project is to adopt a conventional staged project plan, facilitating proper control of the project, management of risk

and efficient decision making. The Management Case describes the stages and summarises the main outputs for each.

- 6.4.5 While there are no specific procurement procedures that apply to registered charities (such as RAM), the SWLEP grant is funded by Central Government and a competitive tender process will therefore be required in line with the Public Contracts Regulations 2015. This is not only to ensure value for money, but to demonstrate openness and transparency.
- 6.4.6 The contract will be advertised publicly including (due to the contract value) the Official Journal of the European Union (OJEU). Bidders will be issued with the planning application drawings and other information providing a full understanding of the contract requirements. Evaluation of tenders will consider both cost and quality.

6.5 Financial Case

- 6.5.1 In the Updated Financial Case a more detailed and realistic estimate of costs (capital and operational) has been included with the total budget now being £8.15m. This includes 10% contingency (including contingency for identified risks), £0.45m to offset operating costs prior to opening and £0.5m for delivering exhibitions and interpretation. These cost estimates now represent a lower risk.
- 6.5.2 The cost of the Design and Build contract, currently estimated at around £5.5 million is now set within a total budget for the Initial Capital Project estimated at £8.15 million.

Design and Build contract	£5,500,000
Interpretation, exhibitions and activities	£500,000
Other capital costs	£400,000
Fees and surveys	£464,000
Contingency (approximately 10% of the above capital costs and fees)	£686,000
Sunk costs (2018 – April 2019)	£150,000
Allowance to offset RAM operational costs prior to opening	£450,000
TOTAL BUDGET	£8,150,000

- 6.5.3 SWLEP contribution, subject to this application is £1.35m to be spent in the first phase of construction and to be spent before March 2021.
- 6.5.4 Funding will be from a combination of the SWLEP grant and Royal Artillery sources. In addition to RAM's existing reserves and private donations already received, the Regimental charities will contribute a mixture of grants and

interest-free loans (to be repaid from a percentage of the net annual surplus generated by the museum).

Source	Amount
SWLEP (subject to approval of the Updated OBC)	£1,350,000
RAM funds (including investments and existing donations)	£3,500,000
Royal Artillery charities - grants	£800,000
Royal Artillery charities – interest-free loans	£2,500,000
TOTAL	£8,150,000

- 6.5.6 The construction work will commence in 2020 meaning that the SWLEP grant will be spent within the first year of the project.
- 6.5.7 Financial modelling indicates that the RAM will operate at a profit from year three (the first year of ‘soft opening’) – the operational deficit during the first three years can be covered by RAM’s reserves and continuing grants from Army MoD.
- 6.5.8 It is stated that operating surpluses will be re-invested in the conservation of the collection and further development of the attraction.

6.6 Management Case

- 6.6.1 The RAM Board of Trustees will approve the final Project Brief, budget breakdown, site masterplan, building design and appointment of the Design and Build contractor. Board members will also provide ongoing advice to RAM’s programme team throughout the delivery of the project, drawing on their diverse expertise and experience across visitor attractions, heritage, tourism, architecture, law, business and finance.
- 6.6.2 All other matters (including approval of detailed internal layout designs and submission of the planning application) will be delegated to a smaller committee of Trustees (currently designated the Programme Steering Group, or PSG), subject to the project remaining within the agreed brief and budget.
- 6.6.3 A RAM Trustee will be designated as Project Director for the Capital Build Project and will be responsible for the management of the main Design and Build contract that will deliver the majority of project requirements.
- 6.6.4 The Design and Build contractor will be responsible for the day to day management and coordination of design, planning and construction work,

and will be required to provide the Project Director and PSG with regular reports on progress, spending and risks.

- 6.6.5 It is proposed to enter into a standard NEC or JCT Design and Build contract based on a detailed building specification. A single, fixed price will be agreed for the contract, with any cost increases to be absorbed by the contractor. Before confirming the contract, the contractor's design and cost proposal (tender) will be assessed by an independent cost consultant reporting directly to the RAM Board.
- 6.6.6 RAM's Board understands that the grant sought from SWLEP would introduce an element of Government funding and, therefore, the need to demonstrate adherence to the principles contained in Managing Public Money (HM Treasury 2013, annexes revised 2018).
- 6.6.7 The Updated OBC provides a summary project plan and confirms that a detailed timetable for construction and related activities will be developed by the Design and Build contractor, once appointed.
- 6.6.8 It is also stated that RAM's Development Committee will be responsible for developing a Benefits Realisation Strategy, including developing a baseline. However, at this stage it would still be appropriate to identify some input, output, outcome and impact indicators and indicate when and how these will be populated and reported.
- 6.6.9 The scheme promoter has now provided a Benefits Realisation strategy which identifies the inputs, outputs, outcomes and benefits (impacts) and which includes Monitoring & Evaluation and Benefits Realisation Plans. It is noted that some further work is required to set out the baseline position, and that the scheme promoter will work with VisitWiltshire to do so. It is noted positively that provision has been made for annual monitoring and more in-depth evaluation after three and six years.

6.7 Risk management

- 6.7.1 A Risk Register has been developed which identifies risk likelihood and impact, and mitigating actions. No risks have been classified as high impact, though there are sixteen in the medium likelihood and medium impact category, for example:
- finalisation of site lease and formal relationship with DIO
 - insufficient trustees with experience of museum operation, museum curation, heritage projects.
 - poorly planned ineffective communications activity, resulting in incoherent/ inconsistent messaging.
 - discovery of significant archaeological remains on site; and
 - underwhelming IOC offer results in poor reviews and criticism from press and public.

- 6.7.2 Overall, the Risk Register is comprehensive in terms of capital build risks identified. It would be useful to include a Quantitative Risk Assessment (QRA) to provide confidence that the costs of the identified mitigations have been included in the cost estimates as contingency.
- 6.7.3 In the Updated OBC the contingency has been increased to allow for identified risk mitigations, for example for the discovery of significant archaeological remains or unexploded ordnance.

7. Summary

7.1 Reasonableness

- 7.1.1 The process outlined appears reasonable and proportionate to assess the value for money of the scheme, including an independent economic impact assessment. However, the job forecasts had not been substantiated within the OBC. Additional supporting information has now been provided within the Updated OBC which confirms the reasonableness of the approach.

7.2 Robustness

- 7.2.1 The approach to the assessment is stated to be a conservative view based on 'pessimistic' forecast scenarios. Additional supporting information has now been provided which confirms the robustness of the approach.

7.3 Uncertainty

- 7.3.1 Some areas of significant uncertainty have been identified (for example, assumptions underpinning calculation of the outcomes and of the Benefit Cost Ratio).
- 7.3.2 A number of improvements to the Updated OBC such as more detailed cost estimates and more conservative assumptions on the Economic Case have significantly reduced the level of uncertainty regarding the value for money of the scheme.
- 7.3.3 Further reassurance has now been provided concerning the underlying assumptions used in the ALMAUK model, and the approach to benefits realisation.
- 7.3.4 Therefore, the scheme now represents a high level of certainty that the benefits identified will be achieved.

