

AGENDA

Board Meeting

Date: Thursday, 27 May 2021

Venue: Via Video / telephone conferencing using Microsoft Teams link

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

Membership		Attendance
Board Directors:	Paddy Bradley (PB) Amanda Burnside (AB) Mandy Clarke (MC) Doug Gale, MBE (DG) Andrew Gudgeon, OBE (AG) Col Nev Holmes (NH) Paul Moorby, OBE (PJM) - Chair Carole Kitching (CK) Alison North (AN) David Renard (DR) Keeran Vetriko (KV) Pam Webb (PWe) Ian White (IW) Richard Clewer (RC) Suzanne Wigmore (SW)	✓ Tentative Joining at 10am Tentative ✓ ✓ ✓ ✓ ✓ ✓ ✓
Advisors to the Board:	Terence Herbert (TH) Susie Kemp (SK)	✓
Observers to the Board:	Cllr Pauline Church (PCh) Cllr Gary Sumner (GS)	✓ NA
In Attendance:	Claire Alexander (CA) Rory Bowen (RB) Tim Burghes (TB) Sam Fox (SF) Anwen Jones (AJ) / Emily Manser (EM), BEIS Representatives Debby Skellern (DS) Leanne Sykes (LS) Dragana Houston (DH) Phil Clement (PC)	✓ Tentative ✓ ✓✓ ✓ ✓ ✓
Guests:	Cllr Ian McLennan ✓, Wiltshire Council Cllr J Ali ✓ and Cllr V Manro ✓, Swindon Borough Council Amanda Newbery ✓	
Chairman:	Paul Moorby (PJM)	
Minutes:	Deborah House (DKH)	

		Board Directors' Private Session			
Item	Timing	Topic	Paper No.	Lead	
1.0	9am	Welcome			
			Verbal	PJM	
2.0	9.05am	Review of notes/minutes from 25 March 2021			
2.1		Review of draft notes from the private session of the Board Meeting on 25 March 2021.	Paper 2.1	PJM	For approval
2.2		There were no Matters Arising	Verbal	PJM	
2.3		Review of draft minutes from Part Two of the Board Meeting on 25 March 2021.	Paper 2.3	PJM	For approval
2.4		Matters Arising: <ul style="list-style-type: none"> Separate governance paper for the Business Cyber Centre to be produced for the Board. ON AGENDA 	Verbal	PJM	
3.0	9.10am	Growing Places Infrastructure Fund (GPIF)	Paper 3.0	PC	For approval
	9.25am	End of Directors' private session			
	9.30am	Start of Public meeting			
1.0	9.30am	Welcome / Apologies / Conflicts of Interest	Verbal	PJM	
2.1	9.35am	Review of Draft Minutes of public Board Meeting of 25 March 2021.	Paper 2.1	PJM	For approval
2.2		Matters Arising: <ul style="list-style-type: none"> AGREED to establish a working group to review the request for funding of £601,518 to the Swindon and Wiltshire Institute of Technology and £400,000 to Wiltshire College & University Centre to support development of skills provision. COMPLETED, ON THE AGENDA AGREED that the working group review the source of funding and the proposed allocation and make a recommendation to the Board for how to proceed. ON THE AGENDA 	Verbal	PJM	

Item	Timing	Topic	Paper No.	Lead	
		<ul style="list-style-type: none"> • PB to circulate 2021/22 Budget by email to Directors. ON AGENDA • DKH to circulate the presentation of Population of Governance Groups to Directors, as owing to time constraints this was not shared in the meeting. COMPLETED 			
3.0	9.40am	Submitted questions	Paper 3.0	PJM	
4.0	9.50am	SWLEP Governance		DS	
4.1		SWLEP Limited membership approvals	Paper 4.1		For approval
4.2		Revised Governance Structure	Paper 4.2		For approval
5.0	10.05am	Unaudited Financial Statements for 2020-21	Paper 5.0	PB	For information
6.0	10.10am	2021-22 Budget:	Paper 6.0	PB	For approval
7.0	10.20am	Business Action Plan 2021-22	Paper 7.0	DS	For approval
8.0	10.35am	The use of capital in the Growing Places Infrastructure Fund	Paper 8.0	PB	For approval
9.0	10.50am	Programme Status Report	Paper 9.0	CA	For information
10.0	11am	Programme Finance Report	Paper 10.0	CA	For approval
11.0	11.10am	Growth Hub update	Paper 11.0	CA	For information
12.0	11.20am	Growing Places Infrastructure Fund (GPIF)	Paper 12.0	PC	For information
13.0	11.25am	AOB	Verbal	PJM	
		Date of next Board meeting: Thursday, 22 July 2021 via video conference. 9am for Directors only 9.30 – 12.30pm for Public Board Meeting		PJM	
		Future Meeting dates Thursday, 30 September 2021 Thursday, 25 November 2021 All via video / telephone conference until further notice.		PJM	
	11.30am	Close of Part ONE - Public Meeting			



Item	Timing	Topic	Paper No.	Lead	
	11.30am	Comfort break			
		The public are excluded from this part of the meeting under the terms of the Swindon & Wiltshire Local Enterprise Partnership Assurance Framework Appendix C, which describes reasons for exclusion of access by the public to meetings and /or reports. In this case the matters discussed will include a disclosure of confidential information.			
	11.45am	Part TWO of meeting Directors only			
14.0	11.45am	Business Cyber Centre: <ul style="list-style-type: none">• governance;• mobilisation;• marketing and branding;• stakeholder engagement; and• reporting arrangements.	Paper 14.0	CA	For approval
	12.30pm	Close of Part TWO of meeting			

 Swindon & Wiltshire LOCAL ENTERPRISE PARTNERSHIP	Minutes SWLEP Board Meeting Thursday, 25 March 2021
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In attendance:	Board Directors: Paddy Bradley (PB) Amanda Burnside (AB) Mandy Clarke (MC) Doug Gale, MBE (DG) – arrived 10.50am Andrew Gudgeon, OBE (AG) Col Nev Holmes (NH) Paul Moorby, OBE (PJM) - Chair Alison North (AN) David Renard (DR) Keeran Vetriko (KV) Pam Webb (PWe) Prof Ian White (IW) Suzanne Wigmore (SW) Peter Wragg (PW) – Deputy Chair – joined 10am	Board Advisers: Susie Kemp (SK) – joined 9.50am Observers: Cllr Pauline Church (PCh)
Apologies:	Terence Herbert (TH) and Phillip Whitehead (PW), Wiltshire Council Cllr Gary Sumner (GS), Swindon Borough Council Karen Leigh (KL), and Emily Manser (EM), BEIS representatives Carole Kitching (CK), SWLEP Director	
In attendance:	Rory Bowen (RB) / Sam Fox (SF) and Leanne Sykes (LS), Wiltshire Council Claire Alexander (CA), Phil Clement (PC) and Debby Skellern (DS), SWLEP	
Guest(s):	Dragana Houston (DH), SWLEP Cllr Alan Hill, Wiltshire Council and Amanda Newbery, Knightwood Leisure - SWLEP Joint Scrutiny Panel members Sam Rackham (SR), Swindon Borough Council David Clarke, DCA Consultants	
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 9.37am and the Chair welcomed attendees. Particular welcome was extended to any members of the public who had joined the meeting and members of the SWLEP Joint Scrutiny Panel.</p> <p>Apologies were noted.</p> <p>PJM reminded attendees of the Conflict of Interests policy and of standing items to this agenda which were:</p>	



Item	Narrative	Deadline
	<ul style="list-style-type: none"> AB's 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. IW's general interests of the University of Bath in SWLEP activity and specifically with the Carriageworks project in Swindon. <p>Additional Conflicts were declared as follows:</p> <ul style="list-style-type: none"> AB of Item 5.0 Chief Executive's Report as Principal of Wiltshire College & University Centre as it was requesting additional funds; and KV also of Item 5.0 as a governor of New College, Swindon as it was requesting funds for the Institute of Technology. 	
2.0	Review of minutes and matters arising	
2.1	The minutes of the Board Meeting held on 28 January 2021 were reviewed and approved.	
2.2	<p>Matters Arising:</p> <p>Matters Arising had been completed.</p>	
3.0	Submitted Questions	
	No submitted questions had been received for this agenda.	
4.0	Local Skills Report presentation	
	<p>AB introduced the item and outlined the current Government thinking via the Skills White Paper on skills improvement plans. The work already undertaken by the SWLEP would be the basis for formulating these plans. AB expressed her thanks to the members of the Skills & Talent Subgroup for their continued support. The Subgroup members were from:</p> <ul style="list-style-type: none"> both Local Authorities; FE colleges and private skills providers; HE; Wiltshire Association of Secondary School Heads (WASSH); Swindon Association of Secondary Heads (SASH); and local employers, among others. <p>So, it truly was a collective effort.</p> <p>DH presented to the meeting and outlined the format and content of the Local Skills Report which would be submitted to DfE at the end of the month. The presentation can be accessed by using the following link:</p>	



Item	Narrative	Deadline
	<p>https://static.swlep.co.uk/swlep/docs/default-source/board-meetings/2021/swlep-local-skills-report---mar-board-v0-1.pdf?sfvrsn=d8b2d130_4</p> <p>Both the Local Industrial Strategy and the Local Skills Report demonstrated detailed evidence bases and analysis. SWLEP needed sustainable trend data to understand the longer-term impact of its work. This work underpinned everything to drive up productivity.</p> <p>Discussion included the following points:</p> <ul style="list-style-type: none">• getting more people to train to Level 4 and above meant that people would stay local for their education and there would be fewer people moving to HE / FE establishments out of our area;• the Restart and Kickstart programmes were being funded by Government and these programmes paid participants more than apprentices were paid;• Voluntary Action Swindon was working with Swindon Borough Council to access some of its levy around the voluntary and care sectors. Discussion about how SWLEP might seek to deploy the unused levy funds from large organisations to attract apprenticeships. <p>The Report was the headline overview of the skills environment in the Swindon and Wiltshire area. It was about being agile and able to respond to new initiatives. With both AB and CK on the Board SWLEP remained informed of any new developments within the skills environment. The principle behind the Kickstart scheme was for young people to gain employability skills and link up to further training opportunities, not to be used as cheap labour. Links would also be made to health improvement professionals to improve quality of lives. By choosing an apprenticeship young people were potentially choosing their career. Nearly 100% of young people in apprenticeship groups moved into employment, as they were vocationally focused; it was a more secure route into the world of work.</p> <p>But it was acknowledged that there was a potential conflict between the various programmes with more pay in the Kickstart and Restart schemes than apprenticeships, but this was also a short-term vs longer term view.</p> <p>DfE helped businesses navigate all the different schemes, but everyone was aware of the potential conflict between DfE vs DWP and there was indeed a recognition of this within Government.</p> <p>When asked how the SWLEP had engaged and aligned with business needs now and, in the future, the responses were:</p> <ul style="list-style-type: none">• there were business representatives on the Skills & Talent Subgroup;• ideas were tested through the Business Intelligence & Network Group (BING);• job vacancies were tracked on a monthly basis;• SWLEP had access to Live LMI data;	



Item	Narrative	Deadline
	<ul style="list-style-type: none"> • short-term surveys were issued through the Growth Hub; • the FE colleges had engagement with lots of businesses and fed the intelligence into the report; and • the Growth Hub's Skills Advisor was also engaged with businesses on a daily basis. <p>It was crucial that this report was used and actively promoted within the area. In fact, PB would be referring to it at Wiltshire College & University Centre's governors' day on 26 March.</p> <p>The Swindon & Wiltshire Local Enterprise Partnership Board: NOTED the recommendation from the Skills & Talent Subgroup and APPROVED the Local Skills Report.</p>	
5.0	Chief Executive's report	
	<p>PB spoke to the paper.</p> <p>There was currently £3m unallocated in the Growing Places Infrastructure Fund (GPIF) for loans, together with £4m of LGF money from the Yarnbrook / West Ashton stalled project.</p> <p>SWLEP would like to consider allocating up to £1m from the £4m LGF to support two skills initiatives; one for the Institute of Technology and the other for Wiltshire College & University Centre's Salisbury campus. Owing to the already declared Conflict, AB would not participate in this debate and stepped out of the meeting.</p> <p>Institute of Technology (IoT)</p> <p>The Swindon and Wiltshire IoT was only one of 12 nationally and was due to open in September 2021 with a strong focus on STEM skills. This was very much aligned with the priorities of the Local Industrial Strategy and demonstrated a strong strategic link. Although it was opening later than originally planned owing to a delayed Ofsted Inspection, the merger with New College had addressed the issue. The bid had been costed at 2017/18 prices, and with the delay in project start, there was now a shortfall in funding. SWLEP had previously not contributed any funds to this project. Businesses had guided the college on the type of equipment needed to future proof its courses, and owing to the delay, there was now a shortfall of £600,000 to purchase this equipment.</p> <p>Phase 3 for Wiltshire College & University Centre, Salisbury Campus</p> <p>SWLEP had already contributed LGF funding into this project. DfE had released some further funding for colleges to access to improve the fabric of their existing buildings. Wiltshire College & University Centre could submit a bid to improve its Salisbury campus. If this were to be submitted with match-funding it would increase its chances of funding success. The</p>	



Item	Narrative	Deadline
	<p>request to the SWLEP was for £400,000 to be used as match in the bid to the DfE.</p> <p>Both proposals were described in detail in the paper.</p> <p>There was debate on the source of SWLEP funding from which these requests sought finance. The debate amongst the Directors concerned the proposal to use funding held in the GPIF account to be used as grant funding to these two projects.</p> <p>PB explained that the money in the Growing Places Infrastructure Fund could be used either as a grant or as a loan. The SWLEP had made decisions to allocate funding in the past either as a loan or as a grant. This view was endorsed by LS on behalf of the Accountable Body.</p> <p>Directors were keen to ensure that there was robust governance behind a decision to allocate money in response to the request. The Board agreed that a working group would be convened to consider the request and the use of funds as described. A group of up to five Directors and Advisers was identified.</p> <p>The Swindon & Wiltshire Local Enterprise Partnership Board:</p> <p>AGREED to establish a working group to review the request for funding of £601,518 to the Swindon and Wiltshire Institute of Technology and £400,000 to Wiltshire College & University Centre to support development of skills provision; and</p> <p>AGREED that the working group review the source of funding and the proposed allocation and makes a recommendation to the Board for how to proceed.</p> <p>The other four items to note in the paper were:</p> <p>The Impact of GPIF loan fund</p> <ul style="list-style-type: none"> • £6.93m had been made in loans from a total fund of £8.67m, creating up to 100 new jobs and 160,000 sq ft of floorspace. <p>Growth Hub Evaluations</p> <ul style="list-style-type: none"> • The interim findings of the Joint Scrutiny Panel Review of the Growth Hub was very strong. • The external report from Wavehill would be available within a month. <p>SWLEP Dashboard</p> <p>The SWLEP Dashboard was ready and available to use via the following link. Microsoft Power BI</p>	



Item	Narrative	Deadline
	<p>Cyber Essentials All staff with SWLEP had completed Cyber Essentials. Once SWLEP had returned to being office based, we would look to complete Cyber Essentials Plus.</p> <p>The Swindon & Wiltshire Local Enterprise Partnership Board: NOTED the information included in the four other items in the report.</p>	
6.0	Swindon Cultural Quarter	
	<p>SK spoke to the item and introduced David Clarke from DCA Consultants and Sam Rackham (SR)) from Swindon Borough Council who would be presenting to the meeting. SK expressed Swindon Borough Council's gratitude to the SWLEP Board for funding £250,000 to undertake the study. An Advisory Group had been established, including the SWLEP CEO, who had offered fantastic support of this project.</p> <p>SR gave an overview of Swindon Regeneration and how the Cultural Quarter fitted into the overall plans. The presentation can be accessed by the following link.</p> <p>https://static.swlep.co.uk/swlep/docs/default-source/board-meetings/2021/lep-board---town-centre-overview.pdf?sfvrsn=4774adb7_4</p> <p>David Clarke presented to the meeting on Swindon's Cultural Quarter specifically.</p> <p>The presentation can be accessed via the following link.</p> <p>https://static.swlep.co.uk/swlep/docs/default-source/board-meetings/2021/lep-board---cultural-quarter-2.pdf?sfvrsn=7b5d8c0d_4</p> <p>The Directors were appreciative of the project and were keen to share ideas on how it had been achieved. Salisbury also wished to have a cultural quarter and PCh wanted to know how the land ownership worked.</p> <p>In response, SK explained that Swindon Borough Council owned the Kimmerfields area outright as well as a lot of land in the centre of Swindon which could be developed. The Council was in discussion with the Heritage Lottery Fund and the Arts Council about further funding and were also considering crowd funding and sourcing. Brownfield sites could also be rejuvenated.</p> <p>The Leader thanked the Swindon team for their efforts and the SWLEP Board for the opportunity to demonstrate what had been achieved thus far with the funding. He hoped that this would not be the end of SWLEP involvement in the project. The project would be a key part in attracting people to work, live and spend their leisure time in Swindon, spending money and making it a vibrant centre. The project provided an ecosystem</p>	



Item	Narrative	Deadline
	<p>of work and life and would give an exemplar to the rest of the country on what could be achieved.</p> <p>The question was raised as to what extent the Business Case became affected by the impact of the pandemic and how that risk would be managed. In response the meeting was told that creative industries were keen to get back to work and, after a year of lockdown, people were keen to attend cultural venues and events. In effect, new buildings could be adapted for COVID restrictions a lot easier than older ones.</p> <p>The presenters were thanked for the engaging presentation and the meeting was looking forward to seeing the next stages of the project.</p> <p>The Swindon & Wiltshire Local Enterprise Partnership Board: NOTED the contents of the paper and presentation.</p>	
7.0	Programme Finance Report	
	<p>CA spoke to the paper and the presentation can be accessed by the following link.</p> <p>https://static.swlep.co.uk/swlep/docs/default-source/board-meetings/2021/swlep-march-2021-board---item-7-0-only.pdf?sfvrsn=4bc1f4f6_2</p> <p>£150,000 was remaining as underspend from LGF projects. It was proposed that these funds would be transferred out of the LGF account and into the GPIF account with BEIS authority. This would then be used as a holding account pending any future decisions. The monies would then be ringfenced for developing Business Cases for projects within the Local Industrial Strategy, such as Net Zero projects.</p> <p>The Swindon & Wiltshire Local Enterprise Partnership Board:</p> <p>APPROVED the paper as an accurate summary of the current LGF financial position; and</p> <p>AGREED to the reallocation of £150,000 of identified unspent LGF to GPIF, to be ringfenced for the use of developing business cases for priorities projects within the Local Industrial Strategy, with a focus on net zero projects.</p>	
8.0	Programme Status Report	
	<p>Owing to time constraints the paper was taken as read.</p> <p>The Swindon & Wiltshire Local Enterprise Partnership Board: NOTED the contents of the paper.</p>	
9.0	Budget Report	
	<p>PB spoke to the paper and advised the meeting that SWLEP Limited was in a sound financial position. The 2021/22 budget would be circulated by email</p>	



Item	Narrative	Deadline
	<p>and SWLEP was in discussion with SWLEP's accountants regarding the end of year report which would be completed by the end of April.</p> <p>Action: PB to circulate 2021/22 Budget by email to Directors.</p> <p>The Swindon & Wiltshire Local Enterprise Partnership Board: NOTED the contents of the report.</p>	May 2021
10.0	Populating the Governance groups	
	<p>DS spoke to the paper and thanked Directors who had volunteered to take roles on SWLEP's Committees and Subgroups. However, there were still a few vacancies yet to be filled.</p> <p>The question was raised about the time needed to fulfil the roles and DS explained that:</p> <ul style="list-style-type: none"> the Remuneration Committee only met once per year; and the Performance Committee met in line with Board meetings. However, it was envisaged that time required would decrease as LGF projects were finalised with only monitoring and evaluation remaining. There were fewer Getting Building Fund projects. <p>Action: DKH to circulate presentation to Directors, as owing to time constraints this was not shared in the meeting.</p> <p>The presentation can be accessed by following the link below.</p> <p>https://static.swlep.co.uk/swlep/docs/default-source/board-meetings/2021/governance-march-2021.pdf?sfvrsn=6c70f4be_4</p> <p>The Swindon & Wiltshire Local Enterprise Partnership Board: NOTED the level of volunteer vacancies remaining in order to mobilise the governance structure; and NOTED the promotional campaign to recruit additional members to SWLEP Limited.</p>	Mar 2021
11.0	AOB	
	After being with SWLEP since its inception, PWV was stepping down from the Board. He was thanked for his contribution and best wishes were exchanged.	
	Date of next meeting	
	<p>Future Meetings Thursday, 27 May 2021</p> <p>Directors to meet at 9am for the start of the public meeting at 9.30am.</p>	



Item	Narrative	Deadline
	Thursday, 22 July 2021 Thursday, 30 September 2021 Thursday, 25 November 2021 Meetings will be held via video/teleconference until further notice.	
	Close of Part ONE of the meeting at 11.35am	
	The public are excluded from this part of the meeting under the terms of the Swindon & Wiltshire Local Enterprise Partnership Assurance Framework Appendix C, which describes reasons for exclusion of access by the public to meetings and /or reports. In this case the matters discussed will include a disclosure of confidential information	
	Start of Part TWO of the meeting at 11.32am	
12.0	Local Industrial Strategy	
12.0	Business Case for Business Cyber Centre The item was discussed in closed session owing to the commercially confidential nature of the project.	
	Close of Part TWO of meeting at 12.42pm	



Intentionally left blank – questions received from members of the public will be circulated ahead of 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 - Thursday, 27 May 2021		
Subject:	Governance: SWLEP Limited membership applications		
Attachments:	Appendix I: Membership applications		
Author:	Debby Skellern	Total no of sheets:	3

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 Board on expressions of interest submitted in response to a call for membership to the SWLEP Limited and seeks its approval for the applications received.

