



In attendance:	Board Directors: Paddy Bradley (PB) Amanda Burnside (AB) Mandy Clarke (MC) Doug Gale, MBE (DG) Col Nev Holmes (NH) Paul Moorby, OBE (PJM) - Chair Carole Kitching (CK) Alison North (AN) Alex Reed (AR) David Renard (DR) Mark Smith (MS) Keeran Vetriko (KV) Phillip Whitehead (PW) Peter Wragg (PW) – Deputy Chair	Board Advisers: Susie Kemp (SK) Observers: None, both Leaders in attendance
Apologies:	Andrew Gudgeon, OBE (AG) Cllr Pauline Church (PCh), Terence Herbert (TH) and Leanne Sykes (LS), Wiltshire Council Cllr Gary Sumner (GS), Swindon Borough Council	
In attendance:	Sam Fox (SF) / Rory Bowen (RB) - WC Claire Alexander (CA) and Debby Skellern (DS), SWLEP Karen Leigh (KL), BEIS representative Philippa Venables (PV), Swindon Borough Council	
Guest(s):	Alison Robinson, Wiltshire Council – representing Leanne Sykes Dragana Houston (DH), SWLEP Emma Gee (EG), Tom Campbell and Amro Hajhamdou, Swindon Borough Council Paul Chamberlain (PCh), Chamberlain Walker Scott Anderson (SA) and Richard Walters (RW), Wiltshire Council Margaret Wilmot, Salisbury Charmian Spickernell (CS), CPRE	
Chair:	Paul Moorby (PJM)	
Minutes:	Deborah House (DKH)	
Location:	Via conference call	

Item	Narrative	Deadline
1.0	Welcome / Apologies / Conflicts of Interest / Board Appointment	
	<p>The meeting opened at 9.47am and the Chair welcomed attendees. Particular welcome was extended to members of the public who had joined the meeting, including Charmian Spickernell from CPRE, as well as Alison Robinson from Wiltshire Council was representing Leanne Sykes as the Accountable Body, and contingents from both Swindon Borough Council's and Wiltshire Council's teams working on the Carriageworks and Porton Science Park Phase 2 projects.</p> <p>Apologies were noted.</p>	



Item	Narrative	Deadline
	<p>PJM reminded attendees of the Conflict of Interests policy and of the standing items which were noted below:</p> <ul style="list-style-type: none"> • AB stated her Conflict of Interest with regard to LGF3 for projects at the Salisbury and Lackham campuses of Wiltshire College & University Centre. • PJM’s Conflict as a Committee member of the Tadpole Garden Village Community Interest Company (TGVCIC) with reference to Swindon Borough Council’s Rapid Transit project. • In reference to items regarding People Friendly Salisbury, PJM advised of his company’s involvement with Wiltshire Council and implementing MiPermit solutions in the City of Salisbury. 	
2.0	Review of minutes and matters arising	
2.1	<p>The minutes of the Board Meeting held on 23 September 2020 were reviewed and approved.</p>	
2.2	<p>Matters Arising not on the agenda:</p> <ul style="list-style-type: none"> • DKH to circulate the Social Mobility Commission Report to Board Directors. COMPLETED - PJM and Deputies to work with the report. • SF, Wiltshire Council, offered to provide a private session with Directors to explain the technicalities of the planning process. SESSION BOOKED FOR 14 JANUARY 2021 • a detailed Monitoring and Evaluation Plan and Benefits Realisation Plan for River Park to be compiled and provided to SWLEP no later than November 2020, for further review by the Independent Technical Assessor. WITHIN ITEM ON AGENDA 	
3.0	Submitted Questions	
	<p>SWLEP had received questions from Charmian Spickernell (CS) of CPRE for this meeting. Responses had been sent to CS and the Directors prior to the meeting. (Attached to these minutes.) CS was in attendance and made additional comments.</p> <p>Her concerns were about the public consultation on planning. Decisions appeared to be pre-empted before the public had been consulted</p> <p>PWh responded to Question 2 regarding the Melksham by-pass and advised the meeting that the project was being funded by the Department for Transport (DfT) and Homes England was not involved. Generally, consultation processes still have to be applied. This proposal was out in the public earlier than usual -as planning permissions still needed to be obtained. The Local Plan had been published earlier than expected to take it into the public domain as soon as possible. Wiltshire Council wanted to be an open and transparent authority. It was expecting some backlash, but it had to be allocated funding in order to proceed with this process.</p>	



