

Swindon & Wiltshire
LOCAL ENTERPRISE PARTNERSHIP

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Chair:	Paul Moorby (PJM)
Minutes:	Deborah House (DKH)

9.30am		Start of Public meeting			
Item	Timing	Topic	Paper No.	Lead	
1.0	9.30am	Welcome / Apologies / Conflicts of Interest	Verbal	PJM	
2.1	9.35am	Review of Draft Minutes of public Board Meeting of 29 September 2022.	Paper 2.1	PJM	For approval
2.2		Matters Arising: <ul style="list-style-type: none"> • PB to issue accounts to Directors for comment. Update: agreed the amount to be included in the accounts for Corporation Tax, so accounts ready to be filed. • DKH to ascertain availability and issue online calendar invite accordingly for Extraordinary Board Meeting to sign off 2023/24 Delivery Plan. COMPLETED • PB to liaise with James Cooke of The Western Gateway for mutually convenient date for business breakfast/lunch. IN TRAIN • DKH to issue lists of all Subgroups so Directors can attend if desired. COMPLETED • PB to send to all Directors data on the impact of GPIF loans. COMPLETED 	Verbal	PJM	
2.3		Review of Draft Minutes of Extraordinary Board Meeting of 9 November 2022.	Paper 2.3	PJM	For approval
2.4		Matters Arising: <ul style="list-style-type: none"> • DS to check Delivery Plan 2023/24 document for errors as mentioned. COMPLETED 	Verbal	PJM	

Item	Timing	Topic	Paper No.	Lead	
		<ul style="list-style-type: none"> DKH to issue invitations to Subgroups to all Directors. IN PROCESS PB to make arrangements for task and finish working groups on the BCC, commercial business support and the next capital project. ON AGENDA 			
3.0	9.45am	Board Director membership update	Verbal	PJM	
4.0	9.50am	Submitted questions	Paper 4.0	PJM	
5.0	9.55am	Chief Executive's report	Paper 5.0	PB	For approval
6.0	10.15am	Delivery Plan 2022/23 progress report	Paper 6.0	CSk	For information
7.0	10.25am	Programme Status Report	Paper 7.0	PB	For information
8.0	10.35am	Business Support update: <ul style="list-style-type: none"> Growth Hub Growing Places Infrastructure Fund (GPIF) Inward Investment 	Paper 8.0	CS	For information
9.0	10.55am	Subgroup and network group updates	Presentation	SW CK AN	For information
10.0	11.15am	AOB	Verbal	PJM	
		Date of next Board meeting: Thursday, 26 January 2023 9am Board Directors only 9.30am Public Board Meeting			
		Future Meeting dates Thursday, 30 March 2023 Thursday, 25 May 2023 Thursday, 20 July 2023 Thursday, 28 September 2023 Thursday, 23 November 2023 All via video / telephone conference until further notice.		PJM	



Item	Timing	Topic	Paper No.	Lead	
	11.30am	Close of Part One of the meeting			
	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			
	12.30pm	End of meeting			



Attending:	Board Directors: Paddy Bradley (PB) Mandy Clarke (MC) – Co-Deputy Chair Richard Clewer (RC) – left at 11am Ramona Derbyshire (RD) – joined after Item 2.0 Doug Gale MBE (DG) Andrew Gudgeon, OBE (AG) Tom Harrison (TM) – joined after Item 2.0 Carole Kitching (CK) Col Gary McDade (GMC) Mark Matthews (MM) – joined after Item 2.0 Basit Mohammed (BM) – joined after Item 2.0 Paul Moorby, OBE (PJM) Alison North (AN) - Co-Deputy Chair José St Clair (JSC) – joined after Item 2.0 Suzanne Wigmore (SW)	Board Advisers: None Observers: Cllr Gary Sumner, representing David Renard, Swindon Borough Council
Apologies:	David Renard (DR) / Prof Ian White (IW) - SWLEP Board Directors	
In attendance:	Tim Burghes (TB) / Sarah Pearce (SP) / Debby Skellern (DS) / Chris Stevens (CS) / Amy Wetherill (AW) - SWLEP Rory Bowen (RB) / Victoria Moloney (VM), Wiltshire Council Emily Manser – representative from Cities & Local Growth Unit	
Guest(s):		
Chair:	Paul Moorby (PJM)	
Minutes:	Deborah House (DKH)	
Location:	Teleconference online	

Item	Narrative	Deadline
1.0	Welcome / Apologies / Conflicts of Interest / Board resignation	
	The meeting opened at 9.33am and the Chair welcomed attendees to the public meeting of the Swindon & Wiltshire Local Enterprise Partnership Ltd. Apologies were noted. No further conflicts of interest were noted in addition to those already registered by directors.	
3.0	Review of minutes and matters arising	



Item	Narrative	Deadline
	Item taken out of order.	
3.1	The minutes of the Board Meeting held on 21 July 2022 were reviewed and approved.	
3.2	Matters Arising: The matter arising was completed.	
4.0	Board Recruitment and Director appointments	
	<p>Item taken out of order.</p> <p>PJM outlined the latest recruitment campaign to the meeting. Thanks were offered to RC, AN and PB for participating in the Interview Panel. SWLEP had received applications from seven candidates, and all were interviewed with five of the candidates offered roles as prospective Directors by the Panel and were before the meeting today for ratification.</p> <p>The Directors had already received the CVs of the five candidates and PB outlined their respective areas of expertise</p> <p>Decision: the Swindon & Wiltshire Local Enterprise Board APPROVED the appointment of Abdul-Basit Mohammed, José St Clair, Mark Matthews, Ramona Derbyshire and Tom Harrison to the SWLEP Board.</p>	
2.0	Her Majesty Queen Elizabeth II	
	<p>A film celebrating the life of Her Majesty Queen Elizabeth II was played to the meeting in celebration of her life and dedicated service. Sarah and Amy were congratulated on their excellent work.</p> <p>New Directors joined during / after the film and introduced themselves to the meeting.</p>	
5.0	Submitted Questions	
	No submitted questions had been received for this agenda.	
6.0	SWLEP Ltd Audited Accounts	