2. Summary

- 2.1. On 6 April 2021, an article on the work undertaken by SWLEP was published in the April/May edition of the Business Exchange which included an invitation to businesses to submit an expression of interest in becoming a member of the company. In parallel, the invitation was extended to businesses registered on SWLEP's client relationship management system. This activity has resulted in 46 applications being submitted to the Board for approval (appendix I). Applications are predominantly from small and micro businesses, eleven are based in the borough of Swindon, thirty-one in Wiltshire and six from outside the area. If approved, this would bring SWLEP Limited's membership base to fifty-one.
- 2.2. SWLEP's articles of association state that, 'membership of the company is restricted to organisations which:
- carry out economic activity in Swindon or Wiltshire; and/or
 - have an interest in the economic development of the area'.

3. Recommendations

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

- 3.1. approve the applications submitted to become a member of the Swindon and Wiltshire Local Enterprise Partnership Limited.

Appendix I: Membership applications for approval

Company Name	Location	Business Activity
Assisi Bookkeeping	Salisbury	Business and finance services
Begin-a-Book	Calne	Online book creation courses
Bellamy Group Ltd	Swindon	Property Maintenance
Benedex Ltd	Westbury	Development and manufacture of autonomous mobile robot platforms and modular drive systems
BioDivide	Melksham	Research and experimental development on biotechnology
BioViron International Limited	Royal Wootton Bassett	100% Plant based compostable and biodegradable film, foam and form for packaging and protection
BLENDID Media	Swindon	Media and artists agency
Business West	Bristol	business services and representation organisation
Chalkhill Blue Limited	Brinkworth	Business advise and coaching services
CMD Recruitment Ltd	Melksham	Recruitment services
DBCS	Warminster	Business Services Consultancy
DEfactoED	London	Digital transformation and leadership courses
Downton Distillery	Salisbury	Small batch handcrafted gin distillery
Elegant Systems and Services	Swindon	Hardware, software, security and network maintenance
Gera Solutions Limited	Salisbury	Language services to clients with international markets
GunLog Limited	Melksham	IT services and data processing facilities
Homes of Our Own partnership	Trowbridge	Community Led Housing Hub for Wiltshire and Swindon
Impact Futures	Langley	Skills and training courses
IMSM	Swindon	ISO consultancy services
Industrial Mergers & Acquisitions Ltd	Bradford On Avon	Business valuation services
Marshall Family Logistics Ltd	Trowbridge	Logistics Services
Mulberry House Group	Highworth	Legal services
National Farmers Union	Wiltshire branch	Business representation organisation
National Federation of Self Employed & Small Businesses Limited	South West Branch	Business representation organisation
Network Rail	Swindon	Railway network provider
O'Mcfoy and Co. Services	Trowbridge	start up a self-service laundromat
Our Community News	Wilton	Monthly newspaper in South Wiltshire and North Dorset

Company Name	Location	Business Activity
P Z and W Ltd	Salisbury	Accountant and bookkeeper
Prestige Communications	Swindon	Radio and wired communications equipment
Pythouse Kitchen Garden	Tisbury	Restaurant, bar and venue.
SASMOS HET Technologies	Oaksey	Manufacturer for the Aerospace, Defence and Marine industries
Skarp Distribution	Swindon	Media Services Agency
Starlight Beauty	Melksham	Home based beauty salon
Swindon Music Co-Operative Ltd	Swindon	Instrumental and vocal tuition
Synchronicity Marketing	Bradford Upon Avon	email and digital marketing training and consulting
The Black Farmer	Chippenham	Food manufacturer producing gluten free food products
The Levy Company	Marlborough	Recruitment and employment services
The National Farmers' Union	York	business representation organisation
Tor Management Services Limited	Swindon	consultancy for ticketing systems
UK College of Personal Development	Bradford Upon Avon	Coaching and Leadership Development training programmes
Valentine Consulting	Somerford Keynes	Small Business ecommerce platform
VERACEBA LTD	Salisbury	Management consultancy
W H Kemp (Electrics) Ltd	Westbury	Cable harness manufacturers
Wiltshire Air Conditioning	Chippenham	Design and installation of air conditioning systems
YKTO	Bristol	Business Support Services

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 - Thursday, 27 May 2021		
Subject:	SWLEP's Governance Structure Review		
Attachments:	Appendix 1: Draft Remuneration, Search and Audit Committee Terms of Reference (6 pages)		
Author:	Debby Skellern	Total no of sheets:	4 + 6 = 10 in total

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 presents a set of proposals to streamline SWLEP's governance structure for the Board's approval pending the outcome of the Government's LEP Review. It also updates the Board on activity undertaken to mobilise SWLEP's Subgroups.

2. Summary

- 2.1. In order to reflect the smaller capital spend programme for 2021-2022, the Board is being asked to approve the streamlining of SWLEP's governance structure so that is proportionate to the level of capital spend which SWLEP is responsible for this financial year. The proposed streamlining would involve the removal of the Performance Committee and Strategy Committee; an enhanced the role for the Remuneration Committee to incorporate audit and search activities; reconvening the LIS Working Group to oversee the review of the Local Industrial Strategy to reflect the Build Back Better: Our Plan for Growth, March 2021 and reconvening the Governance Working Group in the light of Government's review of LEPs. Further changes to the SWLEP governance structure can be made subsequently in year, as required, to meet the Government's evolving agenda for LEPs or if significant capital or revenue funding is secured by SWLEP.

3. Recommendations

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

- 3.1. approve the removal of the Performance Committee from the governance structure;
- 3.2. approve the removal of the Strategy Committee from the governance structure;
- 3.3. change the remit and name of the Remuneration Committee to the Remuneration, Search and Audit Committee and approve its Draft Terms of Reference;
- 3.4. reconvene the Governance Working Group to oversee any amendments required in response to the Government's Review of LEPs;
- 3.5. reconvene the LIS Working Group in response to the Build Back Better Plan: Our Plan for Growth 2021; and

- 3.6. note that the Business Environment and Ideas, Infrastructure and Places Subgroups have been mobilised.



4. Detail

- 4.1. At its meeting on 25 March, the Board received an update on Board Directors volunteering for the various groups within SWLEP's governance structure. At that time, there was the requirement for additional volunteers for the Performance Committee (three Directors) and for the Remuneration Committee (one Director). Subsequent to that meeting, one further volunteer came forward for the Remuneration Committee and another one for the Performance Committee, however the number of Directors for the latter still did not meet the membership set out in its terms of reference.
- 4.2. The first meetings of the Business Environment Subgroup and the Ideas, Infrastructure and Places Subgroup have been arranged for June. The first meeting will take place to update members of activity undertaken to date to deliver the Local Industrial Strategy and to go through the activities they will oversee as set out in SWLEP's Business Action Plan 2021-2022. Further work is required to recruit business representatives to both of these Subgroups.
- 4.3. In July 2020, the Board approved a new governance structure for SWLEP designed with the expectation that a new, large, capital funding framework would be introduced by Government which would be performance managed by SWLEP as it had done previously with the Growth Deals and Local Growth Fund (£169m award). It included the establishment of a Performance Committee and a Strategy Committee. The announcements in relation to the Levelling Up Fund and the Community Renewal Fund and the Build Back Better Plan has made it clear that local authorities will be the lead bidders for capital programmes this financial year.
- 4.4. SWLEP's governance structure, as it stands, is therefore over-engineered for the delivery of the three Getting Building Fund schemes (£9.7m) funding for which needs to be spent by March 2022. It is therefore proposed that the Performance Committee is removed from the governance structure. The GBF schemes will continue to be operationally managed through the existing Delivery and Performance Team and performance and highlight reports will continue to be reported directly to the SWLEP Board in the same way that the LGF programme operated.
- 4.5. With this smaller capital programme and the earlier rationalisation of the Subgroups from four to three, it is also proposed that the Strategy Committee is removed from the structure. Instead, the three Subgroup Chairs will report directly to the Board on local industrial strategy mobilisation and delivery activities. A member of the Executive Team will support each Subgroup Chair in this role:
- Skills and Talent Chair supported by SWLEP CEO;
 - Business Environment Chair supported by the Director of Performance; and
 - Ideas, Infrastructure and Places Chair supported by the Director of Strategy and Policy.
- 4.6. On 31 March 2020, the business transfer of SWLEP out of Wiltshire Council was concluded and the company has now completed its first full year operating independently as a company limited by guarantee. It is proposed that the Pay and Remuneration Committee takes on the additional responsibility for the oversight of the annual audit and financial performance



of the company as well as its 'search' function and becomes known as the Remuneration, Search and Audit Committee, the updated draft Terms of Reference can be found in Appendix I.

- 4.7. The existing governance structure and the proposed revised governance structure are presented Figures 1 and 2. If approved, Board Directors who would no longer be volunteering for a governance group are asked to consider volunteering for a Subgroup or Working Group or become involved with one of SWLEP's two non-governance business engagement groups: the Business Intelligence and Networking Group or the Rural Economy Sector Group (Figure 3).
- 4.8. In March 2021, the Build Back Better: Our Plan for Growth was published, as a result work is required to review the Swindon and Wiltshire Local Industrial Strategy to ensure that it sufficiently reflects the national plan. The Board is therefore asked to reconvene the LIS Working Group to oversee this piece of work.

Figure 1: Existing Governance Structure

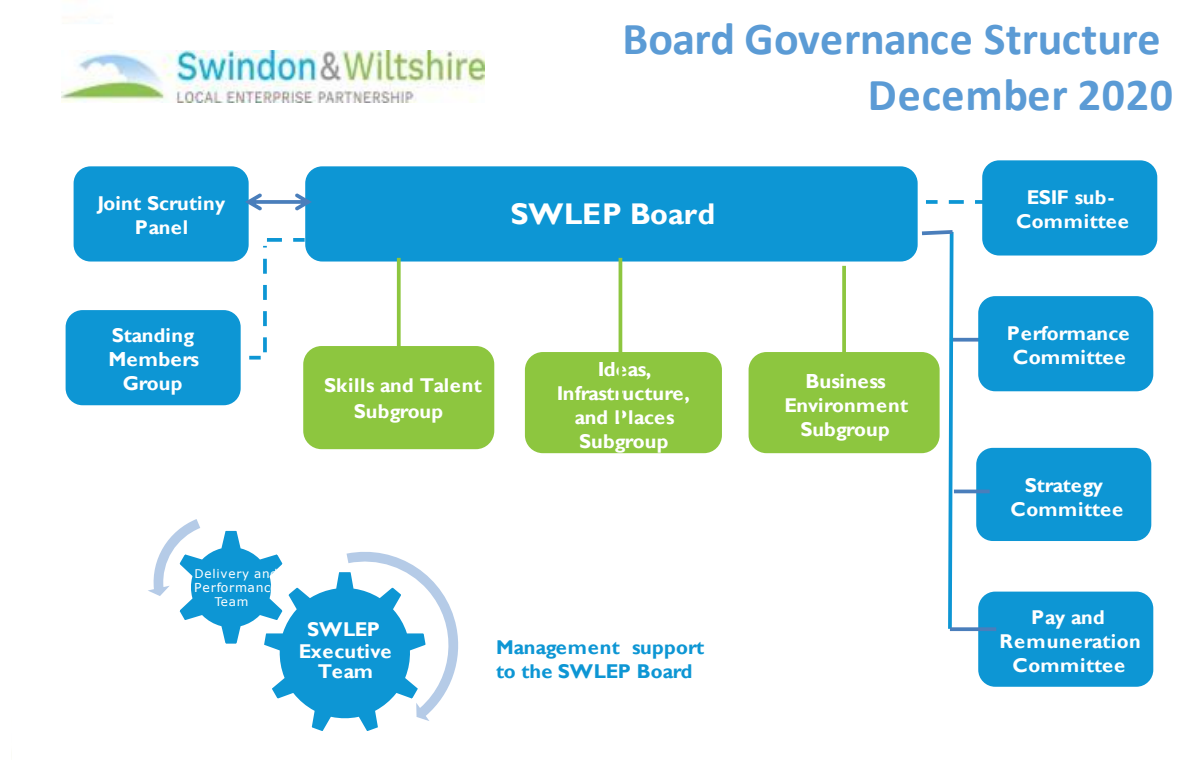


Figure 2: Proposed Revised Governance Structure

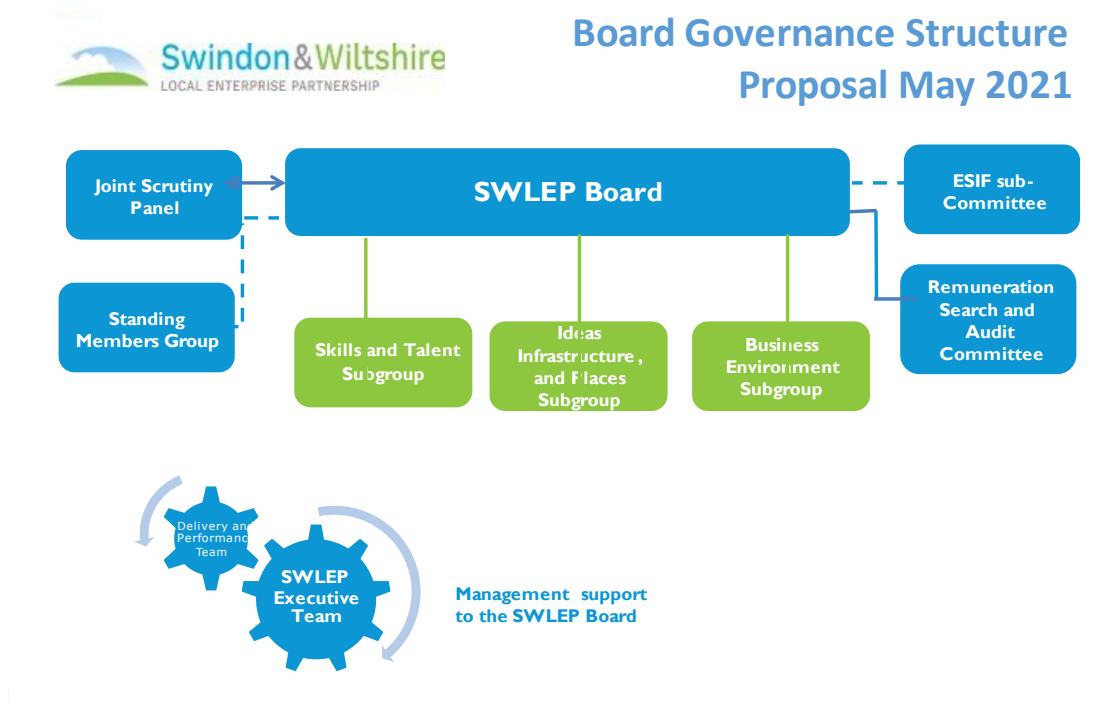
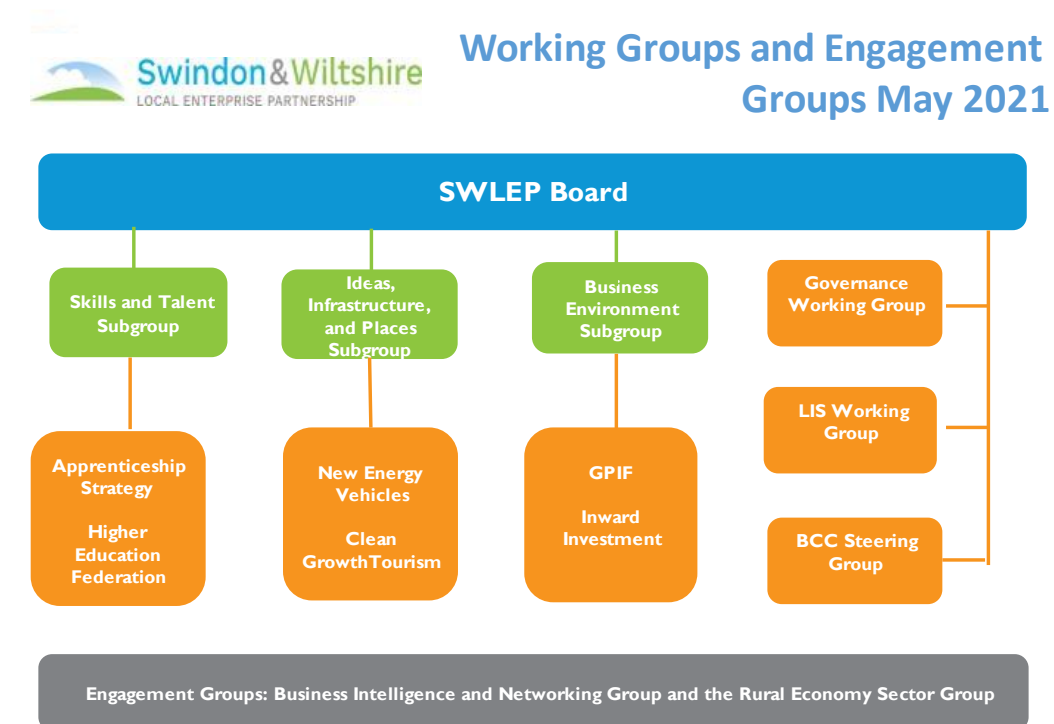


Figure 3: SWLEP's Working Groups and Business Engagement Groups





Appendix I: Draft Remuneration, Search and Audit Committee Terms of Reference

1. Governance

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

2. Membership

- 2.1 The Remuneration, Search and Audit Committee shall comprise five SWLEP Board members, all of whom shall be independent non-executive Board members and will include the Chairman of the Board.
- 2.2 Members of the Remuneration, Search and Audit Committee shall be appointed initially by the Board and thereafter by the Board in consultation with the Chair of the Remuneration, Search and Audit Committee. Appointments shall be for a period of up to three years extendable by no more than one additional three-year period concurrent with their appointment as a SWLEP Board Member.
- 2.3 The Board shall appoint the committee chair. In the absence of the committee chair the remaining members present shall elect one of themselves to chair the meeting. The Chair of the Board shall not be chair of the committee.
- 2.4 Only members of the committee and the committee secretary shall have the right to attend the Remuneration, Search and Audit Committee meetings. However, other individuals such as the Director, the heads of human resources of Swindon Borough Council and Wiltshire Council and external advisers may be invited to attend for all or part of any meeting, as and when appropriate and necessary.