This report should be read in conjunction with the following documents:

- RAM Updated OBC 10 February 2020 and associated Appendices

[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)

Annex A

[https://swlep.co.uk/docs/default-source/programmes/local-growth-fund-lgf/outline-business-cases/royal-artillery-museum-\(ram\)/ram-annex-a-acw-location-map.pdf?sfvrsn=1c938c6b_6](https://swlep.co.uk/docs/default-source/programmes/local-growth-fund-lgf/outline-business-cases/royal-artillery-museum-(ram)/ram-annex-a-acw-location-map.pdf?sfvrsn=1c938c6b_6)

Annex B

[https://swlep.co.uk/docs/default-source/programmes/local-growth-fund-lgf/outline-business-cases/royal-artillery-museum-\(ram\)/ram-annex-b-visitor-research.pdf?sfvrsn=fd9c2e3d_4](https://swlep.co.uk/docs/default-source/programmes/local-growth-fund-lgf/outline-business-cases/royal-artillery-museum-(ram)/ram-annex-b-visitor-research.pdf?sfvrsn=fd9c2e3d_4)

Annex C

[https://swlep.co.uk/docs/default-source/programmes/local-growth-fund-lgf/outline-business-cases/royal-artillery-museum-\(ram\)/ram-annex-c-economic-impacts.pdf?sfvrsn=29d0b59e_4](https://swlep.co.uk/docs/default-source/programmes/local-growth-fund-lgf/outline-business-cases/royal-artillery-museum-(ram)/ram-annex-c-economic-impacts.pdf?sfvrsn=29d0b59e_4)

Annex D

[https://swlep.co.uk/docs/default-source/programmes/local-growth-fund-lgf/outline-business-cases/royal-artillery-museum-\(ram\)/ram-annex-d-economic-impact-toolkit.pdf?sfvrsn=dd9cbe76_4](https://swlep.co.uk/docs/default-source/programmes/local-growth-fund-lgf/outline-business-cases/royal-artillery-museum-(ram)/ram-annex-d-economic-impact-toolkit.pdf?sfvrsn=dd9cbe76_4)

- RAM Risk Register 08 February 2020 (Annex E)

[https://swlep.co.uk/docs/default-source/programmes/local-growth-fund-lgf/outline-business-cases/royal-artillery-museum-\(ram\)/ram-annex-e-risk-register-08-feb-2020.pdf?sfvrsn=31966dd1_4](https://swlep.co.uk/docs/default-source/programmes/local-growth-fund-lgf/outline-business-cases/royal-artillery-museum-(ram)/ram-annex-e-risk-register-08-feb-2020.pdf?sfvrsn=31966dd1_4)

- RAM Benefits Realisation 16 March 2020

[https://swlep.co.uk/docs/default-source/programmes/local-growth-fund-lgf/outline-business-cases/royal-artillery-museum-\(ram\)/ram-benefits-realisation-16-mar-20.pdf?sfvrsn=1bd0955e_4](https://swlep.co.uk/docs/default-source/programmes/local-growth-fund-lgf/outline-business-cases/royal-artillery-museum-(ram)/ram-benefits-realisation-16-mar-20.pdf?sfvrsn=1bd0955e_4)



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Meeting & Date:	SWLEP Board Meeting – Wednesday 25 March 2020		
Subject:	LGF Finance and Outputs Summary		
Attachments:	None		
Author:	Claire Alexander	Total no of sheets: (inc cover sheet)	11

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

This paper summarises the current financial status across the various streams of LGF funding. Also, a summary of the outputs from the LGF projects.

2. Summary

For LGF projects, the underspend situation continues - i.e. while the total project spend requirement is the same, the project is not spending the grant money as quickly as originally forecast.

It should be noted that as 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. This has reduced the overall LGF spend and associated grant reporting to £101,469,630.

The submitted Q3 report indicated £8.5m spend against a profile spend of £18.6m, 46%. A revision of the Q3 spend showed an increase to £8.8m, 47%. A further £9.8m spend is forecast for Q4 19/20 (January to March 2020). Scheme Promoters and Officers are working hard to achieve the LGF 19/20 profiled spend.

All projects still forecast that all LGF money will be spent by March 2021, though there are some significant risks on the New Eastern Villages projects, mainly Southern Connector Road, which are in the process of being reviewed. The Board is asked to note that DfT is engaged with the overall programme and issues arising within Retained Schemes.

The latest set of output figures are shown in figure 4.

3. Recommendations

To approve this paper as an accurate summary of the current LGF financial and output position.

4. LGF Finance Summary

4.1 The following '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	2,600,000	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	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		2,355,685
350 Dualling Chippenham Bypass - COMPLETE	Original Grant Request			2,370,000	2,370,000					2,360,000		7,100,000
	Forecast Profile Spend	0	667,000	2,863,400	3,569,600							7,100,000
	Actual Spend to Date	0	667,000	2,863,400	3,569,600							7,100,000
Ultra Fast Broadband	Original Grant Request			1,000,000								1,000,000
	Forecast Profile Spend	0	0	0	0	0.00	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		0
Royal Artillery Museum	Original Grant Request			425,000	925,000							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	0
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		0
LGF Sustainable Transport (LSTF) - COMPLETE	Original Grant Request	1,250,000	1,250,000	1,250,000								3,750,000
	Forecast Profile Spend	1,226,800	1,086,000	941,200	496,000							3,750,000
	Actual Spend to Date	1,226,800	1,086,000	941,200	496,000							3,750,000
M4 Junction 16 - COMPLETE	Original Grant Request			5,080,000	2,960,000					-3,120,000		5,920,000
	Forecast Profile Spend	875,800	4,185,500	3,978,700						-3,120,000		5,920,000
	Actual Spend to Date	875,800	4,185,500	3,978,700		-723,072.00		-606,028.00	-519,200.00	-1,848,300		7,191,700
Rapid Transit	Original Grant Request		164,000	3,283,000	3,283,000					2,190,000		8,920,000
	Forecast Profile Spend	0	55,500	799,200	2,445,328	1,043,072.00	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	519,200.00	1,848,300		5,148,328
Swindon Bus Boulevard	Original Grant Request			1,100,000	1,700,000					200,000		3,000,000
	Forecast Profile Spend	0	0	67,100	819,036	228,564.00	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	205,054.00	491,000.00	236,000	124,900.00	821,200		1,707,336
Wiltshire College - Salisbury	Original Grant Request			2,300,000	2,300,000					2,300,000	6,930,000	13,830,000
	Forecast Profile Spend	0	0	670,000	2,850,000	1,393,613.00	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					1,360,000	4,120,000	8,200,000
	Forecast Profile Spend	0	0	237,070	758,965	0.00	1,103,905.00	898,656.00	1,736,200.00	3,738,881	3,465,084	8,200,000
	Actual Spend to Date	0	0	237,070	758,965	0.00	1,103,905.00	898,656.00	1,736,200.00	3,738,881		4,734,916
Maltings & Central Car Park - Salisbury	Original Grant Request			1,250,000	1,250,000					1,250,000	2,310,000	6,060,000
	Forecast Profile Spend	0	0	283,100	72,888	0.00	0.00	0.00	0.00	0	5,704,912	6,060,000
	Actual Spend to Date	0	0	283,100	72,888	6,530.00	8,213.00	-30.50	12,700.00	27,413		383,401
Chippenham Station Hub	Original Grant Request	350,000		2,160,000	5,000,000					5,000,000	3,490,000	16,000,000
	Forecast Profile Spend	27,900	114,000	178,100	1,211,100	55,000.00	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	83,800.00	375,700		1,906,800
Salisbury Projects (Not all allocated)	Original Grant Request			175,000	925,000							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		0.00			0
Grand Annual		7,800,000	10,214,948	21,433,293	20,870,160					16,117,812	15,697,417	82,139,630
TOTAL Forecast Profile		5,226,700	8,383,400	12,888,570	14,026,602	3,556,249.00	3,428,296.00	4,968,596.00	7,854,048.00	16,707,439	34,917,289	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	4,132,133.00	12,127,801	0	52,653,072