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	<p>PJM stated that the A350 was a strategic route through Wiltshire, but it was no longer fit for purpose so the debate should continue. Many villagers in the county wanted to stop HGVs travelling through their village and the only way to do this was to provide a better route. And that would be via the A350 but bypassing some towns.</p> <p>CS was thanked for her continued interest in SWLEP activities and for her attendance at this meeting. The Chair had requested a meeting with CPRE on its report on Transportation Deserts and would also like to discuss the DfT's Decarbonisation consultation.</p>	
4.0	Chief Executive's report	
	<p>Update to the Board including:</p> <p>Annual General Meeting (AGM) PB advised that there was only one other LEP which held their meetings in public in the same manner that we do, and SWLEP had been the first. Although not a legal requirement for limited companies of the size of SWLEP Ltd, SWLEP needed to hold an AGM to comply with National Assurance Framework statutory guidance. It was proposed to hold this at 1pm on 16 December prior to the Extraordinary Board Meeting which was already scheduled.</p> <p>The Annual Report would be available on the SWLEP website and for circulation.</p> <p>The Swindon & Wiltshire Local Enterprise Partnership Board: AGREED to hold the 2020 Annual General Meeting of Swindon & Wiltshire LEP (SWLEP) Ltd on 16 December 2020 at 1pm as a precursor to the Extraordinary Board Meeting.</p> <p>Innovation Campus for the Circular Economy (ICCE) PB spoke to the meeting and explained the rationale behind the proposal. Public money was to be spent for capital projects and there were significant regulations attached. Although £200,000 had already been allocated to carry out some initial development work for the project, SWLEP and the scheme promoter (ICCE Ltd) were still seeking the capital requirements to build this campus. A Joint Venture, called ICCE Ltd, was to be established, but there were concerns from potential directors of that company about their level of risk. If the preparatory work had been completed, but the capital project did not materialise, the money was repayable.</p> <p>Discussions had been held with Wiltshire Council's Deputy 151 Officer, as the SWLEP's Accountable Body, to obtain clarity on this issue. It had been agreed that a project did not have to be implemented immediately. In some</p>	



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	<p>cases, there would be a delivery gap. Wiltshire Council was content with a time frame of five years. If, after that time had elapsed no project was forthcoming, the money would then be repayable. ICCE was the first project where SWLEP might be linked to a private company as the promoter of a capital scheme. It was suggested that the best way to move forward was for the SWLEP to assume that risk. It would make provision of £40,000pa for five years and that would cover that development cost. The Directors of the private entity could then focus on the project delivery.</p> <p>It was added that SWLEP would not be able to take this risk on every single project. Future projects may indeed have the same issue but SWLEP would need a more rigorous policy for these going forward.</p> <p>The Swindon & Wiltshire Local Enterprise Partnership Board: APPROVED the arrangements for the SWLEP to hold the risk for use of £200,000 to develop the Innovation Campus for the Circular Economy as described in paragraphs 4.2.4 to 4.2.8.</p> <p>Status of Board Directors whose initial three-year tenure has now expired PB spoke to the meeting and reiterated the discussion already held in the private session.</p> <ul style="list-style-type: none"> • Doug Gale had been reappointed for a second term • Alex Reed had resigned from the Board with immediate effect, but would remain as a technical advisor for the Growing Places Infrastructure Fund (GPIF) Working Group • Mark Smith (MS) would review his position over the next three-four weeks. WRc was undergoing re-structuring after purchase by RSK Group Ltd. His tenure had officially ended so he would not receive papers in the interim. His final decision would be made for the Extraordinary Board Meeting on 16 December. <p>Action: MS to revert with decision.</p> <p>The Swindon & Wiltshire Local Enterprise Partnership Board: CONFIRMED the status of three Directors, Doug Gale, Alex Reed and Mark Smith, whose initial three-year tenure had now ended.</p> <p>Succession planning for the forthcoming resignation of the Deputy Chair in March 2021 Peter Wragg was due to leave the Board in March 2020. The decision had been taken to have two Deputy Chairs, Mandy Clarke and Alison North. The role would be in a handover position between now and March 2021 with decisions being made on the clear delineation of roles</p> <p>The Swindon & Wiltshire Local Enterprise Partnership Board:</p>	<p>8 Dec 20</p>