3. Secretary

- 3.1. The meeting schedule will be arranged by the SWLEP's Executive Assistant and the noting of action points and decisions will be managed within the membership of the group.

4. Quorum

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

5. Meetings and papers

- 5.1. The Remuneration, Search and Audit Committee shall meet at least once a year.



- 5.2. Meetings of the committee shall be called by the secretary of the committee at the request of the committee chairman.
- 5.3. The agenda and supporting papers shall be circulated electronically to the members of the committee and any other person required to attend at least five working days before the meeting.
- 5.4. Notice of each meeting confirming the venue, time and date together with an agenda and supporting papers, shall be forwarded to each member of the committee and any other person required to attend, no later than five working days before the date of the meeting.
- 5.5. The secretary shall minute the proceedings and resolutions of all committee meetings.
- 5.6. Draft minutes of committee meetings shall be circulated promptly to all members of the committee. Once approved, minutes will be distributed within ten working days following the meeting.
- 5.7. The chair of the committee should attend the SWLEP Board to answer any questions on the Remuneration, Search and Audit Committee's activities.

6. Duties

Remuneration

- 6.1. Recommend to the Board the total remuneration packages for the Chair and Chief Executive Officer. No individual shall be permitted to take part in any meeting at which their own remuneration is discussed.
- 6.2. Recommend to the Board the SWLEP's remuneration policy, taking into account all factors which it deems necessary including relevant legal and regulatory requirements, the provisions and recommendations of the UK Corporate Governance Code and the pay, expenses and reward policy of Wiltshire Council in its capacity as the SWLEP's Accountable Body.
- 6.3. Have in mind the objective of attracting, retaining and motivating executive management of the quality required to run the SWLEP successfully without paying more than is necessary, having regard to views of the SWLEP partners and other stakeholders. The remuneration policy should have regard to the risk appetite of the SWLEP and alignment to the partnership's long term strategic goals.
- 6.4. Have regard to pay and employment conditions across the partnership and in comparative business organisations, especially when determining annual salary increases.
- 6.5. Review on an annual basis the on-going appropriateness and relevance of the remuneration policy.
- 6.6. Obtain reliable, up-to-date information about remuneration in other Local Enterprise Partnerships and comparable business organisations.



Search

- 6.7. To advise on the appointment of the SWLEP Board Directors and support the recruitment of the SWLEP CEO.
- 6.8. Support searches as required for potential candidates as Directors on the SWLEP Board.
- 6.9. Support recruitment to vacancies on the SWLEP Board in line with SWLEP's recruitment policy.
- 6.10. Make recommendations to the SWLEP Board for the appointment of Board Directors and/or the SWLEP.
- 6.11. Review the contribution of the CEO or Board Director whose term of office is to expire and make recommendations to the Board on any re-appointment with the maximum term of office set out in the Governance Framework.
- 6.12. Make recommendations concerning the induction, training and development needs of Board Directors.

Audit and finance

- 6.13. Ensure there are satisfactory financial systems and systems of financial and operational control, and that any published financial reports comply with statutory requirements.
- 6.14. Ensure there is an Annual General Meeting of SWLEP Limited held.
- 6.15. Make any necessary spending recommendations to the Board which are compliant with s151 of 1972 Act including the safeguarding of public money, best value, and value for money.
- 6.16. Make arrangements for local external audit of funding allocated by the SWLEP and act as the link between the company's auditors and the Board.
- 6.17. Oversee SWLEP's risk profile to support long term financial sustainability and viability of the company.
- 6.18. Ensure the adequate control and maintenance of the company's assets.
- 6.19. Mitigate losses and suggest corrective actions when necessary in alignment with the company's long-term strategic goals.
- 6.20. Develop, maintain, and advise the Board on the company's reserves and ensure the SWLEP Limited allocates its reserves responsibly in line with this policy and its Articles of Association.



- 6.21. Consider the SWLEP's financial reports, management accounts and annual financial accounts and make recommendations to the Board.
- 6.22. Review the budget on an annual basis and monitor income and expenditure on a quarterly basis set within the context of a rolling five-year financial plan.

Other

- 6.23. Request funding, if required, up to an agreed amount to appoint remuneration consultants, legal or other professional advice and to commission or purchase any reports, surveys or information in line with the SWLEP's procurement policy which it deems necessary to perform its role.
- 6.24. Ensure that contractual terms on termination, and any payments made, are fair to the individual, and the SWLEP, that failure is not rewarded and that the duty to mitigate loss is fully recognised.
- 6.25. Recommend the policy for the payment of expenses to Board Members and staff members not covered by the policies of the Accountable Body.

7. Reporting responsibilities

- 7.1. Report to the SWLEP Board on its proceedings after each meeting on all matters within its duties and responsibilities.
- 7.2. Make whatever recommendations to the Board it deems appropriate on any area within its remit where it deems that action or improvement is needed.
- 7.3. Ensure that provisions regarding disclosure of information, as set out in the SWLEP Governance Framework, are fulfilled and produce a report of the company's remuneration policy and practices to be included in the company's annual report. If the committee has appointed remuneration consultants, the annual report of the company's remuneration policy should identify such consultants and state whether they have any other connection with the SWLEP.

8. Other matters

The Remuneration, Search and Audit Committee shall:

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



- 8.3. give due consideration to laws, regulations and any published guidelines or recommendations regarding the remuneration of Local Enterprise Partnership staff and Board members; and
- 8.4. review its terms of reference at least on an annual basis to ensure it is operating at maximum effectiveness and recommend any changes it considers necessary to the SWLEP Board for approval.

9. Conflicts of interest

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

10. Code of Conduct

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

11. Variation

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

12. Agreement

- 12.1. The above Terms of Reference for the SWLEP Remuneration, Search and Audit Committee have been agreed by the SWLEP Board and signed by:

XXXX, Chair SWLEP Board

Date

XXXX, Chair Remuneration, Search and Audit Committee

Date



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Meeting & Date:	SWLEP Board Meeting – Thursday, 27 May 2021		
Subject:	Unaudited financial statements for 2020/21		
Attachments:	Unaudited financial statements (5 pages)		
Author:	Paddy Bradley	Total no of sheets:	6

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

- 1.1. To provide the Board with the draft statutory accounts for 2020-21 in the form of unaudited financial statements.

2. Summary

- 2.1. This paper provides an initial draft of the statutory accounts for 2020/21 in the form of unaudited financial statements.
- 2.2. The statements indicate a surplus of £450,742 on a turnover of £2,364,785.

3. Recommendations

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

- 3.1. note the contents of the report.

4. Detail

- 4.1. The unaudited financial statements are attached. Against an estimated turnover of £2,364,785 as of 31 March 2021, the SWLEP returned an estimated £450,742 surplus, 19% of the turnover.
- 4.2. The details of the accounts may change during the audit process, but variations are not expected to be significant.
- 4.3. The audit arrangements are underway at present. The work is on track to produce our audited accounts to be used within our 2020-21 Annual Report scheduled to be published online by 31 July 2021.

5. Attachment

- 5.1. Attachment 1 – Unaudited Financial Statements for 2020-21

Unaudited Financial Statements
for the Year Ended 31 March 2021
for
Swindon and Wiltshire Local Enterprise
Partnership Ltd

**Swindon and Wiltshire Local Enterprise
Partnership Ltd**

**Contents of the Financial Statements
for the Year Ended 31 March 2021**

	Page
Income Statement	1
Balance Sheet	2
Detailed Income and Expenditure Account	4
Detailed Balance Sheet	5

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**Swindon and Wiltshire Local Enterprise
Partnership Ltd**

**Income Statement
for the Year Ended 31 March 2021**

	Year Ended 31.3.21 £	Period 14.1.19 to 31.3.20 £
TURNOVER	2,364,785	174,316
Other income	6	2
Cost of raw materials and consumables	(612,411)	(139,191)
Staff costs	(923,588)	(17,044)
Depreciation and other amounts written off assets	(3,583)	-
Other charges	(374,466)	(18,082)
Taxation	(1)	-
SURPLUS	<div style="border-top: 1px solid black; border-bottom: 3px double black;">450,742</div>	<div style="border-top: 1px solid black; border-bottom: 3px double black;">1</div>

**Swindon and Wiltshire Local Enterprise
Partnership Ltd (Registered number: 11766448)**

**Balance Sheet
31 March 2021**

	2021		2020
	£	£	£
FIXED ASSETS		7,276	-
CURRENT ASSETS	490,607		14,752
PREPAYMENTS AND ACCRUED INCOME	44,940		149,906
CREDITORS			
Amounts falling due within one year	(83,920)		(162,857)
NET CURRENT ASSETS		451,627	1,801
TOTAL ASSETS LESS CURRENT LIABILITIES		458,903	1,801
ACCRUALS AND DEFERRED INCOME		8,160	1,800
NET ASSETS		450,743	1
RESERVES		450,743	1

NOTES TO THE FINANCIAL STATEMENTS

1. STATUTORY INFORMATION

Swindon and Wiltshire Local Enterprise Partnership Ltd is a private company, limited by guarantee, registered in England and Wales. The company's registered number and registered office address are as below:

Registered number: 11766448

Registered office: Digital Mansion Corsham
Pickwick Road
Corsham
Wiltshire
SN13 9BL

2. AVERAGE NUMBER OF EMPLOYEES

The average number of employees during the year was 17 (2020 - 2).

The company is entitled to exemption from audit under Section 477 of the Companies Act 2006 for the year ended 31 March 2021.

The members have not required the company to obtain an audit of its financial statements for the year ended 31 March 2021 in accordance with Section 476 of the Companies Act 2006.

The directors acknowledge their responsibilities for:

- (a) ensuring that the company keeps accounting records which comply with Sections 386 and 387 of the Companies Act 2006 and
- (b) preparing financial statements which give a true and fair view of the state of affairs of the company as at the end of each financial year and of its surplus or deficit for each financial year in accordance with the requirements of Sections 394 and 395 and which otherwise comply with the requirements of the Companies Act 2006 relating to financial statements, so far as applicable to the company.

**Balance Sheet - continued
31 March 2021**

The financial statements have been prepared in accordance with the micro-entity provisions.

The financial statements were approved by the Board of Directors and authorised for issue on
..... and were signed on its behalf by:

.....
P L Bradley - Director

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**Swindon and Wiltshire Local Enterprise
Partnership Ltd**

**Detailed Income and Expenditure Account
for the Year Ended 31 March 2021**

	Year Ended 31.3.21		Period 14.1.19 to 31.3.20	
	£	£	£	£
Income		2,364,785		174,316
Cost of sales				
Service delivery		612,411		139,191
GROSS SURPLUS		1,752,374		35,125
Other income				
Deposit account interest		6		2
		1,752,380		35,127
Expenditure				
Rent	27,120		2,635	
Insurance	6,707		-	
Wages	753,623		17,044	
Social security	77,673		-	
Pensions	92,292		-	
Telephone	5,690		270	
Post and stationery	371		481	
Advertising	108,883		360	
Travelling	250		9,857	
Staff training	1,523		-	
Repairs and renewals	522		-	
Computer costs	92,540		-	
Sundry expenses	582		14	
Accountancy	5,616		2,519	
Subscriptions	11,199		-	
Legal and professional fees	106,810		1,089	
Auditors' remuneration	6,000		-	
Director and staff entertainment	-		575	
		1,297,401		34,844
		454,979		283
Finance costs				
Bank charges		653		282
		454,326		1
Depreciation				
Computer equipment		3,583		-
NET SURPLUS		450,743		1

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**Swindon and Wiltshire Local Enterprise
Partnership Ltd**

**Detailed Balance Sheet
for the Year Ended 31 March 2021**

	Year Ended 31.3.21 £	Period 14.1.19 to 31.3.20 £
FIXED ASSETS		
Computer equipment	7,276	-
	<hr/>	<hr/>
CURRENT ASSETS		
Trade debtors	56,060	2,509
Bank account no. 1	434,547	12,243
	<hr/>	<hr/>
	490,607	14,752
	<hr/>	<hr/>
PREPAYMENTS AND ACCRUED INCOME		
Prepayments and accrued income	44,940	149,906
	<hr/>	<hr/>
CREDITORS		
Amounts falling due within one year		
Trade creditors	(59,516)	(158,556)
Tax	(2)	-
Social security and other taxes	(19,155)	(3,021)
Other creditors	(5,247)	(380)
Directors' current accounts	-	(900)
	<hr/>	<hr/>
	(83,920)	(162,857)
	<hr/>	<hr/>
NET CURRENT ASSETS	451,627	1,801
	<hr/>	<hr/>
TOTAL ASSETS LESS CURRENT LIABILITIES	458,903	1,801
	<hr/>	<hr/>
ACCRUALS AND DEFERRED INCOME		
Accruals and deferred income	(8,160)	(1,800)
	<hr/>	<hr/>
NET ASSETS	450,743	1
	<hr/> <hr/>	<hr/> <hr/>
RESERVES		
Income and expenditure account	450,743	1
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Meeting & Date:	SWLEP Board Meeting – Thursday, 27 May 2021		
Subject:	Budget for 2021-22		
Attachments:			
Author:	Paddy Bradley	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. To provide the Board with the planned budget for 2021-22 seeking approval.

2. Summary

- 2.1. This paper provides an overview of the planned budget for 2021-22 and should be read in the context of the Annual Plan for 2021-22 also on the agenda at today's meeting.
- 2.2. Compared with 2020-21 there is a turnover of £3,380,998, an increase of £1,016,213. The forecast carry forward to 2022 is £521,391, an increase of £70,649
- 2.3. The budget plan for 2021-22 confirms the ongoing financial viability of SWLEP Ltd.

3. Recommendations

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

- 3.1. approve the planned budget for 2021-22.

4. Detail

- 4.1. The planned budget is set out in the table in paragraph 4.3 below. It shows the income and expenditure against the major programme blocks of SWLEP activity.
- 4.2. The main contributors to the higher turnover in 2021-22 are the additional funding for the mobilisation of the Business Cyber Centre (£500,000) and the development funding (£150,000) to begin work on implementing two specific Local Industrial Strategy priorities; new energy vehicles, including hydrogen generation and the Innovation Centre for the Circular Economy. In addition, there is increased interest from GPIF loans of £119,000. There is also additional funding carried forward into the Growth Hub programme as reimbursement for grants paid to businesses in 2020-21.

4.3. Table I Budget 2021-22

SWLEP	Q1 21/22	Q2 21/22	Q3 21/22	Q4 21/22	21/22 Total
Income	£1,954,004	£630,975	£396,545	£399,474	£3,380,998
GBF Bus Cyber Centre	£500,000	£0	£0	£0	£500,000
Governance	£0	£0	£0	£0	£0
GPIF	£64,358	£64,358	£64,358	£64,358	£257,432
Growth Hub	£616,247	£298,446	£314,016	£266,945	£1,495,654
Inward Investment	£18,171	£18,171	£18,171	£18,171	£72,684
LIS Skills and Talent	£87,000	£0	£0	£0	£87,000
Operations	£500,228	£250,000	£0	£50,000	£800,228
Careers Education Company	£0	£0	£0	£0	£0
Switch onto Swindon	£18,000	£0	£0	£0	£18,000
LIS - Infrastructure - New Energy Ve	£144,000	£0	£0	£0	£144,000
LIS - Ideas - ICCE	£6,000	£0	£0	£0	£6,000
Expenditure	£755,490	£683,292	£786,171	£634,654	£2,859,607
GBF Bus Cyber Centre	£116,000	£131,000	£173,500	£53,500	£474,000
Governance	£16,935	£40,935	£16,935	£64,935	£139,740
GPIF	£25,428	£25,533	£25,428	£25,428	£101,817
Growth Hub	£417,735	£294,932	£317,546	£281,845	£1,312,058
Inward Investment	£18,171	£18,171	£18,171	£18,171	£72,684
LIS Skills and Talent	£36,503	£12,733	£18,733	£18,733	£86,702
Operations	£118,718	£115,988	£141,858	£102,042	£478,606
Careers Education Company	£0	£30,000	£0	£0	£30,000
Switch onto Swindon	£6,000	£0	£8,000	£0	£14,000
LIS - Infrastructure - New Energy Ve	£0	£14,000	£60,000	£70,000	£144,000
LIS - Ideas - ICCE	£0	£0	£6,000	£0	£6,000
Difference	£1,198,514	-£52,317	-£389,626	-£235,180	£521,391

- 4.4. The report on the Annual Business Plan for 2021-22, also on today's agenda, seeks authority for expenditure related to the implementation of Local Industrial Strategy strategic priorities. It also indicates where relevant, expenditure on our key programmes arising from the planned budget shown in Table I above.



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Meeting & Date:	SWLEP Board meeting – Thursday, 27 May 2021		
Subject:	Draft Business Action Plan 2021 2022		
Attachments:	Draft Business Action Plan 2021 2022 (35 pages)		
Author:	Debby Skellern	Total no of sheets:	5 + 35 = 40

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 presents the Draft Business Action Plan 2021 2022 to the SWLEP Board for approval.

2. Summary

- 2.1. This Draft Business Action Plan sets out a high-level summary of work undertaken during 2020-2021 to progress the delivery of the Swindon and Wiltshire Local Industrial Strategy (LIS) as well as more detailed information on the activities proposed for 2021-2022 financial year.
- 2.2. At its meeting on 25 March 2021, the Board approved a capital allocation of £150,000 to progress LIS strategic priorities to support the development of capital projects. The proposed breakdown for how this allocation could progress LIS activity is presented within the business plan and is summarised in Table 1.
- 2.3. A revenue spend requirement has also been identified to progress LIS strategic priorities during the year comprising the development of the Higher Education Federation and feasibility work to develop a Low Carbon Tourism Zone contiguous with the Great West Way.