Item	Narrative	Deadline
	<p>PB spoke to the meeting and advised that we had hoped to circulate the Audited Accounts with the papers. However, they had not been ready in time, so he presented the paper on screen. Directors were not being asked to approve them at this meeting. An email would be sent to Directors in due course for response.</p> <p>Monahans had been SWLEP Ltd's auditors for the past two years. This was the second year we had issued full accounts, even though because of our size, we were not obliged to. However, it increased our transparency. Monahans was continuing to do the tax work at present.</p> <p>The line for Debtors reflected the GPIF loans issued in the SWLEP's name following incorporation in January 2019. Prior to incorporation, loans were issued by Wiltshire Council as the Accountable Body and on behalf of the SWLEP. The accounts noted that £8.9m in loan agreements had been issued in the SWLEP's name. The GPIF loan fund was a very valuable asset and its ownership was important for the future direction of the company.</p> <p>The Auditors acknowledged that SWLEP Ltd was a going concern; it had £1.5m in its bank account.</p> <p>Funds received from Central government included the core funding, Growth Hub funding, which was paid in arrears, as well as the income from the loan fund transferred from Wiltshire Council also in arrears.</p> <p>There was more cash in the current account than was required and we should consider moving money to short-term deposit, although still bearing in mind the necessary cash-flow.</p> <p>SWLEP Ltd was in a financially stable position, and there were no concerns from the auditors.</p> <p>Action: PB to issue accounts to Directors for comment.</p> <p>Decision: When the tax review had been received from the Auditors, Directors authorised PB to sign off accounts.</p>	Oct 2022
7.0	Draft Delivery Plan 2023/24	
	<p>DG, as Chair of the Delivery Plan Working Group, introduced this item. The plan followed on from the significant scale of work carried out to formulate the Swindon & Wiltshire's Local Industrial Strategy.</p> <p>The Working Group had met twice since the last Board Meeting and focussed on future plans. Unfortunately, there had been little formal guidance from Government on this, which was acknowledged by EM, and the Working Group had used the recent Levelling Up White Paper as its reference.</p> <p>The Plan was focussed only on publicly funded activity and assumed the Swindon & Wiltshire Local Enterprise Partnership would continue with funding at the same level, although there was no certainty. If not, SWLEP would not be able to deliver this planned activity in full and would have to</p>	



Item	Narrative	Deadline
	<p>reconsider its planning. Government had yet to confirm the funding position for next year.</p> <p>DG handed over to DS who explained that the paper gave context to the work and contained the current valid draft of the Plan, giving thanks to the contributions of staff from both Wiltshire Council and Swindon Borough Council. A short, extraordinary Board Meeting would be held online to approve the Plan before its submission in November.</p> <p>The commercial plan would be developed separately, but activities would be impacted by the cost-of-living crisis etc, so would influence the five-year commercial plan.</p> <p>The Swindon & Wiltshire Local Enterprise Partnership Board: REVIEWED and AGREED the draft Delivery Plan content and structure; and AGREED to hold an extraordinary meeting of the Board in November to sign off.</p> <p>Action: DKH to ascertain availability and issue online calendar invite accordingly.</p>	Oct 2022
8.0	Chief Executive's Report	
	<p>PB spoke to the paper and explained that the report contained one single item, the impact of the cost of the energy crisis on businesses and was written before the interventions from Government. Although those interventions were very welcome, there would be a lot of businesses which did not qualify, and some would not survive.</p> <p>At a recent Business Intelligence & Network Group (BING) views on the current situation were collated from the membership organisations present. Representatives from BEIS were always invited to these meetings and views could then be fed back into Government.</p> <p>Wiltshire Council was fully aware of the impact of the energy crisis on residents and businesses and a paper was due to go to Cabinet. Various support would be offered from government and council, but the situation should not be underestimated.</p> <p>The Swindon & Wiltshire Local Enterprise Partnership Board: NOTED the action taken by members of the SWLEP's Business Intelligence & Network Group (BING) in highlighting issues for businesses due to very steeply rising energy costs.</p>	
9.0	The Western Gateway	