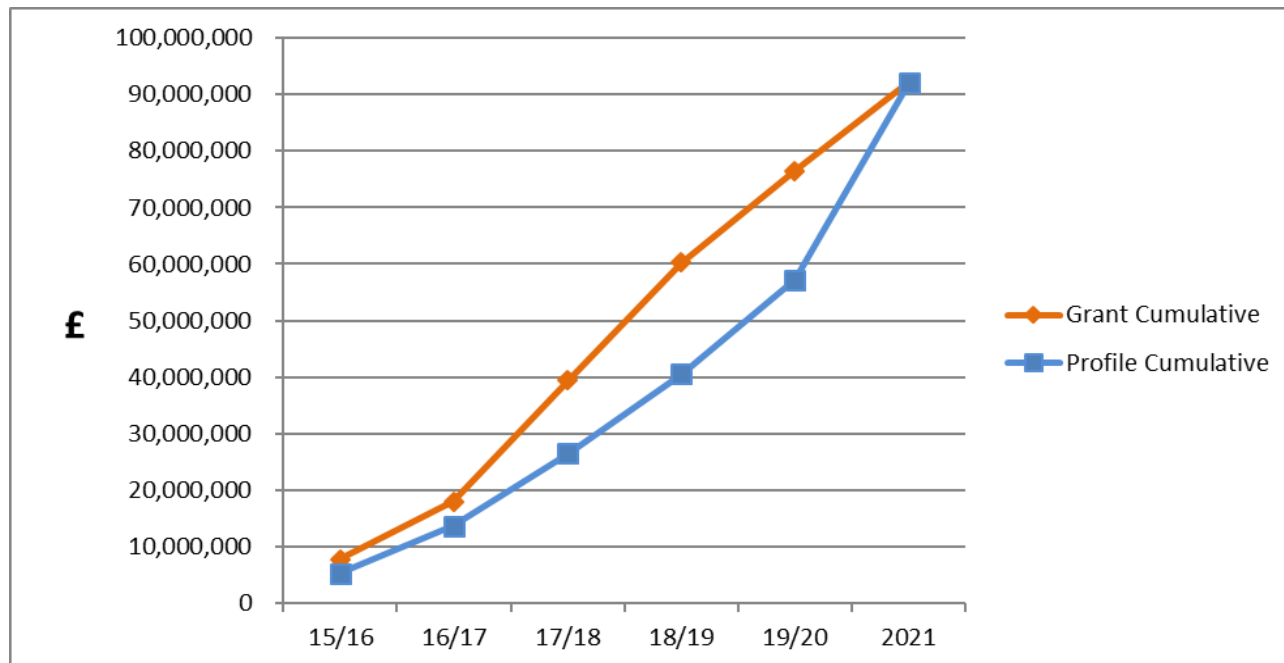


Figure 1a

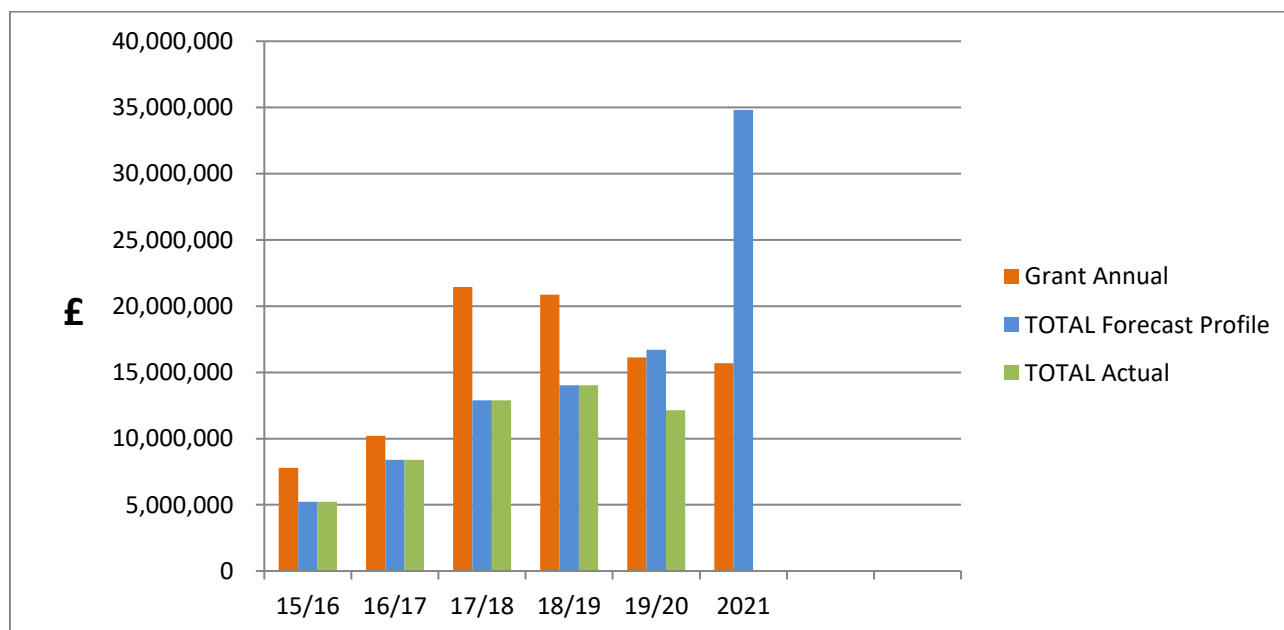


Figure 1b

5. LGF – DfT Projects Summary

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

- NEV – Greenbridge Roundabout;
- NEV – West of A419 (Package 2); and
- NEV – A420 Gablecross

5.2 Table 2 shows the actual spend for each project to date against what is forecast to be spent during the course of the year (blue lines). Forecast figures for years in the past have been made the same as actual figures. At the bottom of the table is the total of all the project lines, plus the profile of the grant that we receive from DfT (shown in the orange line). These total lines are shown graphically in Figure 2a.

5.3 Figure 2b also shows the position of total cumulative forecast spend against the total cumulative grant.

5.4 Actual spend for these projects in 2019/20 is broadly in line with forecast spend. With the recent agreement with Sainsbury's finalised for the NEV A420 Gablecross project, this positive situation is expected to continue going forward.

Table 2

		15/16	16/17	17/18	18/19	Q1 19/20	Q2 19/20	Q3 19/20	Q4 19/20	Total 19/20	20/21	TOTAL
Green Bridge Roundabout - COMPLETE	Original Grant Request		2,000,000									2,000,000
	Forecast Profile Spend	591,500	1,408,500									2,000,000
	Actual Spend to Date	591,500	1,408,500									2,000,000
Package 2 - Nythe & Picadilly	Original Grant Request									500,000	2,430,000	2,930,000
	Forecast Profile Spend	0	0	0	100,000	124,400.00	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	1,300	294,900		394,900
A420 Corridor	Revised Grant Request		2,500,000							1,900,000		4,400,000
	Forecast Profile Spend	40,500	21,300	432,300	295,368	181,232.00	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	32,000	363,132		1,152,600
Great Stall Bridge - Removed	Revised Grant Request											0
	Forecast Profile Spend											0
	Actual Spend to Date			102,500	-100			-102,400.00				102,400
	Grant Annual (Revised)	0	4,500,000	0	0					2,400,000	2,430,000	9,330,000
	TOTAL Forecast Profile	632,000	1,429,800	432,300	395,368	305,632.00	216,000.00	2,049,000.00	1,062,000	3,632,632	2,807,900	9,330,000
	TOTAL Actual	632,000	1,429,800	534,800	395,268	316,432.00	309,000.00	-103,099.75	33,300	658,032	0	3,649,900