3. Recommendations

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

- 3.1. approve the Draft Business Action Plan 2021-2022 subject to the funding allocation requests;
- 3.2. approve the proposed allocation of the £150,000 to mobilise LIS capital projects;
- 3.3. approve an allocation up to £24,000 revenue funding to progress LIS projects; and
- 3.4. approve £28,000 revenue funding to commission the Local Economic Assessment and design of the Annual Report.

4. Detail

- 4.1. This paper seeks the Board's approval to mobilise the following LIS projects during the forthcoming year and to make an indicative capital funding allocation against the activity presented in Table 1.

Table 1: Indicative capital allocation to progress LIS strategic priorities

5.

Activity	Capital Budget Allocation	Match	Notes
Hydrogen Energy Demonstrator	£120,000	£0.0	Business Case Development subject to SWEH's feasibility study.
Hydrogen bus demonstrator	£12,000	TBC	Budget allocation to cover feasibility work
Hydrogen logistics demonstrator	£12,000	TBC	Budget allocation to cover feasibility work
Innovation Campus for the Circular Economy	£6,000	£0.0	Investment Prospectus design costs
Total	£150,000	TBC	

- 4.2 **The hydrogen energy network SOBC** has the opportunity to progress to feasibility stage with support from the South West Energy Hub looking at the NCC site at Wroughton. This study would be led by the SWEH and work would be completed to a value of £30,000; the terms of the agreement to do so are in negotiation. Subject to the findings of this study, and with the further agreement of the Board, a notional funding allocation of £120,000 to progress to Outline Business Case is sought.
- 4.3 **The hydrogen bus and coach travel SOBC** is also gaining increasing interest and the cross-LEP New Energy Vehicle Working Group was reconvened on 18 May 2021. Discussions have taken place with a local bus company who is looking at the opportunity to use hydrogen buses on a local route and there is also potential interest from other bus operators operating in other LEP areas. Match funding would be sought from other LEP partners to progress any cross-border business case development.
- 4.4 **The hydrogen logistics demonstrator SOBC** also has the potential to be mobilised as a scheme this financial year and informal discussions have taken place with a local logistic company. Additional work will be undertaken in-house to identify other distribution centres and logistics operators along the M4. This work would also be driven by the cross-LEP New Energy Vehicle Working Group and match funding would be sought from other LEP partners to progress any cross-border business case development.
- 4.5 **Innovation Campus for the Circular Economy (ICCE):** an allocation of £6,000 is sought to develop an investment prospectus to attract private as well as public sector



investment to develop the scheme at Wroughton. This funding would enable a professionally designed document to be developed; the content would be written by the ICCE team and would draw on the outline business case which is being developed.

- 4.6 Table 2 presents a range of activities which require revenue funding during 2020-2021 and the Board is asked to approve the allocation of £52,000 from the core budget to progress the following pieces of work.

Table 2: Indicative revenue allocation from core budget

Activity	Revenue budget allocation	Match to be sought	Notes
LIS Mobilisation			
Higher Education Federation	£12,000	TBC	For the joint promotion of the HE offer in the SWLEP area.
Low Carbon Tourism Zone	£12,000	TBC	Proposed cross-LEP project feasibility study.
Sub-total	£24,000	TBC	
Other activity			
Local Economic Assessment 2021	£22,000	£0	Commission an updated LEA. The last publication was in 2018.
Annual Report	£6,000	£0	Design costs
Sub Total	£28,000	£0	
Total	£52,000	TBC	

- 4.7 **The Federation of Higher Education Providers** is a strategic priority set out in the LIS and the Skills Plan 2020. The Board is asked to approve a funding allocation to enable work to take place to mobilise delivery work during the year. Match funding will also be sought, and activities will be overseen by the Skills and Talent Subgroup.
- 4.8 Work to progress the **Clean Growth Tourism Zone** strategic priority, in collaboration with LEPs along the Great West Way, will also be investigated and match funding will be sought as required. The outcome of DCMS' review of destination management organisations may influence the timing and scale of the work involved; a notional allocation of revenue funding is therefore sought at this time. The Ideas, Infrastructure and Places Subgroup would oversee this piece of work.

5. Other activity

- 5.1 A funding allocation is also requested to commission the production of the **Local Economic Assessment** (LEA) which has not been updated since May 2018. The LEA is forms an important part SWLEP's evidence base and is usually updated every two years. It is a well-used document by partners and stakeholders and provides broad foundation for economic analysis including the development of the respective local plans for Swindon and for Wiltshire.
- 5.2 Finally, a small allocation of £6,000 is required to cover the design cost for the **Annual Report 2020** which needs to be published by July 2021.

6. Appendices

- 6.1 Final Draft Business Action Plan 2021-2022

Swindon and Wiltshire Local Enterprise Partnership

Draft Business Action Plan 2021-2022

Version 4: Pre-design version

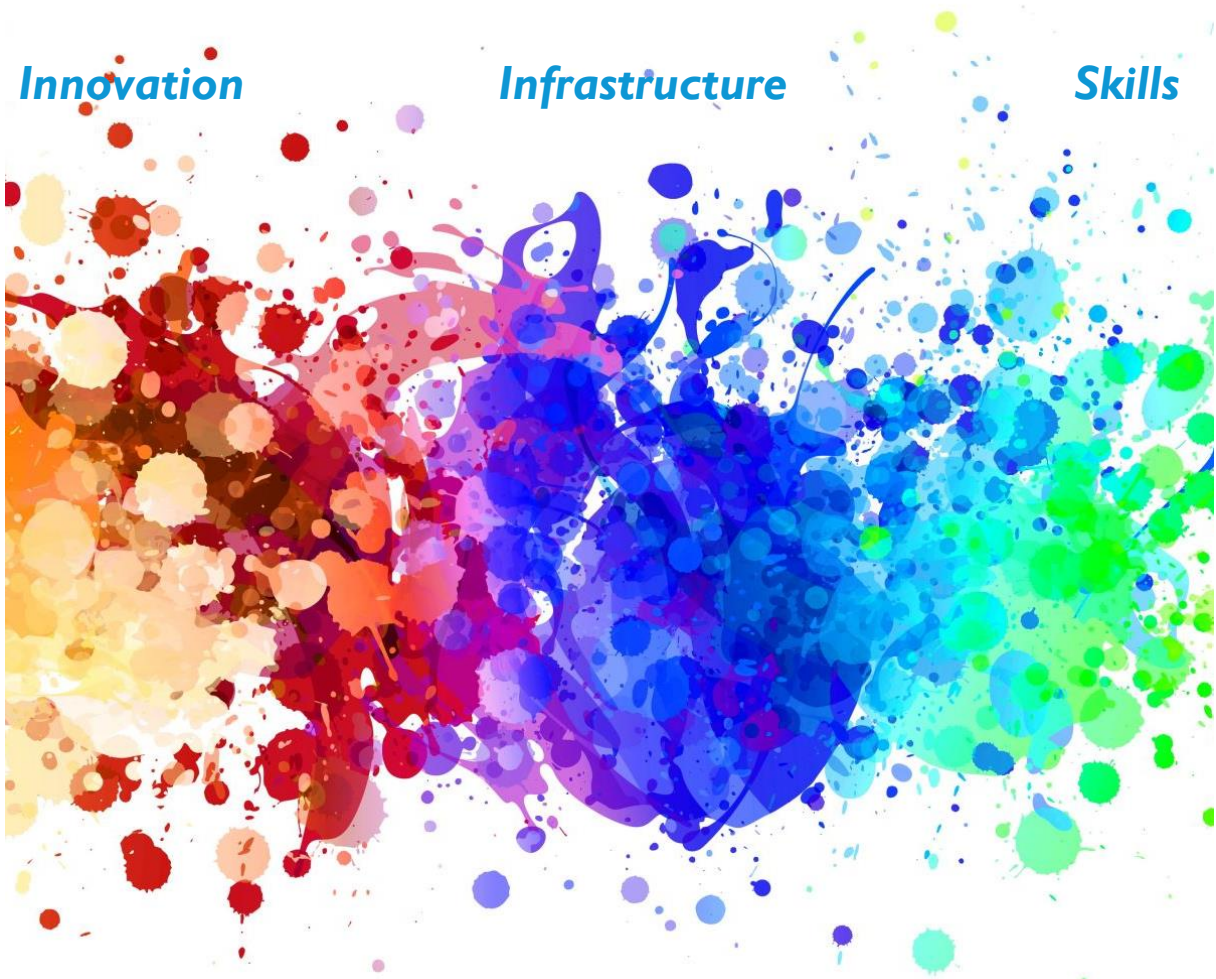
19 May 2021



Innovation

Infrastructure

Skills



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I. Introduction

2020-21 was a significant year for the Swindon and Wiltshire Local Enterprise Partnership (SWLEP). It started in March 2020, with our transfer out of Wiltshire Council as we began to operate fully as a company limited by guarantee. March, of course, was a landmark month nationally with the onset of the COVID-19 pandemic and the first lockdown which saw us embracing new ways of working from home. We have embedded the use of Microsoft Teams for internal and external engagement and the work of the SWLEP Board has continued without interruption.

Our company almost doubled in size from a team of twelve in April 2020 to twenty-two in March 2021 as our Swindon and Wiltshire Growth Hub business support advice and guidance services scaled up to meet the demands of the local business community in response to the ensuing economic impact of the pandemic alongside the Brexit trade deal negotiations. In offering these services, we have successfully worked in parallel with both our unitary authorities, which disbursed the government's COVID support grants, to ensure an end-to-end business support framework across our area.

During the year, we maintained a strong emphasis on delivering our Local Growth Deal programme, the funding envelope for which came to an end in March 2021. The benefits of this programme continue to be realised and we will monitor and report the outputs from our investment over the coming years. During 2021-2022, our capital investment programme will focus on the delivery of our Getting Building Fund programme schemes.

The year has also seen the start of the mobilisation of the Swindon and Wiltshire Local Industrial Strategy (LIS) with good foundations laid to deliver sustainable and inclusive growth and support the UK's transition to Net Zero. This business plan is framed against the structure of our LIS; starting with an overview of our work as of March 2021 followed by a more detailed summary of the work programme for 2021-22.

This business plan reviews the work we have progressed to date in pursuit of our vision and sets out the plan for the next year to:

- ✓ attract innovation activity;
- ✓ nurture the skills and talent of our residents and workers;
- ✓ enable infrastructure improvements;
- ✓ deliver flexible business support services; and
- ✓ achieve the inclusive, sustainable growth of our places.

Vision to 2036

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

2. Delivering the Local Industrial Strategy: status update April 2020 to March 2021

A status update for each of the LIS strategic priorities as of March 2021, is presented in Table 1. In addition, the table identifies how each workstream has an impact in terms of social, environmental, or economic recovery and renewal. The table also includes an update on SWLEP's mainstream delivery services which are centred around the Growth Hub, the Skills Plan and the Inward Investment Programme.

Table 1: LIS strategic priorities status and social, environmental, and economic recovery and renewal impact, March 2021

RAG	Proposed/ Not started	Green	Amber Green	Amber Red	Red	Complete
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SP = Strategic Priority in the LIS

Ref	Strategic Priority	Activity and links to economic, social, and environmental recovery and renewal	£	Status	RAG
Ideas Foundation					
SPI	Life sciences at Porton	The SWLEP Board awarded GBF funding for the second phase of development at the Porton which sees the delivery of a Collaborative Innovation Centre with a completion date of 31 March 2022. Economic impact: innovation	Getting Building Fund	Active	
SP2	High-value manufacturing and advanced engineering innovation and R&D	Continued participation in the Honda Taskforce. Funding awarded for an energy study and transport study for the site. Honda employee support delivered through the Growth Hub SME Competitiveness Programme. Economic impact: recovery and renewal	LGF	Active	

SP3	Multidisciplinary Research Centre to Deliver Sustainable Technologies for a Circular Economy	The SWLEP Board awarded: development funding to the Innovation Centre for the Circular Economy with a completion date for the OBC of 31 March 2021. Also see SP8: Carriage Works Environmental impact: low carbon, sustainable growth agenda	LGF	Active	
SP4	Research and innovation opportunities at the Science Museum, Wroughton	Funding secured from the South West Energy Hub for a feasibility study for Hydrogen Energy generation on the site. Environmental impact: low carbon, sustainable growth agenda	South West Energy Hub	Active	
	Other activity	Joint Inward Investment programme to attract new, high value investments to the area focussing on life sciences, advanced engineering and digital/cyber security. Economic impact: recovery and renewal	ERDF	Active	
People Foundation					
SP5	Business-led Federation Higher Education Providers	Institute of Technology opens to students in Sept 2021. Offering new technical education pathways with a view to raising aspirations for young people and retraining opportunities for those in work/redundant. Social and economic impacts.	External	Active	
	Other activity	Local Skills Plan produced and published in March 2021. Work on the Apprenticeship Strategy 2021-2026 commenced Evidence base strengthened through the Skills Plan, Skills Report, monthly labour market reports and data dashboard Careers Hub operational.	SAP SAP DfE	Active Active Active	

		Dedicated Skills Adviser embedded within the Growth Hub offering advice as well as acting as the Kickstart intermediary Social impact and economic impact: recovery and renewal	BEIS	Active	
		Healthy Lives Expression of Interest submitted to the Health Foundation charity but it was not successful. The programme will work with the long term unemployed to improve health and economic outcomes. Alternative ways to deliver the project will be explored. Social impact and economic impact: recovery and renewal		Proposed 2021/22	
		Links made with Clinical Care Groups and Bath Spa University regarding mental health and wellbeing in the workplace. Programme of activity yet to be defined. Social impact and economic impact: recovery and renewal	TBC	Proposed 2021/22	
		Digital Bootcamp proposal was submitted with the Institute of Coding and a response is awaited.. Social impact and economic impact: recovery and renewal	DfE	Proposed 2021/22	
Infrastructure Foundation					
SP6	New Energy Vehicles Fuelling Infrastructure	Hydrogen bus and coach travel and Hydrogen Logistics demonstrator SOBCs: discussions commenced to create demand for hydrogen energy amongst bus companies and logistics operators alongside energy generation (Ref SP4). Environmental impact: low carbon and sustainable growth	Not available	Active	

		New energy vehicle community charging SOBC. Work pending confirmation from unitary authority partners re plans to secure government resources to extend electric vehicle charging. See budget announcement March 2021. Environmental impact: low carbon and sustainable growth		Not started	
	Other activity	Rail Strategy Working Group convened with the two UAs. Economic and environmental impacts	N/A	Active	
Business Environment Foundation					
SP7	Swindon and Wiltshire Business Cyber Centre	Outline Business Case approved to deliver business cyber security services and training provision focussing on SMEs. Completion date of 31 March 2022 Economic impact: innovation and recovery and renewal	GBF	Active	
	Other activity: led by Growth Hub	Escalation in the range of business support services offered by the Growth Hub including: SME Competitiveness Programme; Peer Networks; This Way Up Programme; Visitor economy grant schemes; and export advice. Economic impact: recovery and renewal	ERDF and BEIS	Active	
	Swindon and Wiltshire Inward Investment Programme	Work in collaboration with the DIT, Swindon Borough Council and Wiltshire Council to attract new inward investment projects to the area. Relationships with 'warm' projects continue to develop, but the pandemic has precluded site visits. The Porton Science Park and the NCC site at Wroughton have been identified as key sites and the	ERDF	Active	

		Business Cyber Centre is regarded as a strategic opportunity new investment in Swindon and Wiltshire. Economic impact: innovation			
Places Foundation					
SP8	Good Growth for Swindon	Carriage Works 2b: The SWLEP Board awarded GBF funding to this scheme with a completion date on 31 March 2022. Enables the University of Bath to establish iCAST Innovation Centre for Applied Sustainable Technology. Social impact: regeneration Environmental impact: low carbon, sustainable growth agenda Economic impact: innovation	GBF	Active	
SP9	Good Growth for Salisbury	Development funding awarded towards to schemes to support economic recovery and renewal activity in the city including Illuminating Salisbury and People Friendly Salisbury. LGF funding was also awarded to the delivery of the Salisbury Riverpark scheme. Social impact: regeneration Economic impact: recovery and renewal	LGF	Complete	
SP10	Rural Communities: levelling up opportunities	Light touch promotional activity by the Growth Hub to encourage the take-up of broadband vouchers. Further activity is being planned for 2021/22. Economic impact: recovery and renewal	N/A	Active	
SP11	Understanding the value of our Natural Capital	Jointly funded PhD with the University of Bath into Natural Capital commenced September 2020. Environmental impact: low carbon, sustainable growth	SWLEP	Active	

SPI2	The Great West Way and approaches to clean growth tourism	Work to engage with LEPs and DMOs along the Great West Way to mobilise this initiative is proposed for 2021/22. Economic impact: recovery and renewal Environmental impact: low carbon, sustainable growth	In house resource for now	Proposed 2021/22	
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3. Delivering the Local Industrial Strategy: April 2021 to March 2022

A wide range of activities are planned for the year which will derive hard outputs and can be reported to government and external funding organisations (Table 2). However, in mobilising the LIS, there are additional, softer outputs which have been identified in the programme summaries section, which will better position SWLEP to secure funding to deliver its strategic priorities; these are not captured in the table below.