Item	Narrative	Deadline
	<p>The Western Gateway and SWLEP Ltd James Cooke from The Western Gateway presented to the meeting on the aims of the organisation and its work with SWLEP.</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/2022/29-sep-2022/sept-swlep.pdf?sfvrsn=32a10b5f_4</p> <p>One of the key challenges of The Gateway was working with organisations across the geography from both the Welsh and the English areas with differing aims and ambitions. For this reason, the Gateway was focused on NetZero and issues of connectivity as mutual aims. One quick win would be to voice support for the step fusion project. The Gateway was looking at opportunities to champion pilot projects on hydrogen.</p> <p>Hydrogen Workstream DS presented to the meeting on the work currently underway on hydrogen projects. The presentation can be accessed by following the link below:</p> <p>https://static.swlep.co.uk/swlep/docs/default-source/board-meetings/2022/29-sep-2022/western-gateway-hydrogen-presentation-270922.pdf?sfvrsn=4e1a9301_4</p> <p>Directors were invited to attend a business breakfast/lunch to hear more detail about the work of The Western Gateway with JC and other colleagues, possibly at the Business Cyber Centre.</p> <p>Action: PB to liaise with JC for mutually convenient date.</p>	Oct 2022
10.0	Budget report 2022/23	
	<p>PB spoke to paper and key points were noted.</p> <p>The Swindon & Wiltshire Local Enterprise Partnership Board: NOTED the financial position of the company up to 16 September in the financial year 2022-23.</p>	
11.0	Subgroup update	
	<p>The Business Environment Subgroup did not take place owing to the funeral of HM Queen Elizabeth II being the day it was scheduled. AN invited the newly appointed directors to join the Subgroups.</p> <p>SW as Chair of the Ideas, Infrastructure & Place Subgroup and CK as Chair of the Skills & Talent Subgroup updated the meeting on progress and future activity.</p>	



Item	Narrative	Deadline
	<p>The presentation can be found by accessing the link below:</p> <p>https://static.swlep.co.uk/swlep/docs/default-source/board-meetings/2022/29-sep-2022/subgroup-updates-29-september-board.pdf?sfvrsn=e5d0f0e4_4</p> <p>Business West was the body leading the development of the Local Skills Improvement Plan (LSIP) in the Swindon and Wiltshire area which would be presented to the Board at an appropriate stage.</p> <p>Action: DKH to issue lists of all Subgroups so Directors can attend if desired.</p>	Oct 2022
12.0	Delivery Plan 2022/23	
	<p>PB spoke to the paper and commented on progress of the Delivery Plan for 2022/23. Within the Skills activity, the analysis of Labour Market Intelligence was RAG-rated AMBER. With the departure of the SWLEP analyst and the cessation of the temporary cover provided by Emsi/Burning Glass, there was no capacity within the team to undertake this work. This may go to RAG-rating RED if a solution were not found. However, SWLEP was currently in discussions with the Department of Economics at the University of Bath to fulfil this activity.</p> <p>The Swindon & Wiltshire Local Enterprise Partnership Board: NOTED the contents of the paper.</p>	
13.0	Growth Hub update	
	<p>CS spoke to the meeting and outlined the activity of the Growth Hub. The presentation can be accessed by following the link below.</p> <p>https://static.swlep.co.uk/swlep/docs/default-source/board-meetings/2022/29-sep-2022/growth-hub-business-environment-subgroup-swlep-board-update-sept-2022-cs-edit_.pdf?sfvrsn=b5f27e69_4</p>	
14.0	Programme Status report	
	<p>The paper was for information and taken as read. More detailed information regarding the GPIF loans and Business Cyber Centre operations would be given in Part Two of the Board Meeting for SWLEP Directors only as these were commercially confidential items.</p> <p>Action: PB to send to all Directors data on the impact of GPIF loans.</p> <p>The Swindon & Wiltshire Local Enterprise Partnership Board: NOTED the contents of the paper.</p>	Oct 2022
15.0	AOB	



Item	Narrative	Deadline
	None.	
	Date of next meeting	
	Thursday, 24 November 2022 – to be held via video / teleconference Directors to meet at 9am start of the public meeting at 9.30am.	
	Future Meetings for 2023 Thursday, 26 January Thursday, 30 March Thursday, 25 May Thursday, 20 July Thursday, 28 September Thursday, 23 November Meetings will be held via video / teleconference unless otherwise advised. The AGM will be held in person; the exact date yet to be decided.	
	The meeting closed at 11.50am	



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Attending:	Board Directors: Paddy Bradley (PB) Mandy Clarke (MC) – Co- Deputy Chair – joined at 1.30pm Ramona Derbyshire (RD) Andrew Gudgeon (AG) Tom Harrison (TH) Col Gary McDade (GMc) Mark Matthews (MM) Basit Mohammed (BM) Paul Moorby (PJM) Alison North (AN), Co- Deputy Chair David Renard (DR) – left at 1.55pm José StClair (JSC) Prof Ian White (IW)	Board Advisers: NA Observers: NA
Apologies:	Richard Clewer (RC) / Doug Gale (DG) / Carole Kitching (CK) / Suzanne Wigmore (SW)	
In attendance:	Debby Skellern (DS)	
Guest(s):		
Chair:	Paul J Moorby (PJM)	
Notes:	Deborah House (DKH)	
Location:		

Item	Narrative	Deadline
	Welcome / Apologies	
1.0	<p>The meeting opened at 1.17pm and the Chair welcomed attendees to this extraordinary meeting of the Board.</p> <p>Apologies were noted.</p> <p>No further conflicts of interest were noted in addition to those already registered by Directors.</p>	
2.0	Delivery Plan 2023-24	
	<p>DS spoke to the paper and explained that the Plan was written for the SWLEP's government-funded activity. The Plan assumes funding from Government would remain the same and therefore Business as Usual. Minor amendments had been made to the document since the Board Meeting in September which were highlighted to the group.</p> <p>SWLEP had previously intended obtaining Board approval and submitting the document before the deadline. However, with the budget scheduled to be</p>	