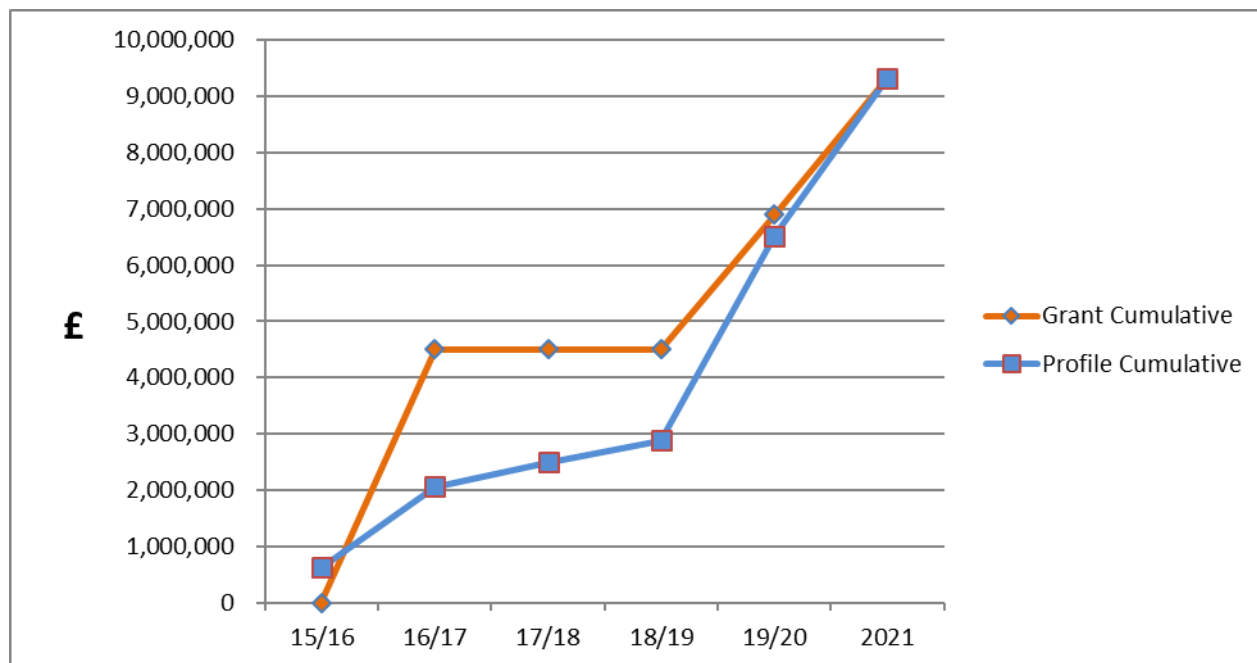


Figure 2a

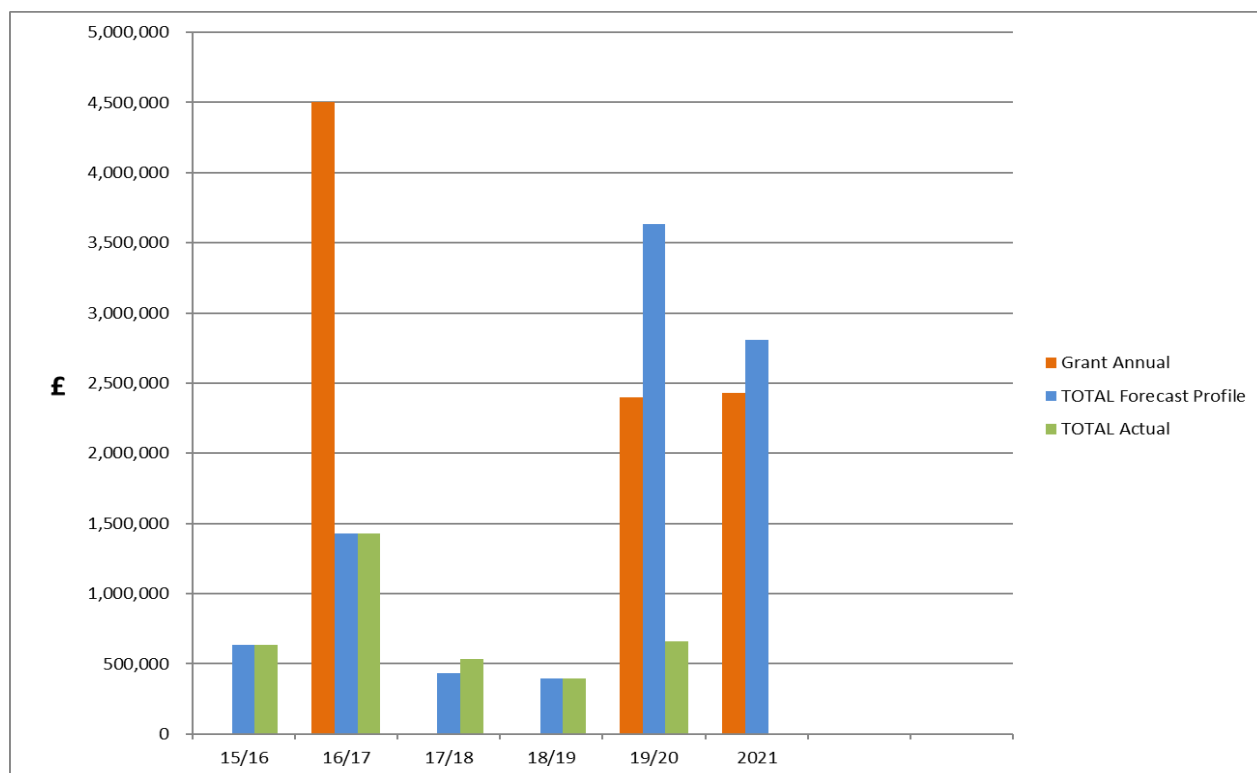


Figure 2b

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
- Whichelstowe Western Access

6.2 Table 3 shows the actual spend for each project to date against what is forecast to be spent during the course of the year (blue lines). Forecast figures for years in the past have been made the same as actual figures. At the bottom of the table is the total of all the project lines, plus the profile of the grant that we receive from DfT (shown in the orange line). These total lines are shown graphically in Figure 3a.

6.3 Figure 3b also shows the position of total cumulative forecast spend against the total cumulative grant.

6.4 Actual spend for these projects in 2019/20 has been broadly in line with forecast spend to date. However, there are significant challenges with delivering the Southern Connector Rd project with a large amount of spend forecast for 2020/21. Discussions are therefore taking place internally and with the Department for Transport to make aware of the status of the projects and ensure that funding is protected going forward.

Table 3

		15/16	16/17	17/18	18/19	Q1 19/20	Q2 19/20	Q3 19/20	Q4 19/20	Total 19/20	20/21	TOTAL
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		685,600	1,632,319		2,274,200
New Eastern Villages - Business Case	Original Grant Request	500,000										500,000
	Forecast Profile Spend	381,900	118,100									500,000
	Actual Spend to Date	381,900	118,100									500,000
New Eastern Villages - White Hart Junction	Revised Grant Request		600,000	900,000						16,200,000	10,500,000	28,200,000
	Forecast Profile Spend	0	28,000	417,500	1,093,935	82,265	256,000	5,694,000	5,781,000	11,813,265	14,847,300	28,200,000
	Actual Spend to Date	0	28,000	417,500	1,093,935	90,465	422,000		228,700	741,165		2,280,600
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		109,800	2,303,800		2,303,800
Grant Annual		500,000	600,000	1,100,000	510,000					28,300,000	32,190,000	63,200,000
TOTAL Forecast Profile		381,900	146,100	617,500	1,535,816	2,630,384	1,056,000	10,194,000	10,501,300	24,381,684	36,137,000	63,200,000
TOTAL Actual		381,900	146,100	617,500	1,535,816	2,330,184	1,323,000	0	1,024,100	4,677,284	0	7,358,600