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	<p>AGREED arrangements to manage the succession planning for the role of Deputy Chair in anticipation of the planned resignation of the current Deputy Chair in March 2021.</p> <p>Update on Governance Framework PB updated the Board on the Governance Framework. SWLEP needed to populate the various Subgroups and Committees, so the idea had been to combine the Ideas Subgroup with that of Place & Infrastructure, thus reducing the burden of time on the Directors. SWLEP would therefore revert with a revised framework. SWLEP was also in the process of recruiting further Directors and was to announce these new appointments by the January Board.</p> <p>Update on SWLEP Dashboard PB advised that work was continuing with the dashboard. In order for it to be as up to date as possible SWLEP was looking to automate the process. A tendering process was currently underway and SWLEP would revert with a draft version in January. At the moment, a static version was available on the website.</p> <p>Demographics of the Board and team</p> <p>The table below is taken from the CEO's report.</p> <table border="1" data-bbox="620 1189 1171 1615"> <thead> <tr> <th>Age Range</th> <th>Number of Employees</th> </tr> </thead> <tbody> <tr> <td>18-24</td> <td>1</td> </tr> <tr> <td>25-40</td> <td>5</td> </tr> <tr> <td>41-59</td> <td>13</td> </tr> <tr> <td>60-70</td> <td>1</td> </tr> <tr> <td>Total</td> <td>20</td> </tr> </tbody> </table> <ul style="list-style-type: none"> • Of the 20 employees 12 were female and 8 were male • Currently no representation by the BAME community in the SWLEP employee list • SWLEP had other temporary contractors who worked with us <p>The Board was currently undergoing a change in personnel as three members had reached the end of their initial tenure of three years. When the new membership was agreed, PB would produce a similar chart for the Board. SWLEP was on track to achieve a 50:50 gender balance as soon as possible, but certainly by 2022 as directed by the National Assurance Framework.</p>	Age Range	Number of Employees	18-24	1	25-40	5	41-59	13	60-70	1	Total	20	<p>Jan 2021</p> <p>Jan 2021</p> <p>Jan 2021</p>
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	<p>The SWLEP had submitted applications for Kickstart placements; three would be employed in Growth Hub activity and two would be employed on the Getting Building Fund. SWLEP would be able to provide six months' good employment experience.</p> <p>SWLEP Budget PB advised the meeting that:</p> <ul style="list-style-type: none"> • turnover had increased considerably this year; • the net gain from the interest accrued from the GPIF loan scheme was £104,000, following expenditure of circa £200,000 on salary costs, legal expenses and financial contribution to the Inward Investment programme; • combined income of £3m, with the Growth Hub income increased through different funding streams; and • the SWLEP was financially viable. <p>The Swindon & Wiltshire Local Enterprise Partnership Board: NOTED the remaining contents of the report.</p>	
5.0	Labour Market Intelligence (LMI)	
	<p>DH presented the latest LMI report to the Board and the presentation can be accessed by following the link below.</p> <p>https://static.swlep.co.uk/swlep/docs/default-source/board-meetings/2020/swlep-nov-lmi---board-v0-1.pdf?sfvrsn=e9ef3aed_4</p> <p>DH was thanked for an informative presentation.</p> <p>The presentation led to a wide-ranging debate covering issues including the negative impact of Covid on apprenticeship starts, particularly with SMEs, rural isolation decreasing job and training opportunities, the good performance of the Swindon and Wiltshire Careers Hub and its successful engagement with employers and the need for greater diversity in the workforce in SWLEP priority sectors such as cyber security.</p> <p>DH offered an invitation to the Directors to make contact should they need assistance with information on LMI.</p>	
6.0	Local Growth Deal	
6.1	<p>LGF Finance Report CA spoke to the paper. The presentation can be accessed by following the link below and referring to Pages 4-7.</p> <p>https://static.swlep.co.uk/swlep/docs/default-source/board-meetings/2020/swlep-board-slides-november-2020-ca.pdf?sfvrsn=5e769788_4</p> <ul style="list-style-type: none"> • The paper was provided for information • It showed an update on Q2 spend 	