Item	Narrative	Deadline
	<p>announced on 17 November and the recent changes to Government, the advice had been NOT to submit Delivery Plans, but to await further guidance. The Delivery Plan Working Group would continue to meet to draft the commercial plan and a meeting with the whole Board would be scheduled for January to work this through.</p> <p>If the Government were to make changes to the funding for LEPs, both core and Growth Hub, collectively or separately, SWLEP would need to re-work the Plan to reflect the different financial conditions. The re-worked plan would be brought back to the Board for approval.</p> <p>The biggest risk to delivery was the uncertainty about the Government's relationship with LEPs and whether they would continue to be funded. This would lead to a risk of maintaining our reputation with partners if the money were not forthcoming and in turn would hasten our move to commercial activity.</p> <p>The point was made that the document appeared very wordy and would benefit from some more images. The question also was raised on its intended audience. The explanation was that the primary audience was Government, but that SWLEP had suffered in a post-pandemic world as people were not out and about as much as previously and we had had to make more use of stock images in this instance. DR advised to contact Swindon Borough Council's comms team for more up-to-date photography, for example, on the works currently underway on Fleming Way. SWLEP also had two digital marketing apprentices who were able to obtain more photographs.</p> <p>If Directors wanted site visits to any of these projects, arrangements could be made. AN had offered to assist with Western Gateway members if they wanted to come into Swindon and Wiltshire to see projects.</p> <p>Action: DS to check document for errors as mentioned.</p> <p>The Swindon & Wiltshire Local Enterprise Partnership Board: APPROVED the Delivery Plan 2023-24 subject to the corrections being made on the Budget Table; and DELAYED submission pending the budget statement and advice from the Cities and Local Growth Unit Team.</p>	
3.0	Update on Recycling Technologies	
	<p>PB updated the meeting on the latest situation regarding Recycling Technologies (RT). RT had been an influential business in the area, and we had loaned it money from the Growing Places Infrastructure Fund (GPIF). Unfortunately, the business had gone into administration with a potential loss to SWLEP of £935,000. The Administrators were accepting bids to buy the assets of the company, but a</p>	



Item	Narrative	Deadline
	<p>management buyout, to which SWLEP had shown interest, at this stage looked to have been unsuccessful.</p> <p>It appeared that the business was likely to have been sold. The Innovation Campus for the Circular Economy (ICCE) Ltd would continue its work but would now be coordinating with RT's previous competitors.</p>	
4.0	AOB	
	<p>PB advised of two ongoing business developments.</p> <p>Innovate UK Launchpad Innovate UK had started a fund for SME sector support across wider geographical areas. This had been piloted in Teesside and Liverpool with Teesside operating in three sectors: hydrogen generation, offshore wind and carbon sequestration with Liverpool in advanced manufacturing and digitalisation.</p> <p>SWLEP had contacted the Western Gateway about submitting a bid but had been told that there was no capacity in the organisation at that time to co-ordinate such a bid. SWLEP then convened a meeting including Bristol & Bath Cyber, Cynam, Western Gateway and Plexal and put together a bid which was submitted on Monday, 7 November. This funding would be used to grow the SME cyber cluster to provide cyber security across a greater range of industrial sectors. There were likely to be a range of bids around the country, including a separate bid from WECA.</p> <p>NOTE: DS advised the meeting that the Western Gateway had only 6.5 staff. The new CEO would be in post at the end of November.</p> <p>Thanks were extended to Tom Marshall for his work on this bid.</p> <p>British Business Bank (BBB) BBC had a £200m fund for the South West and was looking for fund managers within its fund management team. SWLEP was in early discussions.</p> <p>There was a wide-ranging discussion, prompted by JSC, covering many relevant points contributing to the thinking required as the SWLEP develops its future commercial strategy. Whilst Government funding was in place, then the business would need to fulfil LEP functions in return for the grant from Government. In addition, it was increasing its commercial activity. Directors were clear about developing a clear definition of the purpose of the SWLEP as we work to achieve a self-sustaining commercial operation.</p> <p>PB thanked Directors for their engagement in the discussion and proposed setting up two task and finish working groups involving Directors and focussing on future strategy for the BCC, commercial business support and the next capital project.</p>	



Item	Narrative	Deadline
	<p>AN invited JSC to join the Business Environment Subgroup at the January meeting to add his thoughts.</p> <p>Action: DKH to issue invitations to Subgroups to all Directors.</p> <p>Action: PB to make arrangements for task and finish working groups on the BCC, commercial business support and the next capital project.</p>	
	<p>Date of next Board meeting:</p> <p>Thursday, 24 November 2022</p> <p>9am Board Directors only 9.30am Public Board Meeting</p>	
	<p>Meeting dates for 2023:</p> <p>Thursday, 26 January Thursday, 30 March Thursday, 25 May Thursday, 20 July Thursday, 28 September Thursday, 23 November</p> <p>All via video / telephone conference unless otherwise stated.</p>	
	The extraordinary meeting of the Board closed at 1.55pm	



Board Director membership update



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



Report 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, 24 November 2022		
Subject:	Chief Executive's Report		
Attachments:	None		
Author:	Paddy Bradley	Total no of sheets:	4

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

- 1.1. The report enables Board Directors to view a range of issues in one paper, raising items for approval, discussion or noting.

2. Summary

- 2.1. There is a requirement to review our Governance Framework annually and the Board is asked to approve some changes which include the removal of groups from the structure which have not met for an extended period.
- 2.2. To encourage more worthwhile applications to our loan funds and to cover anticipated higher legal fees as we will be seeking security on new loans in the future, the Board is asked to approve an administration fee structure with a minimum charge of £3,000.
- 2.3. As we develop our commercial strategy to support income generation over the next five years, Directors are invited to join one or more of three task and finish groups focussing on the Business Cyber Centre, Business Support and the next capital project.