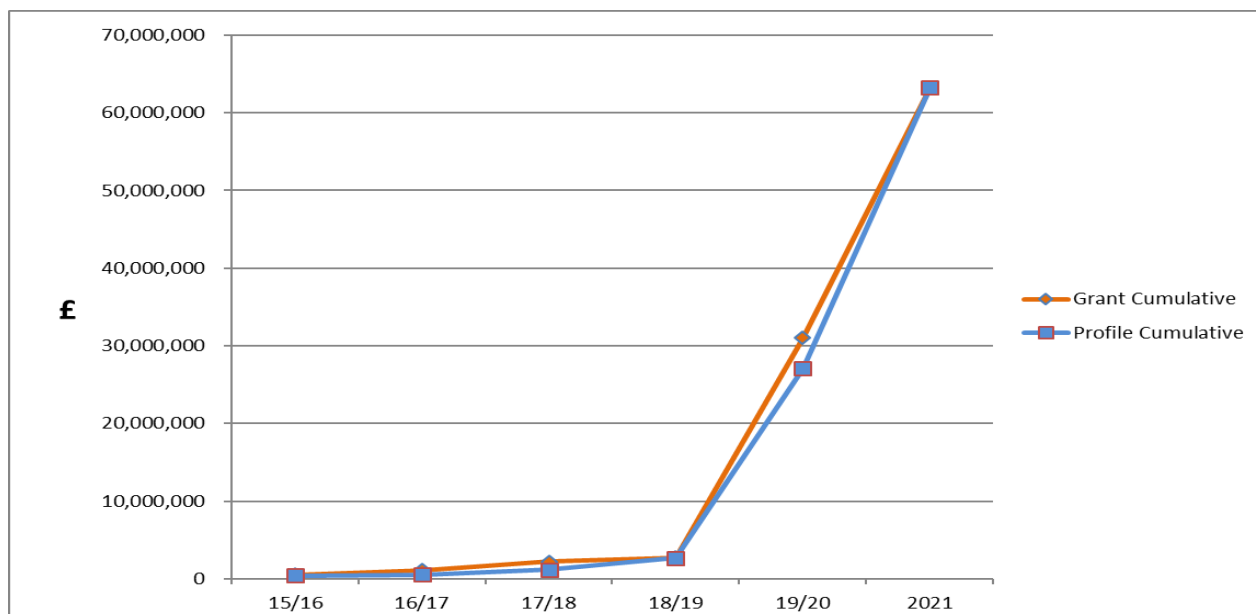


Figure 3a

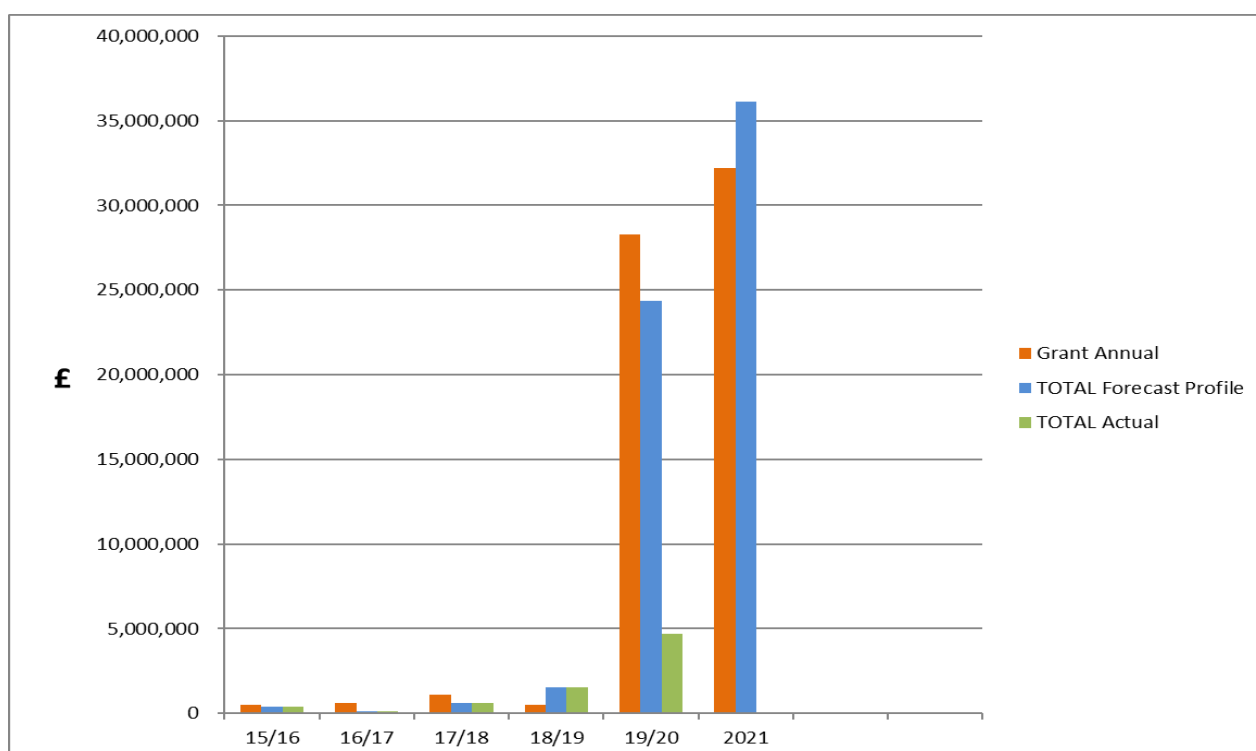


Figure 3b

7. LGF – Output Summary

Below is a summary of the outputs across all (non-retained) LGF projects in the areas of housing, jobs, skills and transport. Actuals vs forecast figures are shown. This is a summary of a detailed submission made to Central Government as at the end of Q3 2019/20.

LEP Name **Swindon and Wiltshire LEP**

This Quarter: **Q3_1920**

Deliverables Progress



Housing	This Quarter		15-17	Financial Year					Total
				17-18	18-19	19-20	20-21	21-25	
Houses Completed	0		0	106	55	0	0	-	161
Forecast for year	458		-	106	55	458	1,053	6,397	8,069
Progress towards forecast	0%		-	100%	100%	0%	0%	-	2%



Jobs	This Quarter		15-17	Financial Year					Total
				17-18	18-19	19-20	20-21	21-25	
Jobs Created	0		1,500	77	321	15	0	-	1,913
Apprenticeships Created*	0		0	0	0	0	0	-	0
Jobs including Apprenticeships	0		1,500	77	321	15	0	-	1,913
Forecast for year	1,404		1,500	77	321	1,404	2,126	1,862	7,290
Progress towards forecast	0%		100%	100%	100%	1%	0%	0%	26%

* Apprenticeships included within jobs totals prior to 2017



Skills	This Quarter		15-17	Financial Year					Total
				17-18	18-19	19-20	20-21	21-25	
Area of new or improved floorspace (m2)	0		0	0	0	0	0	-	0
Forecast for year	0		-	0	0	0	9,000	0	9,000
Progress towards forecast	-		-	-	-	-	0%	-	0%
Number of New Learners Assisted	0		0	0	0	0	0	-	0
Forecast for year	0		-	0	0	0	3,730	0	3,730
Progress towards forecast	-		-	-	-	-	0%	-	0%



Transport	This Quarter		15-17	Financial Year					Total
				17-18	18-19	19-20	20-21	21-25	
Length of Road Resurfaced	0.0		0.0	0.1	0.0	0.0	0.0	-	0.1
Length of Newly Built Road	0.0		1.0	2.0	1.4	0.0	0.0	-	4.4
Length New Cycle Ways	0.0		3.0	3.0	0.0	0.0	0.0	-	6.0



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 Swindon & Wiltshire LOCAL ENTERPRISE PARTNERSHIP	Board Meeting 25 March 2020 Paper Number 5.1
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Meeting & Date:	SWLEP Board Meeting – Wednesday, 25 March 2020		
Subject:	Swindon and Wiltshire Local Industrial Strategy Update		
Attachments:			
Author:	Debby Skellern	Total no of sheets:	4

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

- 1.1. This paper updates the SWLEP Board of progress made on the production of the Swindon and Wiltshire Local Industrial Strategy (SWLIS) and proposals for its publication.