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	<ul style="list-style-type: none"> • Thanks were extended to Local Authority Officers to get this focus on the projects. • No more highlight reports would be produced for the Yarnbrook/West Ashton A350 project as funding from the Local Growth Fund had ceased. • Wiltshire Council would deal with this project itself • These designated funds now needed to be reallocated. • This was the first period where no projects were RAG rated at RED. • The financial position was stronger, but focus needed to be maintained to become even better. • There would be no post-2021 spending! <p>PJM offered his thanks to Local Authority Officers and the BEIS team for working with SWLEP to reach this position.</p> <p>The Swindon & Wiltshire Local Enterprise Partnership Board: NOTED the paper as a summary of the current LGF financial position.</p>	
11am	Comfort break	
6.2	<p>Local Growth Deal (Cont'd)</p> <p>LGF Business Cases for approval:</p> <p>6.2 New Eastern Villages West of A419, Nythe & Piccadilly Full Business Case (FBC) CA spoke to the paper. The presentation can be accessed by following the link below and referring to Pages 8 and 9.</p> <p>https://static.swlep.co.uk/swlep/docs/default-source/board-meetings/2020/swlep-board-slides-november-2020-ca.pdf?sfvrsn=5e769788_4</p> <p>PJM asked about the impact of the new Symmetry Park on the highways around this junction. In response, DR stated that this junction was far enough away from the Park not to cause a problem.</p> <p>The Swindon & Wiltshire Local Enterprise Partnership Board: APPROVED the Full Business Case for New Eastern Villages West of A419, Nythe & Piccadilly traffic and junction improvements in order that the project be completed.</p> <p>6.3 New Eastern Villages A420 Gablecross Junction Full Business Case (FBC) CA spoke to the paper. The presentation can be accessed by following the link below and referring to Pages 10 and 11.</p>	



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	<p>https://static.swlep.co.uk/swlep/docs/default-source/board-meetings/2020/swlep-board-slides-november-2020-ca.pdf?sfvrsn=5e769788_4</p> <p>The Swindon & Wiltshire Local Enterprise Partnership Board: APPROVED the Full Business Case for New Eastern Villages A240 Gablecross Junction in order that the project be completed.</p> <p>6.4 Carriageworks Outline Business Case (OBC) DS introduced Phase 2 of the development to the Board. The Full Business Case would come to the next Board Meeting. Paul Chamberlain from Chamberlain Walker presented to the meeting. The presentation can be accessed by following the link below.</p> <p>https://static.swlep.co.uk/swlep/docs/default-source/board-meetings/2020/carriage-works-business-case.pdf?sfvrsn=1c3b518c_4</p> <p>The question was raised on how the Carriageworks were factoring in this year's Covid-19 disruption on business and potentially not as much need for traditional office space whilst companies were investigating new business models. In response, there was a strong demand for high-quality office space in Swindon and the space itself was very flexible; flexibility being the mitigation against this risk. If funding were not forthcoming from Research England for the University of Bath's iCAST or Create Studios was not funded, there were other interested parties for the space.</p> <p>The Carriageworks benefited from a very central location and parking provision which exceeded other town centre office stock. SBC would also be able to respond to demand for flexible lease arrangements. The University of Bath's fit out specification was not bespoke so it would work for other companies. This was a repurposed heritage building next to the station using sustainable construction methods.</p> <p>Paul Chamberlain quoted a link to the McKinsey report What's next for remote work: An analysis of 2,000 tasks, 800 jobs, and nine countries McKinsey. The future of remote work was likely to be hybrid in the wake of the Covid-19 pandemic, mostly for a highly educated, well paid minority of the workforce to reinforce the need for this type of flexible office space. Even large companies were moving away from Headquarters to regional hub and spoke models.</p> <p>The Swindon & Wiltshire Local Enterprise Partnership Board: NOTED that the outline business case and appraisal report would come to the December Board Meeting for a decision whether to approve the £4m Getting Building Fund allocation.</p>	