3. Recommendations

- 3.1. The Swindon & Wiltshire Local Enterprise Partnership Board is asked to:

Governance Framework

- 3.1.1. agree to change the deadline for the Annual Report and audited accounts to 30 September each year;
- 3.1.2. agree to remove the Standing Members' Group from the governance structure;
- 3.1.3. agree to remove the European Structural Investment Fund (ESIF) Committee from the governance structure;
- 3.1.4. agree to maintain the SWLEP's existing Governance Framework policies and to change the date on them to November 2022;
- 3.1.5. note that a Governance Review will be required once national guidance is published.

Growing Places Infrastructure Fund

- 3.1.6. approve the charging of an administration fee, calculated as a percentage of the loan applied for, with additional costs according to the level of security provided and a minimum fee of £3,000;

Working groups to develop the SWLEP's Commercial Strategy

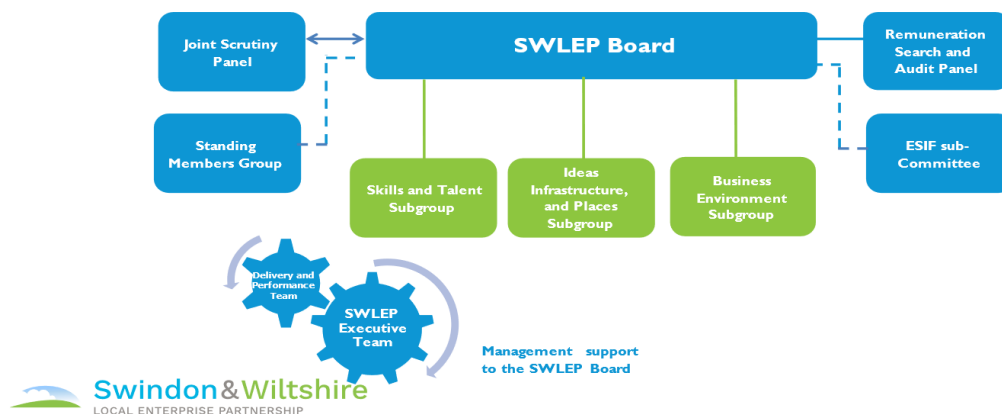
- 3.1.7. agree to the establishment of three task and finish groups (Business Cyber Centre, Business Support, Next Capital Project); and
- 3.1.8. Directors are asked to volunteer to join the task and finish groups.

4. Detail

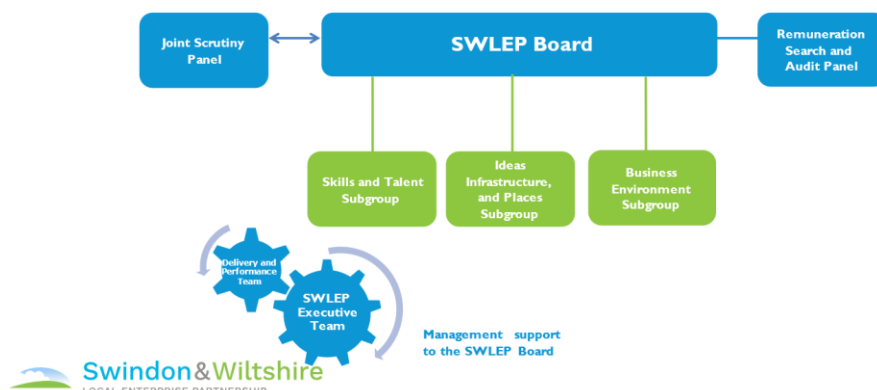
Governance Framework

- 4.1. SWLEP is required to review its Governance Framework on an annual basis and the Board signed off its last review in October 2021 following the publication of updated National Local Growth Assurance Framework Guidance in the September 2021. A refresh of this guidance has been expected to reflect the government's evolving local government devolution announcements and aligned to this, the changing role for LEs, which are no longer responsible for large capital investment programmes. There is no clear timeline on when updated guidance might be published.
- 4.2. In the meantime, it is proposed that in the absence of new guidance that the policies continue as before with the following amendments:
- 4.2.1. The deadline for the publication of SWLEP's Annual Report is dropped back to 30 September each year from 31 July to enable a longer window for the year end accounts to be closed and audited. As the scope of activity covered by SWLEP has been extended, for example the BCC and requirement to pay Corporation Tax, the July deadline for the completion of the audit has become harder to achieve than in previous years.
- 4.2.2. The SWLEP governance structure is amended to remove the Standing Members' Group and the ESIF Committee. With the conclusion of the capital programmes, the requirement to engage with public sector partners separately on capital programmes has not been required outside of the usual operation of the SWLEP Board and the Standing Members' Group has not met. It is proposed to maintain a facility to hold meetings twice a year between the Chair, Deputy Chairs, CEO and public sector partners to ensure good lines of communication are maintained.
- 4.2.3. With the closure of the European funding programmes, the European Structural Investment Fund (ESIF) Committee no longer meets, and it is proposed to remove the requirement to keep this group in our governance structure.
- 4.2.4. The proposed changes are shown in the diagrams below.