2. Summary

- 2.1. Since the last Board update in January, the SWLEP team has continued to refine the SWLIS document following informal feedback from the government's LIS Central Team. This is in advance of any formal negotiation with Ministerial Departments.
- 2.2. The SWLIS Implementation Plan has also been designed and work in underway to populate it in order that the development and delivery of the final SWLIS can be effectively rolled out and monitored.
- 2.3. Work has progressed to develop the strategic outline business cases in support of the New energy vehicle fuelling infrastructure strategic priority. These SOBCs relate to community charging infrastructure for electric vehicles and the use of hydrogen as a fuel in relation to inter-city bus travel, logistics operations and a hydrogen energy demonstrator.
- 2.4. The Business Cyber Centre strategic priority also continues to develop, and work has been undertaken to identify potential stakeholder organisations and individuals who may be interested in taking the work to the next level.
- 2.5. The LIS Working Group met on 12 March and agreed that the LIS was sufficiently developed to be published as an 'Emerging Local Industrial Strategy' as a locally owned piece of work as opposed to being jointly owned with Government. It is therefore seeking the approval of the Board to publish the SWLIS as an emerging strategy whilst further engagement takes place with government on what may be published as a joint strategy. A



published emerging strategy would enable a wider audience can review, comment and understand the proposed direction of travel over the next 15 years.

- 2.6. Supporting our business community to manage the impact of the COVID-19 pandemic on their economic viability and survival is a priority and an evolving piece. Text to this effect is included within the emerging LIS. Delivery of the LIS is likely to be impacted in order to respond to this situation over the coming months.

3. Recommendations

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

- 3.1. approve the publication of the Emerging Swindon and Wiltshire Local Industrial Strategy on the SWLEP website; and
- 3.2. note that the evolving situation in relation to the COVID-19 pandemic is likely to affect the implementation of the Swindon and Wiltshire LIS.

4. Swindon and Wiltshire Local Industrial Strategy

- 4.1. The SWLIS identifies twelve strategic opportunities alongside a wide range of additional delivery which will support inclusive and productive growth. The strategic opportunities are set out in Table 1.

Table 1: Strategic opportunities by the Five Foundations of Productivity

Foundation of productivity	Strategic Opportunity
Ideas	1) Life Sciences at Porton: this is based around its unique research assets and recent designation as one of the UK's Life Science Opportunity Zones 2) High-value manufacturing and advanced engineering innovation and R&D 3) Multidisciplinary research centre to deliver sustainable technologies for a circular economy 4) Research and innovation opportunities at the Science Museum, Wroughton
People	5) Business-led, federation of Higher Education providers
Infrastructure	6) New energy vehicle fuelling infrastructure (electric and hydrogen)
Business environment	7) Swindon and Wiltshire Business Cyber Centre: this draws on the successful model at Be'er Sheva in Israel



Foundation of productivity	Strategic Opportunity
Places	8) Good growth for Swindon 9) Good growth for Salisbury 10) Rural communities: levelling up opportunities 11) Understanding the value of our Natural capital 12) Great West Way and approaches to clean growth in tourism

- 4.2. The SWLIS has been developed through engagement with over 1,000 businesses and organisations and it is felt that it is sufficiently mature to be published as the emerging local industrial strategy. In such a way it will give the wider community and stakeholder, the opportunity to review and comment on its content as a locally owned strategy. In the meantime, SWLEP will continue to engage with government to develop the document as a jointly owned document.

5. SWLIS Implementation Plan

- 5.1. Work is underway to develop and populate the Implementation Plan in order that SWLEP can effectively plan, monitor and evaluate the delivery of the SWLIS. This work is being undertaken in consultation with Swindon Borough Council and Wiltshire Council so that their planned activity is captured. Once complete, it will be an important project management tool to plan and mobilise the delivery of the SWLIS. Delivery will be under the oversight of SWLEP's Subgroups.

6. New Energy Vehicle Fuelling Infrastructure Strategic Opportunity

- 6.1. At the 22 January Board meeting, it was agreed that this stream of work should progress with the development of two strategic outline business cases: one looking at community and rural charging and the second, a hydrogen demonstrator. The first drafts of these proposals have been produced by Ecuity and were shared with the LIS Working Group.
- 6.2. A range of community charging options have been identified in the SOBC drawing on UK and international demonstrator projects. In the 12 March budget, it was announced that the government was looking at ways in which to roll out rapid charging for electric vehicles. Further work will be undertaken locally to understand how this may support or supplement the proposals for delivery across Swindon and Wiltshire.
- 6.3. Three projects have been identified in terms of a potential hydrogen demonstrator: inter-city hydrogen buses along the M4 corridor; logistics use in a distribution centre starting with fork-lift trucks and extending to wider range of uses; and hydrogen energy generation.



- 6.4. An expression of interest has been submitted to the EU funded Hydrogen Fuel Cell Project Development Assistance for Regions programme to secure additional resource to work on the further development of the business cases for the three hydrogen demonstrators.

7. Governance

- 7.1. The LIS Working Group will continue to meet and review the development of the LIS and the Implementation Plan whilst the government's negotiation process continues. At the point at which this concludes, either through the publication of the LIS jointly with government, or locally if national policy changes during the intervening period, oversight for the delivery of projects and programmes will fall under SWLEP's relevant Subgroup which will then report back to the Board. The process for approving funding for delivery which is under the control of SWLEP and is subject to open call will follow the procedures set out in SWLEP's Governance Framework.



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Meeting & Date:	SWLEP Board Meeting – Wednesday, 25 March 2020		
Subject:	Business Planning for 2020-21		
Attachments:			
Author:	Paddy Bradley	Total no of sheets:	5

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

- 1.1. The business plan is an annual document used to collate the actions on which the SWLEP is working. It is the means by which the SWLEP's strategy and policy development are translated into delivery.

2. Summary

- 2.1. The business plan covers the areas of activity in which we have staff working, partnerships operating and resources allocated. The activity includes the continuation of existing programmes, which have operated in previous years and the development of new areas of interest arising from our Local Industrial Strategy.
- 2.2. However, our planning is significantly affected by the spread of the Covid-19 virus. We can anticipate increasing difficulty in maintaining existing timelines for projects due to the knock-on effects of illness and diversion of project partners' attention away from some projects to emergency business planning. Our attempts to establish new projects may be similarly affected by increasing social isolation and availability of people.
- 2.3. As our existing programmes are Government-funded, linked to agreed outcomes and timelines, our business planning will involve increasing engagement with Government about our ability to maintain our existing commitments. This will be the case especially for our Local Growth Deal programme.
- 2.4. A conservative estimate is that the first two quarters of the year, until September, will be noticeably affected, with a likelihood of ongoing impact through quarter 3 and 4.
- 2.5. Due to this uncertainty, although we are continuing to proceed as planned now, we need to build in flexibility and agility to respond to rapidly changing events. For

example, we may have unavoidable delay in one area, but this may lead to an opportunity to make progress in another, pre-delivery project.

- 2.6. We also have an incomplete picture about our income from Government and other projects. As a result of the level of uncertainty, the business plan will be worked on further in the coming weeks, with an update to the 21 May 2020 Board meeting.
- 2.7. The work in the outline areas of operation continue, so there is no delay in us progressing existing actions now. However, it will be prudent at the meeting in May to take a view on the impact of Covid-19 and our capacity to deliver our intended actions.

3. Recommendations

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

- 3.1. note the areas of activity within the outline of the 2020-21 business plan;
- 3.2. note the potential impact of Covid-19 on the development of the 2020-21 plan; and
- 3.3. require a final version of the business plan at the Board meeting on 21 May 2020.

4. Detail

Local Growth Deal

- 4.1. We are entering what is planned to be the last year of our Local Growth Deal programme, made up of projects directly overseen by the SWLEP Board – the Local Growth Fund (LGF) projects – and those retained by the Department for Transport (DfT) and therefore subject to the Department's oversight. However, the SWLEP is actively involved with the delivery partners in ensuring the retained projects are delivered in line with the plan. These programmes involve the most significant financial investment of any of our areas of activity.
- 4.2. Our primary focus is on defraying all the financial commitments of the LGF projects by March 2021. This will involve the allocation of circa £39m in 2020-21. This is a figure three times larger than any level of annual expenditure in the last 5 years.
- 4.3. We have confidence that we will meet the expenditure target for 2019-20 of £18.6m and 2020-21 will involve final commitment of spending to our remaining, and largely major, projects.
- 4.4. There is good partnership commitment to achieving the targets for 2020-21.
- 4.5. The 2020 Budget included an announcement of £387m for the continuation of LGD projects in 2021-22. We are seeking clarification and additional details. For example, is it new or existing funding? Is it a fund for projects which have run out of money and need additional funding to complete? If it is a fund for new projects starting in 2021-22, then it would be of keen interest to us. We have a pipeline of potential projects. As an approximate guide, equal division between LEPs would provide an additional £10m per LEP in 2021-22.