Table 2: Programme output targets 2021-2022

Key Performance Indicators	2021-22 Target
Capital programme: Getting Building Fund	
Construction and direct jobs subject to approval by funder	To be confirmed
Direct Jobs created over five years from schemes as of date approved	To be confirmed
Commercial and innovation space occupation subject approval by funder	To be confirmed
Growing Places Infrastructure Fund (loans)	
GPIF loans awarded	5
Value of loans awarded	£4m
Authorised transfer from LGF: allocation to be agreed	£4.75m
Revenue programme: Growth Hub	
Number of businesses receiving light support	1600
Number of businesses receiving medium support (3+hours)	300
Number of businesses receiving intensive (12+ hours)	200
Growth Hub Community membership reaches	2,500
Peer Networks established	10
Peer Networks: businesses supported	110
Export webinars delivered by DIT programme	24
Number of schools and college engaged with by the Careers Hub	63
Revenue programme: Inward Investment	
Inward investment jobs created	360
Inward investment projects secured	10

3.1 Ideas: attract innovation activity

Strategic Priority 1: Life Sciences at Porton

Name	Collaborative Innovation Centre at Porton, phase 2	
Lead	Director of Programmes	
Governance	Infrastructure, Ideas and Places Subgroup	
Description	Construction of phase 2 of the Porton Science Park.	
Funding		£ 2021/22
Getting Building Fund		£2m
Wiltshire Council and ERDF		£7.5m
Total		£9.5m
Priorities 21-22	Wiltshire Council as scheme promoter will develop an innovation focussed conference facility, meeting space, wet lab and grow-on space. The facility will foster research collaborations with Dstl and Public Health England, businesses and research institutions.	
Targets	3,575m ² (38,492 ft ²) new build of employment space 228 new jobs created £23.7m GVA uplift per annum	
Milestones		
Q1 Apr- Jun		
Q2 Jul-Sep	July: business support provision procured by scheme promoter	
Q3 Oct-Dec		
Q4 Jan-Mar	February: works completed and handed over	
Outcome	Increased innovation activity, GVA uplift and reputational benefits Strengthening the Life Sciences Opportunity Zones as an international investment location.	
Impact	Economic impact: innovation-led growth	

Strategic Priority 2: High Value Manufacturing and R&D activity

Name	Honda Manufacturing UK, South Marsden strategic employment site	
Lead	Director of Programmes	
Governance	Infrastructure, Ideas and Places Subgroup	
Description	Support activities to assist with the re-use of the site for high value manufacturing activities	
Funding		£ 2021/22
SWLEP: energy and transport study		£250,000
Total		£250,000
Priorities for 21-22	Conclusion of the energy and transport studies for the South Marston strategic employment site at Swindon.	
Targets	Studies completed Site sale concluded	
Milestones		
Q1 Apr- Jun		
Q2 Jul-Sep	July: Honda manufacturing facility on site closes	
Q3 Oct-Dec	December: Energy and Transport studies completed	
Q4 Jan-Mar		
Outcome	Site retained for employment use. Honda staff find secure, alternative employment Sustainable, inclusive growth	
Impact	Economic impact: recovery and renewal	

Strategic Priority 3: Multi-disciplinary Research Centre for Sustainable Technologies

Name		Carriage Works Phase 2, Swindon	
Lead		Director of Programmes	
Governance		Infrastructure, Ideas and Places Subgroup	
Description		Redevelopment of units at the Carriage Works in Swindon enabling the University of Bath's Innovation Centre for Applied Sustainable Technologies (iCAST) facility to open offering leading innovation services to businesses.	
Funding sources		£ 2021/22	
Getting Building Fund		£4.0m	
SBC and Heritage England		£0.28m	
Total		£4.28m	
Priorities for 21-22		Redevelopment of phase 2b of the Carriage Works by Swindon Borough Council as scheme promoter. The completion of the development will enable the University of Bath's Research Gateway 'iCAST' facility to move in by the end of the financial year.	
Targets		1,428 m ² /15,375 ft ² of employment space redeveloped. 121 new jobs created GVA uplift of £16.98m over ten years	
Milestones			
Q1 Apr- Jun		April: Planning application submitted by scheme promoter	
Q2 Jul-Sep		September: Main contractor appointed	
Q3 Oct-Dec		October: Work starts on site	
Q4 Jan-Mar		March: Completion of works, iCAST move in	
Outcome		Increased innovation activity and reputational benefits Sustainable, inclusive growth	
Impact		Social: regeneration of Swindon heritage quarter Environmental impact: contributes to delivery of Net Zero	

Strategic Priority 4: Research and innovation opportunities at the National Collection Centre, Science Museum site at Wroughton

Name	Wroughton Masterplan: hydrogen energy demonstrator	
Lead	Head of Implementation People, Ideas and Implementation	
Governance	Infrastructure, Ideas and Places Subgroup	
Description	Establish a hydrogen network through on-site hydrogen production with the ability to supply on- and off-site users.	
Funding sources		£ 2021/22
Feasibility study, to be confirmed. Value of work undertaken by SWEH for SWLEP.		£30,000
LIS priorities mobilisation - allocation subject to Board approval and subject to the finding of the feasibility study (includes 20% VAT).		£132,000
Total		£162,000
Priorities for 21-22	Establish whether there is a commercially viable case for hydrogen energy production. If proven develop and outline business case for the site. Establish a network of hydrogen users to balance supply capability.	
Target	Feasibility study completed. Outline Business Case (OBC) completed subject to feasibility study. Investment prospectus completed subject to feasibility study.	
Milestones		
Q1 Apr- Jun	May: Agree contract terms with South West Energy Hub May: Establish a Hydrogen Working Group partners and users	
Q2 Jul-Sep	September: Feasibility Study completed September: Board approval for outline business case development	
Q3 Oct-Dec	November: Procurement complete and consultancy agreement in place subject to the feasibility study	
Q4 Jan-Mar	March: OBC presented to the Board	
Outcome	Commercially viable green hydrogen production Increased innovation activity and reputational benefits	
Impact	Environmental impact: contributes to delivery of Net Zero	

Name	Innovation Campus for the Circular Economy ‘ICCE’	
Lead	Director of Programmes	
Governance	Infrastructure, Ideas and Places Subgroup	
Description	In October 2020, funding was awarded to ICCE Ltd to develop the outline business case for the establishment of ICCE at the NCC site at Wroughton. Capital funding needs to be secured by the Scheme Promoter to progress the development.	
Funding		£ 2021/22
LIS priorities mobilisation - allocation subject to Board approval		£6,000
Total		£,6000
Priorities for 21-22	Help identify suitable sources of investment funding to assist with the delivery of the scheme.	
Targets	Investment prospectus developed Capital funding to be identified and a bid developed and submitted by the Scheme Promoter to deliver the scheme.	
Milestones		
Q1 Apr- Jun	May: Outline Business Case presented to the Board meeting for approval.	
Q2 Jul-Sep	July: ICCE Limited finalises its Investment Prospectus	
Q3 Oct-Dec		
Q4 Jan-Mar	March: Funding bid submitted	
Outcome	Increased innovation activity and reputational benefits	
Impact	Economic impact: innovation Environmental: contributes to delivery of Net Zero	

Cross cutting, enabling activity

Name		Swindon and Wiltshire Inward Investment Programme	
Lead		Head of Investment and Export	
Governance		Infrastructure, Ideas and Places Subgroup	
Description		Promotional activity to attract overseas inward investment projects, from outside the EU. Key target sectors are life sciences, cyber security, digital technologies, and advanced manufacturing.	
Funding		£ 2021/22	
ERDF		£250,000	
SWLEP (out of a programme total of £142,307)		£26,314	
Total		£276,314	
Priorities for 21-22	Secure the 'warm' inward investment projects which have been attracted through the ERDF funded programme. Secure projects in target sectors: life sciences, digital technologies and advanced engineering. Establish a collaborative inward investment programme with the Western Gateway		
Targets	EU-funded projects: 2 inward investment projects secured creating 10 new jobs Non-EU funded projects: 8 inward investment projects secured, creating at least 350 new jobs		
Milestones			
Q1 Apr- Jun			
Q2 Jul-Sep	September: 2 ESIF projects landed: leases signed or forms submitted to Companies House		
Q3 Oct-Dec	December: ESIF funded programme ends		
Q4 Jan-Mar	March: 6 other projects landed with leases signed or forms submitted to Companies House		
Outcome	Increased innovation activity and reputational benefits		
Impact	New high value job creation and enhanced international reputation of the area as an investment location.		

3.2 People: nurture the skills and talent of our residents

Strategic Priority 5: Federation of HE Providers

Name		Business-Led Federation of Higher Education Providers	
Lead		Head of Implementation: People, Ideas and Infrastructure	
Governance		Skills and Talent Subgroup	
Description		Establishment of a federation of HE providers to increase HE participation amongst residents and workers.	
Funding		£ 2021/22	
Allocation sought from SWLEP core budget (including VAT)		£12,000	
Partner match to be sought		£30,000	
Total		£42,000	
Priorities for 21-22		Map the existing landscape for HE provision by provider across the area. Ascertain medium to long term ambitions of Higher Education providers and agree the framework for, and terms of, the Federation as a working model to meet business demand. Engage with the Careers Hub, Kickstart, Restart and Lifetime Skills Guarantee providers to extend the pipeline of potential HE learners.	
Targets		HE Federation joint promotion plan agreed	
Milestones			
Q1 Apr- Jun		May: HE Federation Working Group established and meets	
Q2 Jul-Sep		July: Careers Hub formal funding confirmation Sept 2021-Aug 2022	
Q3 Oct-Dec			
Q4 Jan-Mar		March: Framework for the Federation agreed	
Outcome		Higher proportion of people qualified to L4+ level Increased innovation activity and reputational benefits Sustainable, inclusive growth	
Impact		Social impact: economic inclusion Economic: recovery and renewal	

Cross cutting, enabling activity

Name	Skills and Talent Subgroup: Skills Advisory Panel	
Lead	Head of Implementation: People, Ideas and Infrastructure	
Governance	Skills and Talent Subgroup	
Description	Progress the Skills and Talent priorities set out in the People Foundation in the LIS and Skills Plan	
Funding		£ 2021/22
Department for Education’s Skills Advisory Panel – subject to approval		£75,000
HE Federation subject to Board approval		£12,000
Total		£87,000
Priorities for 21-22	Develop Swindon and Wiltshire Apprenticeship Strategy 2021-2025 Review the Skills Action Plan 2020 Refresh the Skills Report 2022 Maintain Data Dashboard and undertake user survey Higher Education Federation joint promotion mobilised	
Targets	Apprenticeship Strategy published Skills Plan 2021 published Skills Report 2022 published	
Milestones		
Q1 Apr- Jun	April: Apprenticeship Strategy Working Group formed June: Memorandum of Understanding for 2021 2022 activity agreed with DfE	
Q2 Jul-Sep	September: Apprenticeship Strategy 2021-2025 published September: Mid-term performance report to DfE	
Q3 Oct-Dec	December: Dashboard user survey complete and analysed.	
Q4 Jan-Mar	March: Refreshed Skills Report published March: End of year performance report to DfE	
Outcome	Clear strategic framework to balance skills demand and supply and deliver sustainable, inclusive growth	
Impact	Social impact: economic inclusion Economic impact: demand-led skills base	

3.3 Infrastructure: enable infrastructure improvements

Strategic Priority 6: New Energy Vehicle Fuelling Infrastructure

Name	Hydrogen bus and hydrogen logistics deomonstrator	
Lead	Head of Implementation: People, Ideas and Infrastructure	
Governance	Infrastructure, Ideas and Places Subgroup	
Description	Stimulating the demand for hydrogen fuel (strategic priority 4) working in collaboration with neighbouring LEPs along the M4 with a focus on: hydrogen fuelled inter-city bus travel; hydrogen fuelled logistics and distribution; and explore the potential for air travel.	
Funding		£ 2021/22
LIS priorities mobilisation - subject to Board approval		£12,000
Match to be secured from project partners		£50,000
Total		£60,000
Priorities for 21-22	Reconvene cross-LEPs NEV Working Group including potential hydrogen users (public transport and logistics). Identify early hydrogen fuel adopters amongst rail, bus, coach and logistics companies along the M4 and A420 and map the location of hydrogen fuel facilities	
Target	Support bids submitted to develop the hydrogen fuelled public transport and logistics operations if funding opportunities arise.	
Milestones		
Q1 Apr- Jun	June: LEP partners confirmed and Western Gateway engaged June: Transport and logistics companies identified	
Q2 Jul-Sep	September: Feasibility study completed	
Q3 Oct-Dec	October: Specialist support engaged to frame the business case Nov: UK Hydrogen Strategy published by Nov 2021	
Q4 Jan-Mar	March: Funding bid or business case submitted, to be confirmed	
Outcome	More hydrogen vehicles used along / above the M4 / A420 corridor	
Impact	Environmental impact: Contributes to Net Zero	

Cross cutting, enabling activity

Name		Delivery of the Rail Strategy priorities	
Lead		Head of Implementation: People, Ideas and Infrastructure	
Governance		Infrastructure, Ideas and Places Subgroup	
Description		Progressing the priorities set out in the Swindon and Wiltshire Rail Strategy through the Western Gateway and England’s Economic Heartland’s Subnational Transport Bodies in liaison with the Strategic Transport Leads at Swindon Borough Council and Wiltshire Council through the Rail Working Group.	
Funding		£ 2021/22	
No funding requirement this year		Not applicable	
Total			
Priorities for 21-22	Lobbying the two subnational transport bides which cover Swindon and Wiltshire so that they consider our rail priorities when developing their wider strategies and action plans. Engagement with the Devizes Gateway Working Group, as part of Restore Your Railways fund.		
Targets	Swindon and Wiltshire priorities included in the rail and road strategies of the two Sub-national Transport Bodies.		
Milestones:			
Q1 Apr- Jun	May: SWLEP joins the Western Gateway Sub-National Body Rail Officer Group to support the development and delivery of its Rail Strategy May: Feedback to Wiltshire Council on bids for feasibility studies to Restoring Your Railways Fund for stations at Corsham and Wilton		
Q2 Jul-Sep	July: Wiltshire Council to receive response from DfT on the Devizes Gateway Strategic Outline Business Case. September: Swindon-Oxford- Didcot Study by England’s Economic Heartland commences.		
Q3 Oct-Dec	November: Comprehensive Spending Review announced		
Q4 Jan-Mar			
Outcome	Sustainable, inclusive growth and improved rail connectivity		
Impact	Environmental impact: Contributes to Net Zero		

Business Environment: deliver flexible business support services

Strategic Priority 7: Business Cyber Centre

Name	Swindon and Wiltshire Business Cyber Centre	
Lead	Director of Programmes	
Governance	BCC Project Steering Group Business Environment Subgroup	
Description	Establishment of the Business Cyber Centre offering cyber resilience services and training to SMEs and the creation of new cyber products and services.	
Funding sources		£ 2021/22
Getting Building Fund		£3.7m
SWLEP revenue		£0.5m
Total		£4.2m
Priorities for 21-22	Establishment of the BCC operating out of premises in Chippenham following refit to meet security standards and cyber functions.	
Targets	Facility begins offering cyber services commencing January 2022 250 jobs created over five years, 1,970 m ² commercial space, 1,700 learners, 500 business assists.	
Milestones:		
Q1 Apr- Jun	June: Lease agreement in place, landlords works commence, recruitment, marketing and branding.	
Q2 Jul-Sep	September: Fit out starts, communication campaign begins. Product and services partners contracted.	
Q3 Oct-Dec	December: BCC launch with tenants and membership events.	
Q4 Jan-Mar	March: Range of services commence	
Outcome	Sustainable, inclusive growth. SME resilience in new ways of work and fourth industrial revolution, reputational benefits to Swindon and Wiltshire.	
Impact	Economic impact: innovation and recovery and renewal	

Cross cutting, enabling activity

Name	Growth Hub Programme	
Lead	Director of Programmes	
Governance	Business Environment Subgroup Supported by two business engagement groups: The Business Intelligence and Network Group (BING) and the Rural Economy Sector Group (RESG). Subgroup Chair acts as SME Champion	
Description	Delivery of the Swindon and Wiltshire Growth Hub and business support programmes comprising business information, advice and guidance, and specialist support to the SME business community to enable economic recovery and growth. Continue to represent local businesses by acting as the collective ‘voice’ through providing feedback to BEIS and other stakeholders. Note: The Department for International Trade’s South West Regional Growth Service Programme to deliver international trade and export advice is also covered by the Growth Hub.	
Funding sources		£ 2021/22
BEIS Core Funding		£205,000
BEIS uplift activity to deliver This Way Up, Digital, Cyber and Skills support		£257,000
Peer Networks		£150,000
SME Competitiveness Programme of which ERDF Grant 50% Match 50% from various partners		£800,000 £400,000 £400,000
DIT Export Programme		£0
Total		£1.412m
Priorities for 21-22	Delivery of a flexible and agile programme of business support services to SMEs in response to need and economic recovery enabling businesses to stabilise and grow. The provision of information, advice and guidance including: access to finance, digital capability, skills and EU transition. Increase the penetration rate Growth Hub services to the business community from pre-start through to scale-up and growth.	

	<p>Employment support and skills development to young people through the Kickstart Programme and SWLEP's role as an Intermediary Body and Kickstart employer.</p> <p>The Peer Networks programme will expand its activity to run and complete ten cohorts enabling businesses to work collaboratively on common business issues.</p> <p>Promotion of the Department for International Trade's (DIT) South West Regional Growth Service Programme to deliver international trade and export advice and the Internationalisation Grant Programme grants.</p>
Targets	<p>1,600 businesses in receipt of 'Light' support such as accessing information through website resources.</p> <p>300 businesses in receipt of 'Medium' support (+3 hours) such as telephone conversations and video conference calls.</p> <p>200 businesses in receipt of 'Intensive' support (12+ hours) such as ongoing caseload management, referrals into programmes</p> <p>Growth Hub Community membership reaches 2,500.</p> <p>10 Peer Networks established supporting 110 businesses</p> <p>24 export webinars delivered by DIT funded regional programme promoted to Swindon and Wiltshire businesses</p>
Milestones:	
Q1 Apr- Jun	<p>April: export webinar programme commences</p> <p>May: marketing campaign for Peer Networks, appointment of facilitators and mentors.</p> <p>June: complete and close ERDF Recovery Grant programme</p> <p>June: recruit five Kickstart placements into SWLEP</p> <p>June: Wavehill Growth Hub evaluation complete</p> <p>June: Growth Hub 'Impact' report published</p> <p>June: DIT Export Programme funding 2021/22 confirmed</p> <p>June: Participation in BEIS Growth Hub best practice workshops on cluster and national basis.</p> <p>June: Pre end of furlough, skills support and webinars</p>
Q2 Jul-Sep	<p>July: Honda manufacturing facility closes.</p> <p>July: New Navigators inducted and integrate into service delivery</p> <p>July: Quarterly performance report re Peer Networks</p> <p>August: SME Competitiveness Programme Project Change Requests approved by MHCLG</p> <p>August: Growth Hub to engage into BCC service delivery around incubation and accelerator programme</p>
Q3 Oct-Dec	<p>October: Mid-year review of the webinar series</p> <p>October: Mid-year review and submission to BEIS</p> <p>November: Support soft launch of BCC</p>

Q4 Jan-Mar	<p>January: BEIS Internal review of Q1-Q3 performance against contracted outputs</p> <p>January: ERDF end of year performance review against agreed outputs (Jan-Dec 2021).</p> <p>January: PR campaign to underpin incubation and accelerator model.</p> <p>February: preparation of end of year reporting to BEIS (April 2021 to -March 22) completion of 2022-2023 activity profile for the Growth Hub.</p>
Outcome	Sustainable, inclusive growth
Impact	<p>Economic impact: recovery</p> <p>Social impact: economic inclusion</p>

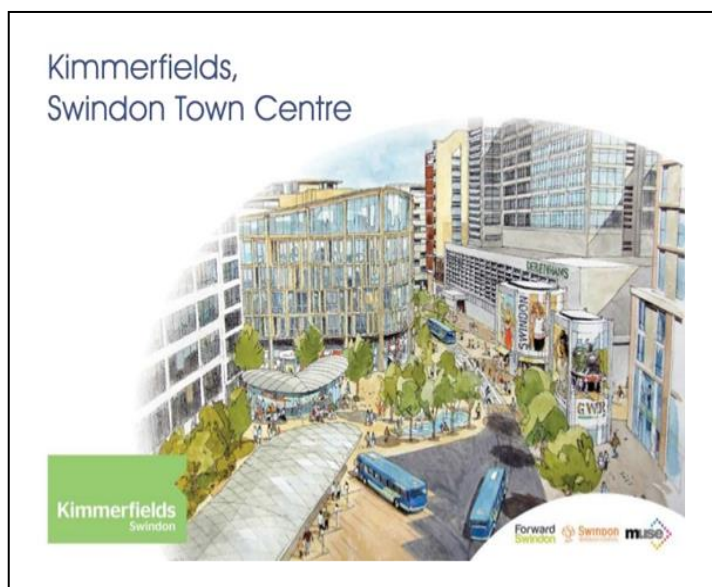
Cross cutting, enabling activity

Name		Growing Places Infrastructure Fund	
Lead	Head of Investment and Export		
Governance	Business Environment Subgroup Supported by the GPIF Working Group		
Description	Delivery of the GPIF rolling loan fund programme		
Budget		£ 2021/22	
GPIF capital loan fund March 2022		£2.85m	
Forecast interest earned during 2021//22		c. £0.24	
Total		£3.09m	
Priorities for 21-22	Allocation of loans between £150k and £2m in order to allocate circa £5m during the year.		
Targets	5 businesses supported with loans Income of £298,000 generated from loans in place from previous years. 150 jobs created during the year (565 over three years) 9,300m (100,000 ft²) floorspace developed subject to the loans approve		
Milestones			
Q1 Apr- Jun	April: fund stands at £2.85m and available for loan June: loan fund stands at £3.028m		
Q2 Jul-Sep	September: loan fund £3.157m		
Q3 Oct-Dec	December: loan repaid £1.587m December fund stands £4.745m and available for loan		
Q4 Jan-Mar	March fund stands £4.95m and available for loan		
Outcome	Supporting the delivery of LIS priorities		
Impact	Economic impact: innovation		

Places: inclusive, sustainable growth of our places

The budget announcement in March 2021 indicated that applications to Community Fund and Levelling Up Fund will be led by local authorities. SWLEP will therefore take a supporting role, as required, rather than a leading role in endeavouring to secure additional capital resources to deliver Good Growth. We will keep a watching brief on opportunities to access capital funding for Swindon and Wiltshire and as the government's publishes its Comprehensive Spending Review in the autumn.