Governance Structure, Oct 2021



Draft Governance Structure, Nov 2022



Growing Places Infrastructure Fund (GPIF)

- 4.3. The GPIF Working Group, at its meeting on 11 November 2022, agreed that the prospect of charging a set-up fee for future loans should be put to the Board. It was felt that this would strengthen the pipeline of bids being received, with applicants knowing that there is a cost associated with successful bids. The fees received would also contribute to the costs of the programme; primarily legal fees in drawing up the pre-requisite loan agreement and, where necessary, putting in place security. Where no security is required, the legal fees are typically £1,500. This could be nearer £5,000 if security is needed.
- 4.4. It is recommended that the Working Group be given the authority to charge a fee for future loans. Flexibility should be afforded to cater for the complexity of individual projects. As a guide, the fee for a project not requiring security would be between 2-3% of the valuation of the loan for which a company is applying. If security is required, then a

quotation from our legal advisers will be sought ahead of a fee being put to a prospective applicant. Fees are then proportionate to the costs involved.

- 4.5. The loans range from a minimum of £150,000 to circa £2m, therefore the minimum fee would be £3,000.

Developing the SWLEP's Commercial Strategy

- 4.6. The Board has approved the SWLEP's Delivery Plan 2023-24 for activities in response to Government requirement of LEPs and pending final confirmation of the level of Government funding.
- 4.7. There is a second plan required to cover the SWLEP's commercial activities.
- 4.8. Initial discussions have led to a proposal to establish task and finish groups to look at commercial developments in the following areas:
 - 4.8.1. Business Cyber Centre;
 - 4.8.2. Business Support; and
 - 4.8.3. next capital project.
- 4.9. The intention is that the groups develop ideas for consideration by the whole Board taking into account that our overall strategic direction is provided by the SWLEP's Local Industrial Strategy. The starting point is to define the SWLEP's commercial intentions over the next five years through to 2028.
- 4.10. It is envisaged the task and finish groups will meet twice before the SWLEP Board meeting on 30 March 2023 at which the Board will be provided with the commercial plan for approval.
- 4.11. Directors are asked volunteer to join one or more of the task and finish working groups. The commitment will involve two meetings at two hours each plus reading and preparation for each meeting. The secretariat function for the task and finish groups will be provided by the SWLEP Executive team.



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Meeting & Date:	SWLEP Board Meeting – Thursday 24 November 2022		
Subject:	Delivery Plan 2022-23 Q2 Report		
Attachments:	None		
Author:	Charlotte Skinner	Total no of sheets:	4

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

- 1.1. To update the Board on progress in implanting the SWLEP's Delivery Plan for 2022-23. The Delivery Plan is our annual plan to continue the mobilisation of our Local Industrial Strategy, published in March 2020 and which continues to provide our strategic direction.

2. Summary

- 2.1. This paper is one of the four quarterly reports summarising progress in implementing the SWLEP Delivery Plan for 2022-23.
- 2.2. The value of loans agreed through our Growing Places Infrastructure Fund (GPIF) is keeping pace with projections, although we are not likely to achieve our interest income target due to the loss of the loan to Recycling Technologies.
- 2.3. Growth Hub performance is good overall for business support: already exceeding the target for medium support, progress broadly in line with expectations for light touch support, but well below for intensive support. Improvements are anticipated in Q3. Satisfactory progress is being made in acquiring new members of the Growth Hub.
- 2.4. The Business Cyber Centre is making slow progress towards its targets, although there are good reasons to be positive about performance in Q3.
- 2.5. The performance of the Careers Hub is good, with high levels of confidence in achieving, and in some cases exceeding the targets for the year.
- 2.6. Performance in skills support is variable, but with better performance anticipated in the second half of the year. Prospects are looking good for reaching the new apprenticeships target due to the number of businesses at the mid- to late-stage of the process. The pace is picking up on forming the Local Skills Improvement Plan and re-establishing our Labour Market Intelligence Quarterly Reports.

3. Recommendations

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

- 3.1. note the contents of the report.

4. Detail

4.1. Mobilising the Local Industrial Strategy: activity summary July 2022 - Sept 2022

Table 1: Programme output targets 2022-2023

The quarterly figures are cumulative for all targets.

Key Performance Indicators	2022-23 Target	Apr-Jun 2022	Jul-Sep 2022	Oct-Dec 2022	Jan-Mar 2022
Capital programme: Growing Places Infrastructure Fund (loans)					
Value of new loans awarded	£3.25m	£2.054m	£2.756m		
Income from loan interest payments	£610,000	£144,319	£257,090		
Revenue programme: Growth Hub					
Number of businesses receiving light support	800	277	374		
Number of businesses receiving medium support (3+ hours)	290	175	307		
Number of businesses receiving intensive support (12+ hours)	216	13	46		
Growth Hub Community membership	2,800	2,238	2,288		
Revenue programme: Business Cyber Centre					
Tenancy occupancy	90%	15%	15%		
Jobs created/safeguarded	100	0	3		
Businesses assisted	20	1	2		
Learners assisted	475	0	90		
Number of Cyber Cluster members	200	123	128		
Revenue programme: Skills and Talent					
Careers Hub:					
Minimum Gatsby Benchmarks for each school	3	17% of providers yet to achieve	15% of providers yet to achieve		
Average Gatsby Score across the network	5	5.62	5.52		
School upgrades to Compass	75%	67%	75%		
SAP Programme delivery:					
Quarterly labour market reports	4	0	0		
Number of businesses taking on an apprentice for the first time	50	5	10		



Table 2: RAG Scoring: for LIS mobilisation, cost, scope and time consideration may not all apply until funding is secured.

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 one 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.