- 4.6. We need this issue clarifying before finalising our business plan.
- 4.7. The spread of Covid-19 through the UK will increase significantly the risk of delays in the delivery of the LGF and DfT retained capital programmes. We have begun discussions with the Department for Business, Energy and Industrial Strategy and the Cities and Local Growth Unit about managing any programme delays caused by the spread of the Covid-19 virus and which are therefore, largely beyond our control.

Local Industrial Strategy Implementation

- 4.8. During 2020-21, we will be taking forward the 12 strategic opportunities in our Local Industrial Strategy (LIS), which are covered in Paper 5.1 on today's agenda. We have developed an overarching implementation plan for the LIS covering the strategic opportunities and the further detail of actions linked to the five foundations of productivity: ideas, people, infrastructure, business environment and places.
- 4.9. We are developing a governance structure for the strategic opportunities which involves a Board sponsor overseeing a project team of partners.
- 4.10. There is a further detailed skills plan under development, and this will cover all aspects of the people foundation, including our support for schools and colleges through the Careers Hub.
- 4.11. In 2019-20, all LEPs received £75,000 from the Department for Education (DfE) to develop our capability to provide skills analysis and labour market intelligence and to establish a governance structure for skills development. The SWLEP used the funding to procure a detailed analysis of skills provision and demand and to enhance the membership and responsibilities of our existing Skills & Talent Subgroup. We have been assessed as compliant with the DfE's terms for use of the £75,000.
- 4.12. We will receive a further £75,000 in 2020-21 to continue this work and to establish an annual reporting process on the impact of our work in the skills arena.
- 4.13. We have applied for EU funding to add further capacity to our New Energy Vehicles strategic opportunity.

Growth Hub

- 4.14. We continue to receive £205,000 per year to operate the Growth Hub, which is continually improving its effectiveness and resilience.
- 4.15. 2020-21 marks a significant change in the Growth Hub's operation as we expand our face to face support and move into delivery of business support. In the previous two years, we have developed our online presence and created a well-received website, underpinned by an intelligent engine, which opens significant opportunities for intelligence gathering. We have appointed a new Growth Hub Manager to lead the operation through this stage of development.

- 4.16. The business plan covers the continuation of our usual Growth Hub activity and also new projects receiving European Union and Government funding.
- 4.17. The first of these is our SME Competitiveness programme, which will deliver support to businesses from pre-start up to those scaling up to significant turnover and profit. The scheme will operate across Swindon and Wiltshire but will also include an element which focuses on business development required as a result of Honda's departure from Swindon. The programme value is circa £2.6m and is part-funded from EU programmes.
- 4.18. The 2020 Budget included an announcement of £10m to support Growth Hubs and is aimed at increasing the amount of face to face support and sector specialist provided by Growth Hubs across the country. We are anticipating additional funding of a minimum of £250,000, but we are awaiting clarification and final details.
- 4.19. We will also be merging the Higher Futures brand into the Growth Hub operation and look to continue to supply a dedicated skills service to businesses.

Inward Investment

- 4.20. We are entering the final year of three of the part EU-funded Inward Investment programme, managed by Swindon Borough Council on behalf of ourselves and Wiltshire Council.
- 4.21. We are targeting foreign direct investment from outside the EU in life sciences, cyber security and the emerging digital/manufacturing sector.
- 4.22. We have full confidence that our targets will be achieved during 2020-21.

Growing Places Infrastructure Fund

- 4.23. The LEP is the custodian of £8.67m of funding from Central Government that can be used to support the growth of local businesses through the provision of loans. The Growing Places Infrastructure Fund (GPIF) can only be used for capital purposes, such as the purchase of new machinery or to refurbish or develop a building. Key criteria upon which the applications are assessed include the job creation levels and how the project fits within the strategic priorities of our Local Industrial Strategy.
- 4.24. We have an Open Call for proposals and have established a GPIF Working Group to assess projects at the earliest opportunity and carry out due diligence on formal applications. The Working Group makes recommendations to the main Board who take the final decision.
- 4.25. So far we have loaned out circa £5m to companies across Swindon and Wiltshire, ranging from the minimum loan level of £150,000 to over £1m. The activities funded include the expansion of manufacturing operations (equipment and building works) across a variety of sectors and an innovation centre. The interest is calculated

following a review of the business; key areas include previous trading history, forecast cash flow, any security on offer and a credit rating score that is provided from work undertaken by Wiltshire Council's Finance Team.

- 4.26. The typical loan duration is four years, with interest paid on a quarterly basis. Capital payments are made that relate to a loan agreement that is drawn up with the respective parties' legal advisers.
- 4.27. A strong pipeline has been built up and further applications are expected throughout the remainder of this year.
- 4.28. The management and distribution of the loan fund is a very important part of our direct support to businesses. We have sufficient interest to have confidence that we will be able to agree loans to distribute the remaining funds during 2020-21.
- 4.29. The Board previously agreed to allocate £500,000 in grants to SMEs as part of a range of programmes including direct support to businesses in Salisbury as a result of the Novichok incident and as part of the grant element of the SME Competitiveness Programme, which includes grant support to eligible businesses in response to Honda's announcement of its departure from Swindon.

Governance

- 4.30. This work includes continuing attention to our Governance Framework to reflect not only our limited company status, but also the impact of any changes to the Government's National Assurance Framework.
- 4.31. At a more local level, we are members of two very significant partnerships: the Western Gateway and England's Economic Heartland. In addition, we are working with other LEPs in the country on a range of projects, such as those involving cyber security, new energy vehicles, the Great West Way and natural capital.
- 4.32. We are in the process of Board recruitment and development as we make progress towards a 50:50 gender balance. We are also managing succession to a new Chair of the Board and the gradual change in the leadership of the SWLEP.



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Meeting & Date:	SWLEP Board Meeting – Wednesday, 25 March 2020		
Subject:	SWLEP Governance Framework Review 2020		
Attachments:			
Author:	Debby Skellern	Total no of sheets:	2

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

- 1.1. This paper updates the SWLEP Board on the annual review of the Governance Framework.

2. Summary

- 2.1. As a pre-cursor to the Annual Performance Review, SWLEP's Governance Framework is checked by government to ensure that it is compliant with the National Local Growth Assurance Framework Guidance. SWLEP's Governance Framework has been cleared as compliant.
- 2.2. With the move to incorporation, the development of the Swindon and Wiltshire Local Industrial Strategy, and in preparation for the next programme call, it is felt that the Governance Framework should be reviewed locally to ensure that it reflects and supports the new working environment. Initial work has been undertaken; however the review would benefit from a task and finish Governance Working Group being established to oversee the process and to sense check the proposed amendments.
- 2.3. It is anticipated that the National Guidance will be updated at some point during 2021/22. The involvement of Board Directors in a Governance Working Group would help the Board to assimilate any further amendments which are forthcoming as the new government's agenda is rolled out.
- 2.4. It is appropriate that the new Chair of the Board has the opportunity to oversee the work on the Governance Framework due to the significance of the work in relation to the operation of the SWLEP.



3. Recommendations

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

- 3.1. approve the establishment of a task and finish Governance Working Group to oversee the revision of the Governance Framework comprising three Board Directors, a representative from the Accountable Body and other representatives who may be asked to join, as appropriate, in order to proceed with the review.