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6.5	<p>Porton Science Park 2 Outline Business Case (OBC)</p> <p>DS introduced the item and advised that further information would come to the next Board Meeting on 16 December. The presentation can be accessed by following the link below.</p> <p>https://static.swlep.co.uk/swlep/docs/default-source/board-meetings/2020/porton-presentation-swlep-10-11-2020.pdf?sfvrsn=5fc07426_4</p> <p>KL asked how the business support provision within Porton 2 would be joined up with the existing work of the SWLEP Growth Hub. In response, PB cited the close cooperation via the Inward Investment Programme for which Swindon Borough Council was the lead achieved Life Science opportunities for the Porton Science Park. Collaboration between the Local Authorities was strong on business support and working together was part of the general offer.</p> <p>SA advised that Wiltshire Council had a waiting list for businesses to come to Porton, so they could be near to their supply chain etc. Some were even from outside Wiltshire, so, Wiltshire Council was confident that this scheme would continue the success of Phase 1. This project had been entirely demand-led. The Council simply could not satisfy the demand and one of the biggest risks was that companies may go elsewhere if a solution for them could not be found quickly enough in Wiltshire. Porton was a global success story even prior to the Novichok and Covid-19 experiences. National and local agents would be used to broadcast opportunities to the market with a complimentary marketing and engagement campaign.</p> <p>This high technology of Porton 2 and the high research element linked to a University development around the Carriageworks demonstrated a strong entrepreneurial spirit in the area. These were growing sectors and precisely what SWLEP envisaged within its Local Industrial Strategy.</p> <p>The Swindon & Wiltshire Local Enterprise Partnership Board: NOTED that the outline business case and appraisal report would come to the December Board Meeting for a decision whether to approve the £2m Getting Building Fund allocation to the scheme.</p>	
6.6	<p>Project Highlight reports</p> <p>CA spoke to the paper. The presentation can be accessed by following the link below and referring to Pages 12 and 13.</p> <p>https://static.swlep.co.uk/swlep/docs/default-source/board-meetings/2020/swlep-board-slides-november-2020-ca.pdf?sfvrsn=5e769788_4</p>	



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	<p>A summary of the RAG rating status of the projects was as follows:</p> <ul style="list-style-type: none"> • there were 28 live projects; • 13 were at GREEN; • 12 were at AMBER GREEN; and • three were at AMBER RED. <ul style="list-style-type: none"> • the Yarnbrook / West Ashton project would now proceed outside SWLEP's funding from the Local Growth Fund; • the new loan arrangement for Connected ID was now in place via GPIF; and • projects within the Getting Building Fund would be included in the Highlight Report from January 2021. <p>The Swindon & Wiltshire Local Enterprise Partnership: NOTED the contents of the paper.</p>	
7.0	Growth Hub update	
	<p>CA spoke to the paper. The presentation can be accessed by following the link below and referring to Pages 14 - 16.</p> <p>https://static.swlep.co.uk/swlep/docs/default-source/board-meetings/2020/swlep-board-slides-november-2020-ca.pdf?sfvrsn=5e769788_4</p> <p>The Growth Hub was a completely self-contained activity with all business support staff now employed by SWLEP. Ground level feedback</p> <p>PB advised that the Growth Hub's This Way Up Programme was a great success with inspirational speakers. The Programme would finish with a session on business ethics and faith leaders were lined up to participate. NH said the Army would be very keen to be involved.</p> <p>Action: PB to forward NH's contact details to This Way Up coordinator.</p> <p>AN commended the Growth Hub on its rapid growth and for the way in which both CA and the Growth Hub Manager, Chris Stevens, were managing the programme.</p> <p>The Swindon & Wiltshire Local Enterprise Partnership Board: discussed and noted the content of the report.</p>	Nov 2020
8.0	AOB	
	<p>PB advised the meeting that the focus of the next meeting would be:</p> <ul style="list-style-type: none"> • the Outline Business Case for the Business Cyber Centre; • the Independent Technical Advisor's report on the Carriageworks; • the Independent Technical Advisor's report on Porton 2; and 	