Strategic Priority 8: Good Growth for Swindon



SWLEP's £2m investment of Getting Building Fund in the Carriage Works Phase 2b (strategic priority 3) concludes our capital investment plans in regeneration schemes to support Good Growth for Swindon. We will continue to monitor and report on the impact of our investments in the town centre and more widely. We will continue to add our support to Swindon Borough Council with its funding bids to secure capital investment which contribute towards the delivery of the LIS.

Strategic Priority 9: Good Growth for Salisbury

The planned activity to enable Good Growth for Salisbury was completed undertaken during 2020/21. This related to development support awarded for Illuminating Salisbury and People Friendly Streets as well as funding towards the Salisbury Riverpark scheme.

In December 2020, Wiltshire Council was awarded £9.35m Future High Street funding to re-invigorate Salisbury city centre. The new branding guidelines for the city, which SWLEP supported, will be launched during the year to re-invigorate the city's image and attract new businesses and visitors to the city. This investment will assist with delivering the aspirations of the Central Area Framework detailed in the LIS.



Strategic Priority 10: Rural communities levelling up opportunities

Name	Digital connectivity	
Lead	Head of Implementation: People, Ideas and Infrastructure	
Governance	Infrastructure, Ideas and Places Subgroup	
Description	Promotional campaign to increase awareness of Government initiatives to support improvements in digital connectivity in rural areas.	
Funding sources		£ 2021/22
No funding requested this year		Not applicable
Total		
Priorities for 21-22	Regular communication with businesses and rural communities through SWLEP's media channels and Growth Hub communications. Engagement with Wiltshire Online and the Swindon's City Fibre programmes to understand continued areas of poor or no connectivity. Monitor funding opportunities to improve rural connectivity. Identify opportunities for joint working with Berkshire Thames Valley LEP.	
Targets	An annual campaign to promote rural connectivity delivered through SWLEP online communications channels	
Milestones		
Q1 Apr- Jun	April: Promotional campaign agreed and commences April: Growth Hub article published online	
Q2 Jul-Sep	July: desk-based review of rural connectivity completed	
Q3 Oct-Dec	December: forward work programme agreed	
Q4 Jan-Mar		
Outcome	Improved connectivity and business productivity across rural areas. Sustainable and inclusive growth	
Impact	Economic impact: innovation and economic recovery and renewal	

Strategic Priority 11: Understanding the value of our Natural Capital

Name	Natural Capital PhD research	
Lead	Director of Strategy and Policy	
Governance	Infrastructure, Ideas and Places Subgroup Strategy and Performance committees	
Description	Jointly funded, part time PhD research project between the University of Bath and SWLEP	
Funding		£ 2021/22
University of Bath		£5,500
SWLEP core funding		£5,500
Total		£11,000
Priorities for 21-22	Literature review phase 1 refreshed Methodology review completed UN Climate Change Conference ‘COP 26’: consideration of involvement	
Targets	Bi-annual progress reports to the Board	
Milestones		
Q1 Apr- Jun	Monthly joint supervision meetings continue	
Q2 Jul-Sep	July Presentation to SWLEP Board with a progress update	
Q3 Oct-Dec	UK Net Zero Strategy published by government; exact date unknown Nov: COP 26 Summit held 1-12 November	
Q4 Jan-Mar	March: Presentation to SWLEP Board with a progress update	
Outcome	Sustainable, inclusive growth	
Impact	Better investment and decision making and reputational benefits	

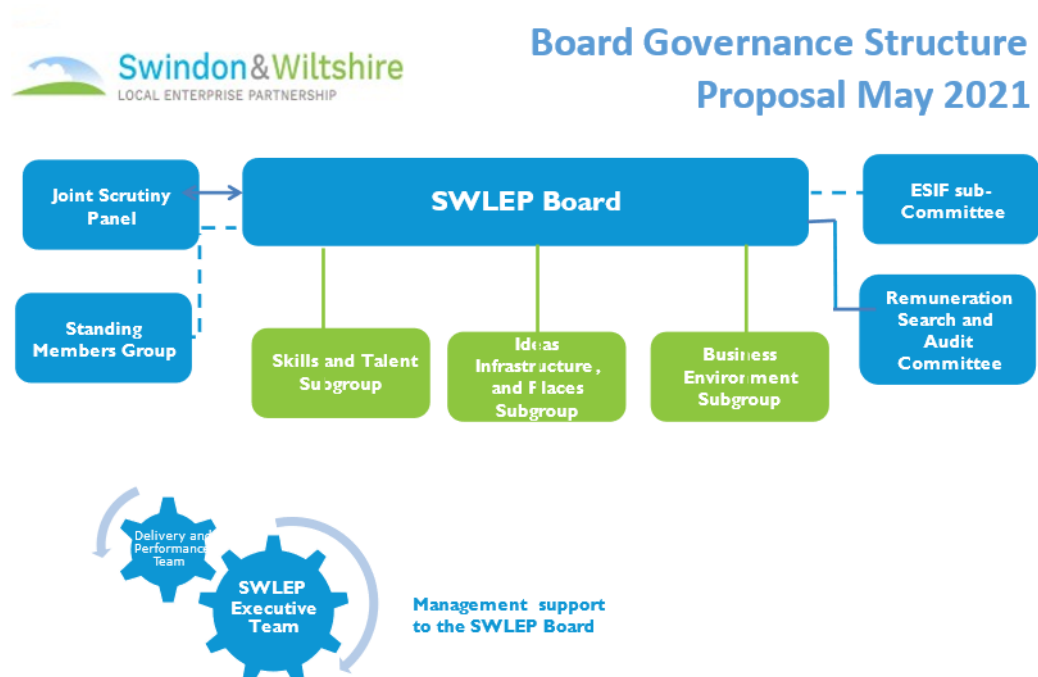
Strategic Priority 12: The Great West Way and Low Carbon Tourism Zone

Name		Low Growth Tourism Zone	
Lead		Director of Strategy and Policy	
Governance		Infrastructure, Ideas and Places Subgroup Supported by the Rural Economy Sector Group business engagement group	
Description		Collaboration of LEPs and DMOs (subject to review) to establish a low carbon tourism zone centred around the Great West Way (London to the South West) to deliver low carbon tourism.	
Funding		£ 2021/22	
LIS mobilisation revenue - subject to Board approval		£12,000	
Total			
Priorities for 21-22		To establish a cross-LEP partnership to progress the concept of a clean growth tourism zone. This is subject to government commitment to the establishment of zones of this kind. Clarity required over Government’s model for destination management organisation activity in the future.	
Targets		Funding bid submitted	
Milestones			
Q1 Apr- Jun		June: partnership of interested LEPs established.	
Q2 Jul-Sep		DCMS review of destination management organisations published. DMOs engaged if appropriate	
Q3 Oct-Dec		Funding opportunities reviewed	
Q4 Jan-Mar		Bid submitted	
Outcome		Sustainable inclusive growth	
Impact		Contributes to Net Zero	

3.6 SWLEP Governance

Name		SWLEP Governance and accountable decision making	
Lead		SWLEP CEO Supported by Director of Strategy and Policy and Finance Manager	
Governance		SWLEP Board Governance Working Group	
Description		Refresh of governance arrangements in line with national requirements and compliance with Company Law’s legal obligations.	
Funding		£ 2021/22	
SWLEP core budget		£139,740	
Total		£139,740	
Priorities for 21-22		Refresh of SWLEP Governance Framework Annual Performance Review Annual accounts and audit report, Annual Report and Business Plan Annual Summit (online) Local Economic Assessment 2021	
Targets		SWLEP rated as ‘met in the Annual Performance Review	
Milestones			
Q1 Apr- Jun		April: SWLEP Membership campaign May: Business Plan signed off by the Board May: Annual Accounts signed off Board	
Q2 Jul-Sep		July: refreshed Governance Framework signed off by Board and published July: Annual Report signed off by Board and published September: Refreshed LIS signed off by Board and published	
Q3 Oct-Dec		October: SWLEP Online Annual Summit and SWLEP Membership campaign November: Economic Assessment signed off by Board and published	
Q4 Jan-Mar		February: SWLEP January Annual Performance Review and AGM	
Outcome		Good governance: transparent and accountable decision making	
Impact		Reputational gain	

Figure 1: Proposed Governance Structure May 2021



3.7 External funding overview 2021-22

SWLEP delivers both capital investment and revenue programmes. In terms of capital funding, 2021-22 will see us focus on the delivery of the Getting Building Fund schemes and further rounds of the Growing Places Infrastructure Loan Fund. Revenue funding during the year will enable the continued operation of the Swindon and Wiltshire Growth Hub and EU Inward Investment Programme.

The funding period for the Local Growth Deal came to an end on 31 March 2021. The outputs and impact of this investment however will continue to be monitored and reported to BEIS until further notice.

Over the course of the year, we will endeavour to secure additional resources to help mobilise the strategic priorities in our Local Industrial Strategy.

Capital Programme 2021-2022

The main focus will be completing the delivery of the three schemes awarded under the **Getting Building Fund** programme: The Business Cyber Centre, the development of which will be led by SWLEP; the refurbishment of the Carriage Works Phase 2b in Swindon which will enable the University of Bath to open its iCAST Facility; and the Collaborative Innovation Centre at Porton which is the second phase of development of the Science Park.

Getting Building Fund

Business Cyber Centre £3.7m and £0.5m match

Carriage Works Phase 2b: £4m, and £0.28m match

Collaborative Innovation Centre at Porton: £2m and £7.5m match

As of April 2021, £5.65m of the £8.67m **Swindon and Wiltshire Growing Places Infrastructure (Loan) Fund** is on loan to nine companies. During the year, loans in the range of £150,000 to £2m will be offered to companies which contribute towards the delivery of LIS strategic priorities. The GPIF operates as a rolling loan fund and as of April 2021, circa £5m was available for investment in 2021/22 financial year.

Growing Places Infrastructure Loan Fund

GPIF Fund: £8.67m

On loan April 2021: £5.65m

Transfer from LGF: £4.7m

Capital funding to be confirmed 2021/22

The Budget in March 2021 saw the launch of the investment prospectuses for the UK **Shared Prosperity Fund and the Levelling Up Fund alongside the Build Back Better Plan**. Applications to these funds will be led by local authorities. Where appropriate, SWLEP will seek work in partnership to secure investment funding for the area to deliver local priorities.

Revenue Programmes 2021-2022

The main revenue programme for delivery will be for the delivery of the **Swindon and Wiltshire Growth Hub** which offers a comprehensive range of business information, advice and guidance services alongside the Growth Hub portal. The priorities for delivery during the year will be: business start-up and scale-up support through its SME Competitiveness delivery partners; the continuation of Peer Networks; and the This Way Up webinar series.

Swindon and Wiltshire Growth Hub

Growth Hub BEIS core funding £205,000 and Uplift £287,000

SME Competitiveness: £400,000 ERDF and £400,00 match.

Peer to Peer Networks £150,000

The **Swindon and Wiltshire Inward Investment Programme** enters its final year of ERDF funding. Work will continue in collaboration with Swindon Borough Council and Wiltshire Council to progress existing leads from non-EU projects in cyber, digital, life sciences and advanced engineering projects to Swindon and Wiltshire.

Swindon and Wiltshire Inward Investment Programme

ERDF £250,000

The Department for Education has confirmed its intention to continue **Skills Advisory Panel** funding for the year. The funding will support additional staff resource to undertake skills analysis as well as EMSI, Labour Insight and the SWLEP dashboard to be maintained.

Skills Advisory Panel: Skills and Talent Subgroup

Department of Education up to £75,000

SWLEP works in partnership with both Unitary Authorities to deliver the **Careers Hub**. SWLEP contributes £30,350 towards programme staffing costs to achieve the Gatsby benchmarks and deliver careers advice and guidance in schools and colleges, working closely with local businesses and mentors.

Careers Hub

SWLEP match funding £30,350

Activity to be confirmed 2021/2022

During the year, DfE will run a number of **Skills Improvement Plan Pilots** across England in association with accredited Chambers of Commerce. If a pilot takes place covering Swindon and Wiltshire, SWLEP will seek to support its developing through the Skills and Talent Subgroup building on the existing Skills Plan and Local Skills Report.

<https://swlep.co.uk/strategic-objectives/skills-and-talent>



In February 2021, SWLEP co-ordinated a partnership of organisations to submit a collective expression of interest to the DfE's to become an **Economies for Healthy Lives** pilot. The expression of interest was not successful; however, partners are keen to try and mobilise this activity during the year. Work will be undertaken in partnership to try and secure the resources to enable this work to commence.





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Meeting & Date:	SWLEP Board Meeting - Thursday, 27 May 2021		
Subject:	The use of capital in the Growing Places Infrastructure Fund		
Attachments:	None		
Author:	Paddy Bradley	Total no of sheets:	7

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 report to the Board on the recommendations of the Working Group established to assess the applications for funding by the Institute of Technology and Wiltshire College & University Centre and to review use of funding transferred into the Growing Places Infrastructure Fund from the Local Growth Fund.
- 1.2. The Working Group and its remit were established by the following action approved by the Board on 25 March 2021:

The Swindon & Wiltshire Local Enterprise Partnership Board:

AGREED to establish a working group to review the request for funding of £601,518 to the Swindon and Wiltshire Institute of Technology and £400,000 to Wiltshire College & University Centre to support development of skills provision; and

AGREED that the working group review the source of funding and the proposed allocation and makes a recommendation to the Board for how to proceed.

2. Summary

- 2.1. The Working Group reviewed the case for funding the projects, giving due consideration to the strategic importance of the two Colleges in the provision of trained individuals required to drive up the productivity of the area, the existence of time pressures linked to the submissions and the best use of money available within the Growing Places Infrastructure Fund. The procedures followed to bring the applications for funding from diverted project monies to the Board were the same as those used on the previous occasions when the Board has been asked to make such a decision.

- 2.2. At the Board meeting on 25 March 2021, Directors sought clarification that money held in the Growing Places Infrastructure Fund could be used as either grant or loan finance. The Working Group confirmed the view of the Accountable Body that this was the case. This enabled the money transferred to the Growing Places Infrastructure Fund from the Local Growth Fund to be diverted into either grants or loans. This clarification enabled the Working Group to consider both the applications for grant funding raised at the Board meeting on 25 March 2021 and the potential use of the remaining Local Growth Fund money transferred to the Growing Places Infrastructure Fund.
- 2.3. The Working Group debated in detail the rationale for the applications for funding from the Swindon and Wiltshire Institute of Technology (IoT) and the Wiltshire College & University Centre and were in favour of the Board agreeing to the grants, with the proviso that the funds for Wiltshire College & University Centre are transferred only if the College's bid to the DfE is successful.
- 2.4. The use of the remaining Local Growth Fund of circa £3.5m centred around the desirability and practicality of creating a grant fund for small businesses, including voluntary sector organisations and/or the use of the money as capital loan finance. The Working Group identified significant problems with providing the necessary additional staff capacity to manage a grant programme of up to £1m, which were not replicated if the money was used as loan finance as the SWLEP already has the capacity to manage a larger loan fund. The Working Group recommends that the Board authorises the remaining monies to be used as loan capital, whilst taking the view that the option to create a grant fund targeted at small businesses and voluntary organisations should be re-visited when suitable resources were available to support the administration of the grant fund.

3. Recommendations

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

- 3.1. the payment of £601,518 from the Growing Places Infrastructure Fund to the Swindon and Wiltshire Institute of Technology to enable the purchase of industry standard equipment to support Level 3 and above courses in digital skills, cyber technologies and engineering;
- 3.2. the allocation of £400,000 from the Growing Places Infrastructure Fund to the Wiltshire College & University Centre as match-funding for a bid to the DfE to complete the refurbishment of the Salisbury Campus, with the understanding that the money will only be transferred to the College if the bid is successful; and
- 3.3. the use as loan capital of up to £3.5m transferred to the Growing Places Infrastructure Fund from the Local Growth Fund.

4. Detail

Review of applications for funding

- 4.1. The detail of the projects seeking funding were provided at the Board meeting on 25 March 2021.
- 4.2. The Working Group reviewed the case for funding the projects, giving due consideration to strategic importance of the two Colleges in the provision of trained individuals required to drive up the productivity of the area, the existence of time pressures linked to the submissions and the best use of money available within the Growing Places Infrastructure Fund. The procedures followed to bring the applications for funding from diverted project monies to the Board were the same as those used on the previous occasions when the Board has been asked to make such a decision.
- 4.3. The bid from the Institute of Technology (IoT) uses as its basis the detailed business case approved by the Department for Education (DfE) and which has resulted in the award of £17,238,567 to build the new Institute of Technology, one of 12 in England. The reason the Board received an application for additional funding is that the assessment of costs in the business case was based on estimates which were acceptable in February 2018 when the bid was submitted. The building of the IoT was delayed for more than a year due to an inspection outcome of Requiring Improvement for Swindon College and the subsequent merger with New College. Costs have risen during this time delay and New College, which manages the IoT faces a shortfall of circa £1m in its plan to install industry-standard equipment for the students attending the IoT. The DfE will not provide additional funding and New College has reached the extent of its debt-financing facility due to the costs involved in the merger with Swindon College. The IoT is seeking a grant from the SWLEP of £601,518.
- 4.4. Wiltshire College & University Centre has plans to refurbish the remaining part of its campus in Salisbury following the successful project to refurbish some existing buildings build an extension to provide new learning facilities for students in Construction, Life Sciences and Engineering, and also a Higher Education Centre. This work, at a total cost of £15.56m was supported by a grant of £13.83m from the SWLEP's Local Growth Fund. Wiltshire College & University Centre is seeking grant funding from the DfE to complete work on the whole Salisbury Campus through an application to the Further Education Capital Transformation Fund. There has been virtually no capital funding direct to colleges in the last decade, so the College believes it important to make the most of the opportunity currently available. It is anticipated that completion of work on the Salisbury Campus will extend the life of the whole building and result in a highly attractive place of learning using state-of-the-art equipment, all of which will result in learners achieving qualifications in subjects in demand by local businesses. Wiltshire College & University Centre is seeking a grant of £400,000 from the SWLEP to act as match-funding in a bid for circa £8m from the DfE. The funding guidance indicates that match-funding should be found and its presence would be likely to increase chances of success. Similar to New College, Wiltshire College & University Centre is not in a position to take on more loans to provide that match-funding. If the bid is unsuccessful, there will be no call on the £400,000 and it will remain with the SWLEP.