Table 3: Summary RAG rating for Project delivery

Business Area	Project	Status	RAG
Innovation and infrastructure	Sustainable technologies and the circular economy - Innovation schemes	Active	
	Swindon and Wiltshire Green Hydrogen Plan	Active	
	SME Climate Hub	Active	
Skills activity	Skills Plan and apprenticeship campaign	Active	
	Labour market intelligence	Active	
	Careers Hub	Active	
	Swindon and Wiltshire Local Skills Improvement Plan	Active	
	Workforce Health	Active	
Business support service activities	Swindon and Wiltshire Growth Hub	Active	
	Business Cyber Centre	Active	
	Growing Places Infrastructure Fund	Active	
	Inward investment support	Active	
Place-based activities	Natural Capital	Active	
	Place	Active	
Governance	Governance	Active	



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Meeting & Date:	SWLEP Board Meeting – Thursday, 24 November 2022		
Subject:	Programme Status Report		
Attachments:	None		
Author:	Claire Alexander	Total no of sheets: (inc cover sheet)	5

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

- 1.1 Highlight reports are presented to the SWLEP Board to communicate the status of live projects and to demonstrate that projects are being managed in line with the LEP Assurance Framework, and for the Growing Places Infrastructure Fund, that loans are being managed and risks understood.

2. Summary

- 2.1 There are twenty-six live projects as summarised below.

Green	Amber Green	Amber Red	Red
24	0	0	2

3. Growing Places Infrastructure Fund (GPIF)

- 3.1 The Swindon & Wiltshire Local Enterprise Partnership Board is asked to note:

- two new loans were issued during the period;
- two loans are marked RED, one as the company has gone into administration, owing SWLEP £935,433 and the other as the capital repayment is almost a year overdue; and
- two organisations now have three separate loans each via GPIF funding. Totals are Potts Partnership £950,500 and Clinical Partners, £1.7m.

Skills & Enterprise Projects

Project Ref	Project Name	Lead	Previous	Current	Notes
LEP/GEN/001/CEC	Enterprise Advisor Network & Careers Hub	SWLEP, WC & SBC	G	G	Continued progress has been made during the period.
LEP/GEN/002/GH	Growth Hub	SWLEP	G	G	Continued progress has been made during the period.

Growing Places Infrastructure Fund (GPIF)

Project Ref	Project Name	Lead	Previous	Current	Notes
LEP/GPIF/003/RT	Recycling Technologies	SWLEP	AR	R	A loan for £1,035,433 was made in February 2019 and in October 2022 the company went into Administration owing SWLEP £935,433.
LEP/GPIF/004/OW	Our Wilton	SWLEP	AR	R	A loan for £1,250,000 was made in February 2019. The first capital payment was made in March 2021, £11,423. The remainder of the loan, £1,215,731 was due to be repaid in December 2021 and is now overdue by almost a year.
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. The company was seeking a further funding round from existing investors to support cashflow. This was achieved in early November. It is anticipated this will enable the company to be cash generating by March 2023.
LEP/GPIF/009/PP	Potts Partnership Ltd Lt (No 1)	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.
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	G	G	£156,340 loan in place with repayment to SWLEP by April 2026.
LEP/GPIF/013/PP2	Potts Partnership Ltd (No 2)	SWLEP	G	G	£472,000 loan in place with repayment to SWLEP by August 2026.
LEP/GPIF/014/SPL	Simpson-Partners Ltd	SWLEP	G	G	£354,450 loan in place with repayment to SWLEP by September 2025.
LEP/GPIF/015/NEG	Nationwide Engineering Group Ltd	SWLEP	G	G	£2,000,000 loan in place with repayment to SWLEP by October 2026.

LEP/GPIF/016/CP2	Clinical Partners (2 nd Loan)	SWLEP	G	G	£1,050,000 loan in place with repayment to SWLEP by December 2025.
LEP/GPIF/017/SL	Seamach Ltd	SWLEP	G	G	£150,000 loan in place with repayment to SWLEP by September 2026.
LEP/GPIF/018/WD	Wylfe Distillery	SWLEP	G	G	£500,000 loan in place with repayment to SWLEP by May 2027.
LEP/GPIF/019/CT	Carbon ThreeSixty	SWLEP	G	G	£1,054,500 loan in place with repayment to SWLEP by April 2027.
LEP/GPIF/020/MB	Moulton Bikes	SWLEP	G	G	£350,000 loan in place with repayment to SWLEP by April 2027.
LEP/GPIF/021/WH	Westwire Harnessing	SWLEP	G	G	£150,000 loan in place with repayment to SWLEP by March 2026.
LEP/GPIF/022/CT	Consolite Technology	SWLEP	G	G	£300,000 loan in place with repayment to SWLEP by August 2027.
LEP/GPIF/023/GM C	Green Machine Computers	SWLEP	G	G	£200,000 loan in place with repayment to SWLEP by August 2027.
LEP/GPIF/024/PP3	Potts Partnership Ltd (No 3)	SWLEP	G	G	£202,000 loan in place with repayment to SWLEP by January 2024.
LEP/GPIF/025/CP3	Clinical Partners (No 3)	SWLEP	n/a	G	£400,000 loan in place with repayment to SWLEP by April 2027.

LEP/GPIF/026/GTL	Gold Traders (UK) Ltd	SWLEP	n/a	G	£1m loan in place with repayment to SWLEP by October 2026 via forty-eight instalments.
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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)				
	3				
	2				
	1 (Unlikely)				

The RAG reporting is based on the composite elements of probability and impact (see chart to the left) and splits into the following categories:

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



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Meeting & Date:	Board Meeting – Thursday, 24 November 2022		
Subject:	Business Support Services Update – Growth Hub, GPIF, Inward Investment		
Attachments:	None		
Author:	Chris Stevens, Head of Business Support	Total no of sheets:	9

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

- 1.1 To provide a high-level performance and operational update on the SWLEP's Business Support areas including Growth Hub, Growing Places Infrastructure Fund (GPIF) and Inward Investment, in line with the SWLEP's Delivery Plan priorities and KPIs.