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	<ul style="list-style-type: none">any relocation of funding for LGF projects. <p>The meeting would be held in private because of commercial confidentiality.</p>	
	Date of next meeting	
	Future Meetings Extraordinary Board Meeting Wednesday, 16 December 2020 via video conference. Directors to meet at 1pm for the Annual General Meeting followed by other business.	
	Proposed meetings for 2021: Thursday, 28 January Thursday, 25 March 26/27 May 21/22 July 29/30 September 24/25 November Meetings will be held via video/teleconference until further notice.	
	Close of the meeting at 12.17pm	

28 January 2021

Questions from Charmian Spickernell, CPRE Wiltshire, for SWLEP Board on 25 November 2020.

QUESTION ONE

How do Members of the SWLEP Board reconcile the building of new road infrastructure such as the tunnel inside the Stonehenge World Heritage Site and bypasses along the A350 with the need to mitigate against climate change and the trend for increasing working from home?

RESPONSE

The objective of the SWLEP is to achieve sustainable economic growth for Swindon and Wiltshire, which requires the Board to address issues of physical and digital connectivity and the principles of clean growth. In terms of physical links, the SWLEP has supported road improvements in the area as a means of addressing connectivity problems north to south in the area and east to west in South Wiltshire. This has been a focus of SWLEP economic planning since our inception and is still relevant.

Originally, we were guided by Government transport planning anticipating a 1% per year growth in traffic, which would mean a 35% increase by 2055. The Covid crisis has cast doubt on this trajectory and has led to more people working from home and certainly will mean greater investment in a resilient digital infrastructure. However, we need to see the impact of the vaccination programme on working and leisure patterns before being able to assess the reliability of transport forecasts into the medium and longer term from the range of sources with an interest in this aspect of Government policy. We continue to have a growing population in this country, and this has led to more travel. We are yet to see reliable evidence of a fundamental shift in travel patterns, other than those arising from Covid restrictions. Once the first lockdown ended, it did not take long for traffic levels in many parts of the country to return to pre-Covid numbers.

We are focussed on the decarbonisation of the transport network through the development of a reliable and comprehensive electric car charging infrastructure and in the medium term, the use of hydrogen as a fuel for commercial and public transport vehicles.

QUESTION TWO

The estimated cost of a Melksham Bypass is £130m. How much funding will Wiltshire Council provide and will the ability to fund infrastructure be a way that SWLEP and Homes England become overly powerful in deciding where new development should take place, ahead of statutory public consultation?

RESPONSE

The cost of a scheme to bypass Melksham via the A350 will be determined by a business case approved by the Department for Transport (DfT). Wiltshire Council could not afford such a scheme from its own resources and so will be bidding to the DfT for funding as the A350 is a



major road of strategic importance. Wiltshire Council has opened public consultation on potential routes. The SWLEP will respond to the consultation but has no role in funding the project. Any funding agreement would involve the DfT and Wiltshire Council.

The SWLEP cannot speak for Homes England.

QUESTION THREE

Given the changes resulting from climate change and the pandemic and the importance of local resilience, do Board Members agree there should be more investment in local transport connections and in local public transport?

RESPONSE

The SWLEP has developed strategies for Rail and Energy, which we are actively involved in implementing and which have been written with investment in mind. The Rail Strategy identifies service enhancements which will improve connectivity and economic performance. New services in some instances will lead to schemes to build new stations, such as the work underway to develop proposals for new stations at Devizes and Wilton.

The Energy Strategy includes objectives to develop provision for new energy vehicles. The SWLEP Board has approved four strategic outline business cases to move forward our policy on new energy vehicles. These are in relation to a hydrogen network demonstrator project, supported by a grant from the south west energy hub; a hydrogen logistics project focussing on fork-lift trucks powered by hydrogen fuel cells; a hydrogen bus demonstrator, exploring the use of hydrogen powered inter-city buses linking Bristol, Swindon, Salisbury and Oxford and a rural charging and re-fuelling network for electric and hydrogen-powered vehicles. Much of the work was developed in collaboration with neighbouring LEPs in Oxfordshire, the Thames Valley, Gloucestershire and the West of England.