4. Review of the existing Governance Framework

- 4.1. Work has already commenced to review the Governance Framework which was approved in March 2019. In broad terms, the proposed changes cover:
 - a) the establishment of a Standing Members Group comprising permanent members on the Board;
 - b) arrangements for the delegation of authority;
 - c) the review of the Accountable Body Agreement;
 - d) aligning Subgroups to support the delivery of the Swindon and Wiltshire Local Industrial Strategy;
 - e) the revised role for the Joint Scrutiny Task Group;
 - f) the end of the role of the Joint Economic Scrutiny Committee in SWLEP's governance structure;
 - g) a review of the role of the Executive Group and Secretariat; and
 - h) a review of the Assurance Procedures.

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Meeting & Date:	SWLEP Board Meeting – Wednesday, 25 March 2020		
Subject:	Director's Report		
Attachments:			
Author:	Paddy Bradley	Total no of sheets:	4

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1. Purpose

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

2. Summary

- 2.1. The report summarises activity concerned with SWLEP areas of focus.
- 2.2. The report lists business visits, a staffing update and the regular operational activity involved in the role of Director of the SWLEP.

3. Recommendation

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

- 3.1. note the update on current activity.

4. Detail

- 4.1. The Director has represented the SWLEP at the following events:

Programme and Governance meetings

- Attended ESIF Committee (23 January)
- Attended a Honda pre-meeting (29 January) prior to the Steering Group meeting on 30 January
- Reviewed SWLEP Chair applications (5 March) in preparation for interviews (20 March)
- Attended the Commissioning Group (12 March)
- Monthly meetings with SWLEP BEIS Local Relationship Manager



- Meeting regarding Future Salisbury: Economic Pillar (12 February)
- Attended Honda Task Force meeting with Secretary of State and met with Robert Buckland MP (10 February)
- Regular Honda Task Group Leads' teleconferences and meetings
- New Energy Vehicle Infrastructure Project weekly update calls
- Conference calls, meetings and site visit regarding the business-led Cyber Hub
- LIS Working Group Meeting (12 March) and on-going follow-up meetings
- Monthly meetings with Finance, particularly with regard to Budget
- Range of discussions with individual Board Directors
- Meetings and 'phone calls with prospective Board Directors
- Regular keep-in-touch calls and meetings with the Chair and Deputy Chair
- Annual performance review meeting with BEIS (14 February)
- Attended site visit of Wichelstowe Southern Access road
- Met with business Board Directors (13 March)
- LEP Peer Review meeting (19 March)

Priority theme Subgroups

- Skills and Talent
 - ◊ Met with a Careers Hub School for discussions (6 February) and Chaired the Careers Hub Steering Group meeting (13 February)
 - Attended Institute of Technology (IoT) Education Steering Group meeting (5 March)
 - Third Skills & Talent Working Group meeting regarding the Skills Plan followed by Skills & Talent Subgroup meeting (9 March)
- Place Shaping
 - Attended Swindon's Cultural Quarter Workshop (31 January)
 - Meeting with Salisbury BID on footfall survey (5 February)
 - Attended Swindon's Towns Fund Board (28 February)
- Business Development Subgroup
 - Chaired Inward Investment Working Group Meeting (11 March)
 - Meetings and teleconferences regarding prospective GPIF applicants
 - Attended SWLEP's Business Representative Organisations' Group (BROG) meeting (12 February)
 - Attended the Rural Economy Sector Group (RESG) (4 March)

External events

- Attended England's Economic Heartland (EEH) Leaders' Meeting in Buckingham (10 January)
- Presented at the meeting of the Chippenham Area Board (3 February) and attended the Chippenham Neighbourhood Plan meeting (27 February)
- Attended Swindon JobFest at STEAM (4 February)



- Presented at Thames Valley Chamber breakfast meeting (6 February)
- Attended Wiltshire College & University Centre Lackham campus ground-breaking ceremony (14 February)
- Attended Switch on to Swindon Place Board (20 February and 19 March)
- Spoke at Swindon's Business & Economy meeting (26 February)
- Attended Sarum Lights event at Salisbury Cathedral (20 February)
- Attended Swindon science Festival at STEAM (21 February)
- Participated in Western Gateway Chief Executives' telephone conference (2 March)
- Attended Western Gateway Leaders' Meeting in Bristol (3 March)
- Attended GWR Network Dinner in London (3 March)
- Attended the Board of the West of England Academic Health & Science Network (6 March)
- Attended Social Mobility Commission Regional Employers' Toolkit via webinar (17 March)

4.2. Business visits and meetings

- Attended Digital Mansion Corsham tenants' event (27 January)
- Presented at GWP meeting (30 January)
- Met with Danny Kruger MP (31 January)
- Meeting with prospective Board Director (5 February)
- Meeting with prospective GPIF applicant (6 February)
- Attended presentation of solar initiative (6 February)
- Telephone call with prospective Board Director (11 February)
- Meeting with NCFE Educational Services Provider (13 February)
- Meeting with BusinessWest (14 February)
- Telephone call with Wiltshire Council regarding Climate Emergency (20 February)
- Meeting with prospective Board Director (4 March)
- Meeting with Energy company (24 March)

4.3. Marketing and Communications

- 4.3.1. Interviewed on BBC Wiltshire Radio (11 February) and BBC Points West (14 February) regarding Honda
- 4.3.2. Tender was issued for the 2020 Annual Conference with deadline of 14 February. Thanks to Peter Wragg for his on-going support.
- 4.3.3. Attended Growth Summit 2020 event management company selection with Chair of Working Group (3 March)
- 4.3.4. Interview with Insider Magazine (5 March)



4.4 Staffing

- 4.4.1 Programme Manager role – Claire Alexander has been appointed on a six-month temporary contract to cover oversight of the Local Growth Deal projects and the line management of the Growth Hub Manager.
- 4.4.2 Growth Hub Manager – second round of interviews took place on 7 February. Thanks to Alison North and Keeran Vetriko for their valued assistance. Chris Stevens has been appointed in his new role with effect from 1 April 2020.

4.5 Business engagement

- 4.5.1 We have an aim to reach out to all the enterprises in Swindon and Wiltshire and engage with them in the most appropriate way for their needs.
- 4.5.2 To that end, we invest a lot of staff time in meeting businesses, both individually and as part of larger events.
- 4.5.3 Across the whole team, we have instigated, facilitated or attended 3,200 occasions when we have been able to talk about the SWLEP and its work. These occasions include one on one meetings, small group meetings, larger network occasions and conferences.
- 4.5.4 The online presence achieved through our Growth Hub is significant:

Visitors to the portal: 29,000

Unique visitors: 28,000

Downloads: 541

Community members: 1,300

Events: 8

Businesses in Attendance: 93

Social Media Impressions: 275,000

Social Media Engagements: 5,250

Database: 10,000

Phone calls (6 months): 75

Email enquiries (6 months): 91

Webchats (6 months): 33



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Meeting & Date:	SWLEP Board Meeting – Wednesday, 25 March 2020		
Subject:	Chair's update		
Attachments:	None		
Author:	John Mortimer	Total no of sheets:	2

Papers are provided for:	Approval <input type="checkbox"/>	Discussion <input type="checkbox"/>	Information <input checked="" type="checkbox"/>
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Meetings attended by John Mortimer, SWLEP Chairman, between 14 January 2020 to 19 March 2020

15 January 2020	Attended Business Directors' Discussion in Corsham
22 January 2020	Chaired SWLEP Board Meeting at Wiltshire College & University Centre, Chippenham
31 January 2020	Meeting with Danny Kruger MP in Devizes
6 February 2020	Attended Solar Meeting in Corsham
10 February 2020	Co-chaired the Honda Task Force meeting in Swindon
14 February 2020	Attended BEIS Annual Review Meeting in Corsham
4 March 2020	Chaired the Rural Economy Sector Group in Biddestone
10 March 2020	Attended Wichelstowe Southern Access Road site visit
12 March 2020	Chaired Commissioning Group in Chippenham and attended Local Industrial Strategy Working Group via teleconference

13 March 2020	Attended Business Directors' Discussion in Corsham
19 March 2020	Attended LEP Peer Review with South East LEP via teleconference