- 4.5. In total, the request for funding from both Colleges is £1,001,518. If approved, the money would be taken from the £4.5m transferred to the Growing Places Infrastructure Fund from the Local Growth Fund under the terms of Freedoms and Flexibilities enabled by Central Government.
- 4.6. The table below summarises the priority alignment, the planned benefits and intended impact of the two projects.

	Alignment with SWLEP priorities	Planned Benefits and Intended Impact
Institute of Technology	<p><u>Skills Strategy and Plan:</u></p> <ul style="list-style-type: none"> • Expanding HE provision • Increasing number of Apprenticeship starts • Reaching KPIs to balance demand and supply • Inclusive Growth through routes into learning for disadvantaged groups <p><u>Local Industrial Strategy (LIS) priority sectors:</u></p> <ul style="list-style-type: none"> • Qualifications in cyber and digital skills and engineering • Supporting the pipeline of people trained in cyber skills required for the SWLEP's Business Cyber Centre 	<p><u>Establishment of the HE partnership envisaged in the Skills Strategy:</u></p> <ul style="list-style-type: none"> • Partnership of two universities, eight anchor employers, two FE Colleges all led by New College Swindon through its IoT structure and backed by funding and a five-year charter from the DfE. First of its kind in our area. <p><u>Provision of high-quality training:</u></p> <ul style="list-style-type: none"> • Closing the shortfall in capital equipment costs will enable the provision of the required significant volumes of industry-standard equipment for Engineering and Cyber studies. <p><u>Funding the shortfall removes the risk of reduced learner numbers</u></p> <ul style="list-style-type: none"> • Engineering - Reducing the number of items of each piece of engineering equipment puts at risk 110-120 learner starts. • Cyber/Digital - Removal of two Cyber/IT suites puts at risk 100 learner starts. • Total impact is potential protection of 210-220 learner starts.
Wiltshire College and University Centre	<p><u>Skills Strategy and Plan:</u></p> <ul style="list-style-type: none"> • Expanding HE provision • Increasing number of Apprenticeship starts • Reaching KPIs to balance demand and supply 	<p><u>Increasing energy efficiency of refurbished buildings</u></p> <ul style="list-style-type: none"> • Estimated payback period from energy/maintenance savings of 15 years. • Estimated saving of energy and maintenance costs of £3m over 60 years. <p><u>Reduction in carbon footprint</u></p>



	Alignment with SWLEP priorities	Planned Benefits and Intended Impact
	<p><u>LIS priority sectors:</u></p> <ul style="list-style-type: none"> • Qualifications in construction, life sciences and engineering. <p><u>LIS priority – Clean Growth</u></p> <ul style="list-style-type: none"> • Refurbishment leading to increased building efficiency and reduced carbon footprint. 	<ul style="list-style-type: none"> • Estimated saving of between 2,000 and 3,000 tonnes of CO₂, equivalent to between £1m and £1.4m in values at £500/tonne. <p><u>Provision of a high-quality learning environment</u></p> <ul style="list-style-type: none"> • Completion of the vision for the Campus started with the original SWLEP grant.

Table 1

- 4.6 In summary, both projects are a good strategic fit with the Skills Strategy and Plan and the priorities of the Local Industrial Strategy. Upgrading buildings and equipment in the skills sector is a good way to attract more students into qualifications required by businesses and to ensure they are trained using industry standard equipment, improving the employment prospects for the learners.
- 4.7 Both projects face time pressures – to complete installation of equipment ahead of a September 2021 opening in the case of the IoT and confirming the existence of match-funding to support an application for £6m decided by October 2021 in the case of Wiltshire College & University Centre.
- 4.8 The Working Group considered the advantages and disadvantages of allocating the £1,001,518 as a grant from the Growing Places Infrastructure Fund, instead of adding it to the capital available to loan out to businesses. The Working Group decided the advantages defined in Table 1 provide worthwhile and sustainable benefits to the economy of the whole of Swindon and Wiltshire and justify the use of the money as grant funding.
- 4.9 The cases are well-made for investment by the SWLEP and the recommendation from the Working Group is that the applications for funding are approved.

Review of the use of funding transferred into the Growing Places Infrastructure Fund from the Local Growth Fund.

- 4.10 At the Board meeting on 25 March 2021, the Accountable Body confirmed, through the representative of the S151 Officer, that monies held in the Growing Places Infrastructure Fund can be used as grants or loans and, to date, the SWLEP has used both routes to support economic growth.

- 4.11 The Working Group considered options for the use of circa £3.5m, making a provisional assumption of having allocated as a grant a total of circa £1m to the IoT and Wiltshire College & University Centre.
- 4.11.1 Allocate £1m as a grant fund linked to the priorities of the LIS and Covid recovery, seeking bids from small businesses, including voluntary organisations. The size of individual grants would need to be in the low thousands or tens of thousands of pounds due to the size of many of the potential bidders.
- 4.11.2 The advantage of this option is that it extends further the reach of the SWLEP's support to small businesses, including micros and voluntary organisations. It would also be the first time the SWLEP has promoted such a competition covering the whole of Swindon and Wiltshire. The SWLEP did hold a competition for grant funding for Salisbury businesses following the Novichok attack, establishing an overall pot of £100,000. This was a successful and timely programme.
- 4.11.3 However, there are significant downsides to the approach. A scheme for £1m is likely to attract many hundreds of applications. The resource implications for the SWLEP are significant. Through the Growth Hub, we are currently managing hundreds of grant applications against a pot about one third of the size of the indicative £1m. Around six staff are involved to varying degrees in the process, currently funded through Government programmes designed to support the grants. If we did embark on the £1m grant fund competition, we would need to fund the resource to manage the process from our own revenue account. Our budget is pressurised because we are cash-flowing a number of programmes and we are yet to receive our core funding for 2021-22. In addition, we are fully committed to a series of priority actions and so we do not have the capacity to manage such a grant competition in the current circumstances and in our current financial environment.
- 4.11.4 We could split the £1m into two tranches of £500,000 to spread the impact on SWLEP staff capacity over a year or more. It would reduce the pressure but would not make a reduction in the pressure on managerial and operational capacity to justify its implementation.
- 4.11.5 The final option under consideration is to allocate the circa £3.5m to be used as loans to businesses. This approach adds an additional 40% to our current loan fund of £8.67m. The loan approach would keep a fund of £12.17m circulating in the economy. We currently have loaned out £7.08m across 11 projects. All the loan beneficiaries have been SMEs, with the majority employing less than 25 staff. The fund has been used to support companies that would not have been able to raise the funds through traditional High Street lending, for example because of a lack of collateral or a short trading history. To date, the loan programme has led to the creation of circa 160,000 sq ft of new productive floorspace and approximately 100 new jobs. The job numbers will rise further as companies complete their projects, with a forecast of an additional 565 new jobs in the next three years. The loan programme is a successful venture.



- 4.11.6 The loan programme is nowhere near as resource intensive as a grant programme would be. Our current staffing capacity could manage the additional loan funding without further additions.
- 4.11.7 The current loan programme also generates an annual revenue income of on average £250,000 which is put back into SWLEP economic development activities. This income could double if the capital pot increased to £12.17m.
- 4.12 It is the view of the Working Group that adding the £3.5m to the loan fund is the preferred option and recommends the Board makes this decision.



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Meeting & Date:	SWLEP Board Meeting – Thursday, 27 May 2021		
Subject:	Programme Status Report		
Attachments:	None		
Author:	Claire Alexander	Total no of sheets: (inc cover sheet)	9

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 Highlight reports on the status of each project are presented to the SWLEP Board to communicate the status of all projects and to demonstrate that projects are being managed in line with the SWLEP Assurance Framework.
- 1.2 The highlight reports produced for each capital project have been reviewed and approved by the Delivery & Performance Team.
- 1.3 This report now includes performance reports for projects funded by the Getting Building Fund (GBF).

2. Summary

- 2.1 There are 31 live projects as summarised below.

Green	Amber Green	Amber Red	Red
23	6	1	1

3. LGF Monitoring & Evaluation

- 3.1 As part of the LGF Assurance Framework, LGF outputs are monitored and reported, with most of our outputs delivered post March 2021 when projects are completed.
- 3.2 All Scheme Promoters are required to provide monitoring reports to SWLEP post March 2021 spend and until further notice.
- 3.3 BEIS has now confirmed that reporting will move from quarterly to bi-annually.
- 3.4 LGF funding has now come to an end and all LGF projects indicated as green on this report are now considered completed. Amber Green and Amber Red projects will continue to report to the Board in the short term.

**SWLEP Programmes Highlight Report
Board Meeting 27 May 2021**



LGF Funded Projects							
Project Ref	Project Name	Lead	Project Cost (£'m)	LGF Grant (£'m)	Previous	Current	Notes
LGF/1617/00 4/CSH	Chippenham Station Hub	WC	13.00	13.00	AG	G	Good progress has been made during the period. Sustainable transport works have been completed. Site hoarding has been erected and works to the lift have started in April. GWR waiting on formal confirmation of SIF grant to instruct contractor. Station Square works will start late Spring. Sadlers Mead has been completed and is now open to the public.
LGF/2021/00 1/ICCE	Innovation Campus for Circular Economy	ICCE Mtg Ltd	0.20	0.20	G	G	LGF grant now fully defrayed. Revised and appraised OBC to be presented to SWLEP Board at July 2021 meeting.
LGF/2020/00 1/J15	M4 Junction 15	SBC	17.5	3.00	G	G	Project continues, delivered by Highways England. LGF element now spent.
LGF/1516/00 3/EV (iii)	New Eastern Villages - A420 Gablecross	SBC	8.73	4.40	AG	AG	Some delays to the project relating to land acquisition. Project will continue post March 2021. LGF element now spent.
LGF/1516/00 3/EV (iib)	New Eastern Villages – West of A419, Nythe and Piccadilly	SBC	3.82	2.93	AG	AG	Construction has now slipped to September to enable additional utility diversion. LGF element now spent.

SWLEP Programmes Highlight Report Board Meeting 27 May 2021



LGF/1718/00 3/CCPM	River Park (Salisbury)	WC	18.0	6.06	AG	AG	Full Business Case approved September 2020 confirming Flood Defence Grant in Aid funding. Project to be delivered by Environment Agency. Grant agreements now in place. Masterplan to be taken to Strategic Planning Committee for approval after local elections.
LGF/1617/00 8/SBX	Swindon Bus Boulevard	SBC	6.00	3.00	AG	G	Project now part of Future High Street Fund. LGF element has now been spent. Project will continue into 2021/22.
LGF/1617/01 1/SCQ	Swindon Cultural Quarter	SBC	0.25	0.25	G	G	Investment Prospectus to be presented at the March 2021 Board meeting. LGF element now spent. Funding strategy being developed.
LGF/1617/00 3/SRT	Swindon Quality Bus Corridor (Rapid Transit)	SBC	8.92	8.92	AG	AG	Sign off activity in progress for Phase 1 and 3. Phase 2 almost complete. Some minor works were slightly delayed.
LGF/1617/00 9/UFB	Ultra-Fast Broadband	WC	3.00	1.00	AG	G	Works are now complete. LGF element now spent.
LGF/1718/00 2/WCL	Wiltshire College Lackham	WC	9.20	8.20	G	G	Works are now complete. Project moving into sign off phase. LGF element now spent.
LGF/1718/00 1/WCS	Wiltshire College - Salisbury	WC	15.30	13.83	G	G	The main works are now complete, and the remaining works are associated with the car park. LGF element now spent.

SWLEP Programmes Highlight Report
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Getting Building Fund (GBF)

Project Ref	Project Name	Lead	Project Cost (£'m)	LGF Grant (£'m)	Previous	Current	Notes
LEP/GBF/GD 404	Carriage Works (Swindon)	SBC	4.35	4.0	G	R	Works contracted, started on site 15 March 2021. Programme on course to complete pre-March 2022.
LEP/GBF/GD 403	Porton Collaborative Innovation Centre	WC	9.26	2.0	G	G	An anchor tenant has been identified and WC will work to secure this tenant and deal with any associated build programme variations. Programme on course to complete pre-March 2022.
LEP/GBF/GD 401	Business Cyber Centre	SWLEP	4.2	3.7	G	G	OBC now approved, project has commenced and on track to complete pre-March 2022.

**SWLEP Programmes Highlight Report
Board Meeting 27 May 2021**



Skills & Enterprise Projects							
Project Ref	Project Name	Lead	Project Cost (£'m)	LGF Grant (£'m)	Previous	Current	Notes
LEP/GEN/001/CEC	Enterprise Advisor Network & Careers Hub	WC & SBC	n/a	n/a	AG	G	The overall progress indicator has moved up to Green due to recent improvements seen in the network and the relating improvements in data.
LEP/GEN/002/GH	Growth Hub	SWLEP	n/a	n/a	G	G	<p>All BEIS claims for the financial year 2020/21 have now been submitted via 151 Officer Team at Wiltshire Council.</p> <p>Funding for 2021/22 has now been confirmed as follows:</p> <ul style="list-style-type: none"> • BEIS GH Core & Uplift £462k • BEIS Peer Networks £150k.

**SWLEP Programmes Highlight Report
Board Meeting 27 May 2021**



Growing Places Infrastructure Fund (GPIF)					
Project Ref	Project Name	Lead	Previous	Current	Notes
LEP/GPIF/003/RT	Recycling Technologies	SWLEP	AG	AG	£1,035,433 loan in place with repayment to SWLEP by December 2021. Business has requested a delay to repayment schedule.
LEP/GPIF/004/OW	Our Wilton	SWLEP	AG	AG	£1,250,000 loan in place with repayment to SWLEP by December 2021. There is a repayment risk associated with planning permission of resident flats above the extended training/innovation centre (yet to be built) and this is being monitored.
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.
LEP/GPIF/009/PP	Potts Partnership	SWLEP	G	G	£276,500.00 loan in place with repayment to SWLEP by June 2024.
LEP/GPIF/010/CP	Clinical Partners Ltd	SWLEP	G	G	£250,000 loan in place with repayment to SWLEP by June 2024.

**SWLEP Programmes Highlight Report
Board Meeting 27 May 2021**



LEP/GPIF/011/CI	Connected ID	SWLEP	G	G	£150,000 loan in place with repayment to SWLEP by October 2023.
LEP/GPIF/012/BF	The Black Farmer Ltd	SWLEP	n/a	G	£156,340 loan in place with repayment to SWLEP by April 2026.

Transport – Retained Schemes (DfT)

Project Ref	Project Name	Lead	Project Cost (£'m)	LGF Grant (£'m)	Previous	Current	Notes
LGF/1516/00 3/EV (v)	New Eastern Villages - White Hart Junction	SBC	30.12	28.20	AG	AR	Construction completion delayed due to impact of possession availability with Network Rail during 2020 and more recently due to unexpected ground condition and redesign of bridge foundation piles.
LGF/1516/00 3/EV (iv)	New Eastern Villages - Southern Connector Road	SBC	30.57	11.60	AG	G	£19m of HIF funding has been secured for the scheme. Good progress has been made during the period.
LGF/1617/00 2/WI	Wichelstowe Southern Access	SBC	25.86	22.90	G	G	Various legal agreements and planning conditions have now been executed/discharged. Construction is underway. Various phases now complete.

**SWLEP Programmes Highlight Report
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Completed Projects

Project Ref	Project Name	Oversight	Project Cost £m	LGF Element £m
LEP/GPIF/001/CAS	Castledown Business Park	WC	GPIF	n/a
LEP/GPIF/002/WG	Woods Group	SWLEP	GPIF	n/a
LGF/1516/003/EV (iia)	New Eastern Villages - Greenbridge Roundabout	SBC	5.34	2.00
LGF/1516/001/A350	A350 Improvement	WC	3.34	1.67
LGF/1516/002/A429	A429 Malmesbury	WC	2.00	1.40
LGF/1516/004/PSP	Porton Science Park	WC	10.10	4.00
LGF/1617/001/A350	A350 Dualling Bypass	WC	7.10	7.10
LGF/1617/007/MH	Mansion House (Corsham)	WC	3.90	2.50
LGF/1617/010/JNC17	M4 J17 Capacity Improvement	WC	1.79	0.50
LGF/1516/005/LSTF	LGF Sustainable Transport Package	SBC	3.75	3.75
LGF/1617/004/CSH	Chippenham Station Hub - Business Case Development	WC	0.35	0.35
LGF/1617/004/CSH	Chippenham Station Hub - Station Improvements	GWR	0.87	0.87
LGF/1516/006/CD	Higher Futures	WC & SBC	n/a	n/a
LGF/1819/004/CCT LGF/1819/003/FSG LGF/1819/002/ILS	Salisbury Recovery Projects	WC	0.85	0.85
LGF/1516/003/EV (i)	New Eastern Villages - Great Stall Bridge	SBC	Project no longer LGF funded.	
LGF/1617/009/YWA	A350 Yarnbrook/West Ashton	WC	Project no longer LGF funded	

Key

Project Status

	Red	Amber Red	Amber Green	Green
	R	AR	AG	G

See below for RAG rating methodology.

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)	AG	AR	AR	R
	3	AG	AG	AR	AR
	2	G	AG	AG	AR
	1 (Unlikely)	G	G	AG	AG

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 <six 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. >six 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.



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Meeting & Date:	SWLEP Board Meeting – Thursday, 27 May 2021		
Subject:	Programme Finance Report (Q4 20/21)		
Attachments:	None		
Author:	Claire Alexander	Total no of sheets: (inc cover sheet)	3

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 summarises the capital financial performance of the overall Local Growth Fund (LGF) Rounds 1, 2 & 3, for the five-year period ending 31 March 2021.
- 1.2 Financial performance for projects funded by the Department for Transport are included within this report for completeness.

2. Recommendations

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

- 2.1 to approve this paper as an accurate summary of the LGF (Rounds 1,2 & 3) financial position as of 31 March 2021.

3. LGF Summary

- 3.1 SWLEP was awarded £169m by BEIS in relation to Rounds 1, 2 and 3 for identified and Board sponsored capital projects. £101.5m of this allocation relates to projects under the Board's control and accountability.
- 3.2 These projects have been subject to scrutiny via the Independent Technical Assessor in line with HMG Green Book criteria to ensure that appropriate value for money has been demonstrated against the use of public funds and all projects have achieved a Benefits Cost Ratio (BCR) of 2.0 or higher.
- 3.3 The SWLEP Board has over the last five years awarded various capital sums to both Swindon Borough Council and Wiltshire Council as primary scheme promoters, with two awards to Wiltshire College and one award to a private sector organisation.

- 3.4 LGF reporting has taken place on a quarterly basis for the last five years and has summarised financial performance against profile spend and has covered grant awards made to SWLEP for LGF rounds 1, 2 and 3.

4. LGF Performance

- 4.1 During the five-year period various reallocations have taken place, because of expenditure changes, such as Chippenham Station Hub, reducing from £16m to £13m and others where projects have not progressed, including the Royal Artillery Museum, the Swindon Museum and Art Gallery, Stall Bridge and the first iteration of the M4 Junction 15 project. These reallocations are within the parameters of the LGF Assurance Framework with all recommendation made by the SWLEP Executive in conjunction with Scheme Promoters and with all decisions made and recorded by the SWLEP Board.
- 4.2 In addition to these changes and under the Freedoms and Flexibilities within the LGF grant award, various amounts have been transferred to the SWLEP rotating investment fund known as Growing Places Infrastructure Fund, with all decisions made and recorded by the SWLEP Board. These changes have been financially administered by the Accountable Body 151 Team and reported to BEIS as changes have occurred.
- 4.3 Below is a summary of the £101.5m allocated and the actual status of spend as of 31 March 2021. An £83k underspend was identified during Q4. Under the permitted freedom and flexibilities of the grant this amount has been transferred to the GPIF capital fund as part of the financial year end and grant closing arrangements.

As at 31 March 2021	£'s
SWLEP LGF Award, Rounds 1,2 & 3	101,469,630
LGF Programme - spent	95,831,363
Reallocated under Freedom & Flexibilities to GPIF:	5,638,267
<i>From West Ashton</i>	-4,158,430
<i>From West Ashton to Honda Transport Study</i>	-250,000
<i>From People Friendly Streets</i>	-906,884
<i>Rounding unallocated</i>	-89,630
<i>A36 unspent reallocated to Local Industrial Strategy</i>	-150,000
<i>Unspent at 31 March 2021</i>	83,323

- 4.4 The above figures exclude Department for Transport (DfT) retained projects which are reported separately and directly to DfT as summarised overleaf.

5. Department for Transport – Retained Schemes

- 5.1 There are three live projects as shown below that sit outside of the £101.5m reporting but are funded by the overall £169.5m LGF grant. These retained schemes are complex in their nature, delivery structure and are reported separately and directly to DfT.
- 5.2 It is recognised and understood by the SWLEP Board, DfT and the Accountable Body 151 Officer Team that these projects will complete post March 2021 and this performance is outside of the LGF Review and quarterly BEIS reporting.
- 5.3 During 2020/21 a total of £20m was spent with £12m of this taking place during Q4.
- 5.4 The remaining £27m is profiled to be spent over the next 18 months.

DFT RETAINED SCHEMES - SUMMARY	Total Retained LGF Grant	Unspent Retained LGF	Q1 20/21 Actual	Q2 20/21 Actual	Q3 20/21 Actual	Q4 20/21 Actual	Remaining Retained LGF unspent
Southern Connector Road	11.60	8.57	0.18	0.13	0.29	4.38	3.59
Wichelstowe Southern Access	22.90	17.38	1.37	3.37	0.69	6.06	5.89
White Hart Junction	28.70	21.73	0.00	1.71	0.11	2.07	17.84
Totals	63.20	47.69	1.55	5.20	1.09	12.51	27.32

All figures stated in £m's.



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Meeting & Date:	SWLEP Board Meeting – Thursday, 27 May 2021		
Subject:	Growth Hub Operational Update		
Attachments:	None		
Author:	Chris Stevens, Growth Hub Manager	Total no of sheets:	6

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

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

2. Recommendations

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

- 2.1. note the contents of this report which describes the Growth Hub's work in economic recovery and ongoing business support.

3. Summary

- 3.1 Since the incorporation of the Growth Hub as an in-house programme in 2018, up until March 2020, the Swindon & Wiltshire Growth Hub (GH) was primarily a digital business support portal, providing information and the opportunity to become a member of the GH business community by registering via the website.
- 3.2 Whilst GH still boasts a comprehensive digital support offer, in the last year, the service has evolved into a full, direct delivery business support service offering information, advice and guidance in conjunction with a series of business support programmes and initiatives. The funding flowing through the service has grown from £205,000 to a total contract value of £3m and the team has expanded from three to 12 following the successful recruitment of frontline Business Navigators and operations staff.
- 3.3 Replicating the BEIS Core and Uplift funding combined for GH in the last financial year, GH has secured £462,000 for this financial year to deliver services in line with economic priorities and to continue with some legacy work following the success of programmes such as 'This Way Up', featuring topic-specific webinars, together with EU

Transition. GH also seeks to bolster its Skills-related and Green Economy support offer.

- 3.4 Peer Networks has also been extended by one year and delivery continues with GH's flagship business support programme, the ERDF funded, SME Competitiveness project.
- 3.5 SWLEP has recently become a Gateway organisation for Kickstart, recruiting three placements of its own and working with a pipeline of 300 business applications. GH is the delivery vehicle for this service.

4. Financial Performance 2020/21

- 4.1 The various financial claims processes for different funding streams provides a challenging cashflow situation with some paid in advance and more so some retrospectively. GH successfully spent all funding allocation across BEIS Core and Uplift streams last year.
- 4.2 Owing to some delays in mobilisation, because of COVID and some contractual implications, there is some 'slippage' in the ERDF SME Competitiveness project which will be caught up over the lifetime of the project.
- 4.3 Some distribution of ERDF Grants carries into the new financial year of 2021/22 following a national project extension in-light of disruption caused by the pandemic. The financial table herein illustrates the financial position at financial year end 2020/21.
- 4.4 Given the national challenges experienced in recruiting businesses to participate in Peer Networks, despite successfully delivering seven cohorts, this was under the original forecast of ten (£150,000) resulting in some underspend.
- 4.5 GH was allocated £136,000 to deliver EU Transition support and defrayed £126,000.

- 4.6 The table below sets out the income and expenditure against the allocated 2020/21 grants.

Growth Hub	Q1 20/21	Q2 20/21	Q3 20/21	Q4 20/21	Total	20/21 Budget vs Actual
Income	£0	£253,056	£285,318	£659,259	£1,197,633	-£247,594
KickStart	£0	£0	£0	£5,580	£5,580	£5,580
EU Transition	£0	£0	£0	£126,000	£126,000	-£10,050
Growth Hub Core	£0	£54,500	£86,600	£63,850	£204,950	-£50
ERDF Grants	£0	£4,971	£8,587	£220,559	£234,117	-£180,336
ERDF SME Comp	£0	£94,584	£90,351	£82,770	£267,706	-£15,018
Peer Networks	£0	£0	£17,780	£84,500	£102,280	-£47,720
Uplift	£0	£99,000	£82,000	£76,000	£257,000	£0
Expenditure	£64,343	£116,547	£228,821	£733,309	£1,143,020	-£231,322
KickStart	£0	£0	£0	£5,036	£5,036	£5,036
EU Transition	£0	£0	£826	£125,801	£126,627	-£9,423
Growth Hub Core	£54,630	£48,779	£34,690	£67,641	£205,739	-£353
ERDF Grants	£0	£473	£9,048	£224,247	£233,768	-£176,605
ERDF SME Comp	£2,088	£33,120	£84,970	£92,720	£212,898	-£2,586
Peer Networks	£0	£2,081	£12,196	£87,968	£102,245	-£47,094
Uplift	£7,625	£32,094	£87,091	£129,896	£256,706	-£298
Difference	-£64,343	£136,509	£56,497	-£74,050	£54,612	-£16,273

5. Grants (Budget) for 2021/22

- 5.1 Shown below is the GH budget forecast for the current financial year:

SWLEP	Q1	Q2	Q3	Q4	Total
Income	£367,984	£237,716	£261,957	£215,829	£1,084,027
DEL - KickStart (DWP)	£33,480	£42,780	£53,940	£0	£130,740
Growth Hub Core	£63,081	£47,365	£43,946	£50,608	£205,000
ERDF Grants	£145,000	£0	£0	£0	£145,000
ERDF SME Comp	£49,085	£49,085	£49,085	£49,085	£196,341
Peer Networks	£11,786	£37,386	£46,386	£54,386	£149,946
Uplift	£65,551	£61,100	£68,600	£61,750	£257,000
Expenditure	£361,504	£229,436	£251,517	£215,829	£1,058,287
DEL - KickStart (DWP)	£27,000	£34,500	£43,500	£0	£105,000
Growth Hub Core	£63,081	£47,365	£43,946	£50,608	£205,000
ERDF Grants	£145,000	£0	£0	£0	£145,000
ERDF SME Comp	£49,085	£49,085	£49,085	£49,085	£196,341
Peer Networks	£11,786	£37,386	£46,386	£54,386	£149,946
Uplift	£65,551	£61,100	£68,600	£61,750	£257,000
Difference	£6,480	£8,280	£10,440	£0	£25,740

6. Service/Programme Detail

6.1 Growth Hub Core funding (BEIS £205,000): Now merged with 'Uplift' funding for the year ahead, these monies are used to fund the GH Manager, Digital Marketing Manager and Digital Marketing Apprentice roles together with all costs associated with the website portal, its maintenance, and all appropriate licensing costs. This allows GH to offer a contemporary digital business support package, delivering information, news, articles, and features, some of which are re-purposed and published directly from Government bulletins. The budget spend was achieved for FY 2020/2021.

6.2 SME Competitiveness Project (ERDF £2.4m): Funded by the European Regional Development Fund, this is the GH's flagship business support programme covering the spread of pre-start support through to scale-up with an element for Honda staff being made redundant, that aspire to start a business, the three elements are delivered by:

- 1) Pre-start/start-up (YTKO)
- 2) Scale-up/Growth (SETSquared)
- 3) Honda workforce facing redundancy with ambitions to start a business (Swindon Borough Council with support from YTKO).

Over 100 referrals have been made into SME Competitiveness with the majority being start-up from the GH team of Business Navigators alone. With the impending closure of the Honda manufacturing site and some supply chain organisations, GH continues to provide this support to the workforce being made redundant with aspirations to start a business.

6.3 Uplift Funding (BEIS £257,000): Now combined with 'Core' funding totalling £462,000, titled 'This Way Up', this recovery themed programme of support consists of webinars under three headlines of Leadership, Digital and Finance, combined with some Digital and Financial specialist support. With a total target of 300 businesses in receipt of support over the term of the programme, we had 1,800 businesses watching live with just over 1,000 utilising the 'watch again' function on the GH website events pages.

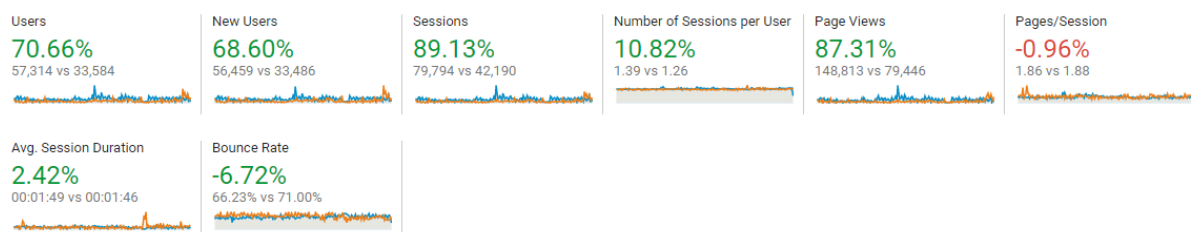
GH will be bolstering its skills support and Green Economy offer by recruiting both a full-time Skills Adviser and Business Navigator with a Green Economy and EU Transition bias to support any ongoing needs in this space and with the Furlough scheme ending in the autumn, for this year, skills support will be prominently featured in the webinar programme with the addition of Green Economy and Environment related subjects.

6.4 Kickstart (DWP): In addition, this programme funds GH's Skills & Enterprise Adviser who is managing the Kickstart Scheme with SWLEP recently becoming a representative/intermediary. Three applications, totalling 140 placements, have been made to DWP with five placements on behalf of SWLEP over two roles of Administration & Communication Assistant and Strategy & Business Development Assistant.

- 6.5 Peer Networks (BEIS £150,000):** With a focus on 'action learning' sets and following the successful completion of seven sector specific cohorts including Professional Services, Manufacturing and Food & Drink, GH has now recruited all mentors and facilitators with a view to get the first of ten cohorts underway during June 2021.
- 6.6 Visitor & Wider Economy Grants (ERDF £414,000):** The European Regional Development Fund have allocated £30m to support the Visitor and Wider Economy across England and will use the Growth Hub as its delivery vehicle. Swindon & Wiltshire has been allocated £380,000 to distribute to eligible businesses through a scheme affording businesses specialist support in areas such as HR and Legal and/or the procurement of equipment to support their recovery from the pandemic and build future resilience. The application window closed on 19 October and distribution of grants is nearing completion. The financial completion date for the project is 30 June 2021. A total of over £286,000 has now been paid to beneficiaries of which £102,000 has been paid to businesses in the Visitor Economy.

7. Website & Marketing

- 7.1** Whilst we have seen a recent reduction in website traffic, it has at times been up by 300% during the pandemic. As the service grows, more businesses are hearing about the Growth Hub offer and we continue to publish helpful articles whilst maintaining our position as Central Government's messaging vehicle for the grant and other support available.
- 7.2** Business Support pages on the GH website have been redesigned to provide a more concise browsing experience based on the businesses position.
- 7.3** The Growth Hub Community now has 1,863 members and continues to grow, up by 300 members in three months.
- 7.4** The GH website has received over 57,000 visits since June 2020. We are pleased to see a reduction in 'bounce' rates too, people are spending longer on the website implying they are finding information faster and remaining engaged:

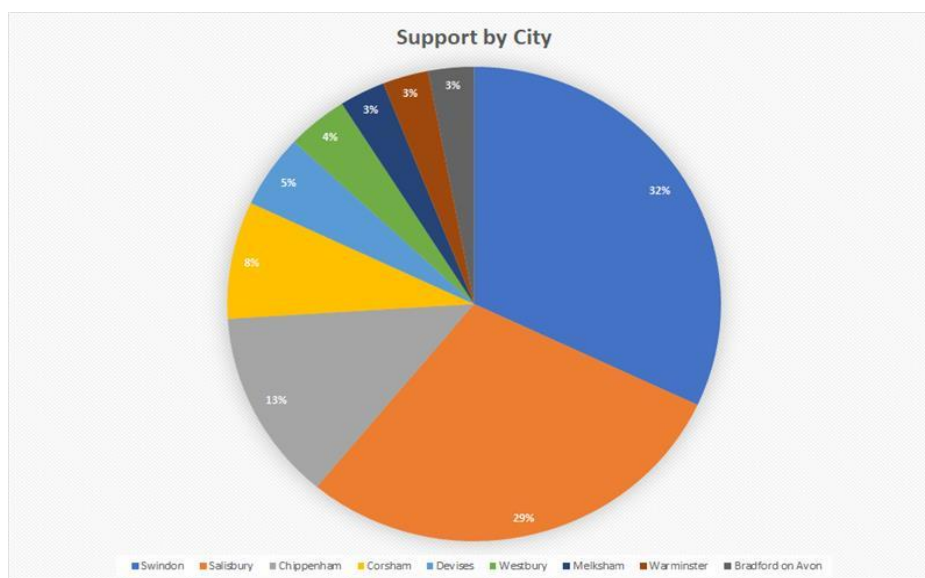




7.5 Return rates for visitors have nearly doubled year on year:



7.6 The graphic below presents some real-time data on the geographical split of where the businesses are based across the county that are in receipt of support:





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Meeting & Date:	SWLEP Board Meeting – Thursday, 27 May 2021		
Subject:	Growing Places Infrastructure Fund (GPIF)		
Attachments:	None		
Author:	Phil Clement Head of Investment & Export	Total no of sheets:	3

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

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

2. Summary

- 2.1 The Growing Places Infrastructure Fund (GPIF) is a £8.67m fund, secured from the Government's 'Growing Places' initiative. It provides loans to companies in need of financial support that deliver projects which create additional jobs and/or improve productivity.
- 2.2 Loan funds can only be used for capital purposes, for example, the refurbishment of a building or the purchase of plant and machinery.
- 2.3 There is currently an 'open call' for proposals from companies based in Swindon and Wiltshire seeking loans of between £150,000 and around £2m.
- 2.4 The SWLEP has so far loaned just over £7m across 11 projects. One company has paid its loan back, the funds from which have been reinvested in other projects.
- 2.5 So far over 100 new jobs have been created and a further 565 are forecast over the next three years as the various projects in receipt of loans are developed.
- 2.6 The private session of the Board today is reviewing a further three loan applications totalling £3,875,000.

3. Detail



3.1 Loan Update

- 3.1.1 Woods Group is now operating from a new HQ office in Chippenham following receipt of a loan in 2018 and its loan has now been repaid.
- 3.1.2 Recycling Technologies utilised loan funds to fit-out its new production facility and research and development suite in Swindon. The company manufactures plastic recycling machines, which it will export globally. It has increased its headcount from 50 to around 140 since the time of the application.
- 3.1.3 Community Interest Company 'Our Wilton' has completed the first phase of a business incubation centre and training facility in Wilton. This supports the creation of new businesses and the expansion of existing SMEs, including those linked to personnel leaving the armed forces.
- 3.1.4 PRP Optoelectronics has moved into an adjacent manufacturing unit in Swindon in readiness for its new product range that uses fibre optic technology to purify water. It has a healthy international order book and is recruiting more engineers. A link has been made to the team working with those being made redundant from Honda.
- 3.1.5 Autoguide Equipment in Calne has received funding to expand its production line of piling equipment used in a variety of infrastructure and building projects. It is recruiting more staff to deal with a strong international order book.
- 3.1.6 Four Legs Are Better Than Two is expanding its output of animal food products from a converted farm building, utilising new capital equipment from the loan scheme. The lockdowns have led to a significant increase in orders.
- 3.1.7 Advanced Biofuel Solutions is nearing the completion of an energy plant in Swindon that will supply gas to the national grid.
- 3.1.8 Clinical Partners Ltd in South Wiltshire, a specialist provider of mental health services nationally via the NHS, private sector and to the armed forces, is nearing the completion of its IT upgrade to provide more targeted interventions. With the rise in mental health cases due to the pandemic, the company has seen a large increase in demand for its services, with headcount increasing from 23 to 62.
- 3.1.9 Potts Partnership in Marlborough, a small family-run food manufacturer, received a loan to create additional manufacturing capacity and purchase specific items of equipment to increase output. The pandemic has led to a large increase in home deliveries as well as additional demand from independent stores and larger retailers.
- 3.1.10 A digital company in Corsham, Connected ID, has used loan funds to develop a 'click and collect' app for local restaurant owners. This has enabled many businesses to continue to trade during the lockdowns and will continue to support the growth of the home delivery element of these local businesses.



- 3.1.11 The food producer and distributor, The Black Farmer Ltd, is establishing a distribution facility in Chippenham, along with a sales office. This will also enable local independent food companies to distribute their produce nationally.