2. Recommendations

- 2.1 The Swindon & Wiltshire Local Enterprise Partnership Board is asked to note the contents of the paper.

3. Summary

- 3.1. The SWLEP has published two reports recently evaluating the work of the Growth Hub. Both include good evidence of high performance as well as areas upon which we can improve.
- 3.2. The Growth Hub budget shows a larger than forecast deficit in the second quarter of this financial year due to the challenges of achieving income through paid for business support services. The free at the point of delivery Growth Core functions and the SME Competitiveness programmes are both balancing income with expenditure. We are closely monitoring the viability of the Growth Hub Plus service.
- 3.3. The GPIF loan facility continues to be an effective means of supporting innovative businesses in our area. To date, the SWLEP has issued 26 loans totalling £17,804,958 to 23 businesses, creating an estimated 1,014 jobs. The loans have a good geographic and sector spread.

We are the first point of contact for the Department of International Trade (DIT) and continue to respond to requests for information from potential overseas investors. There are currently 18 live projects at various stages of development in



the area.

4. Detail

4.1. Growth Hub – SWLEP recently published the Swindon & Wiltshire Growth Hub's two evaluative reports, which can be viewed in full by following the links below:

- a) Growth Hub Impact Report <https://growthhub.swlep.co.uk/news/all-news/swindon-and-wiltshire-growth-hub-s-positive-impact-continues>;
- b) Wavehill Independent Evaluation <https://growthhub.swlep.co.uk/news/all-news/swindon-and-wiltshire-growth-hub-exceeds-expectations>

4.2. The latter is a condition of the BEIS Core Grant funding for Growth Hubs. The Wavehill report includes a comment stating that through its interventions Growth Hub helped safeguard 149 jobs and £8.4m GVA during financial year 2021/22.

4.3. The Growth Hub has recently introduced four new employees, a combination of Business Navigators and Project Support staff as a result of some recent internal movement and promotions including the appointment of Rob Creer as the new Growth Hub Manager and Charlotte Skinner as Head of Resources.

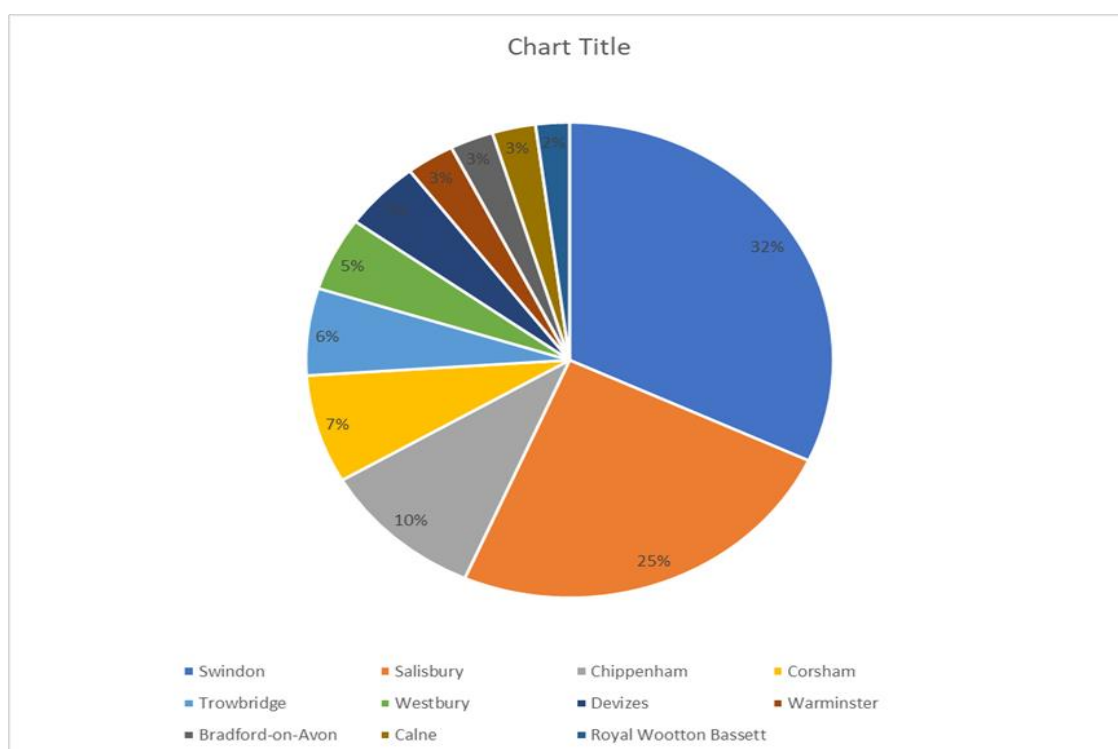
4.4. Through contact with Business Navigators, we continue to track current business concerns, although this is anecdotal rather than a systematic survey with a solid methodology. Businesses are generally reporting a continued rise in costs of materials together with concern over energy prices beyond March 2023.

4.5. The Growth Hub is making sound progress towards its key performance indicators (KPIs). The exceptional performance with 'medium' intensity support area is primarily due to the success of more 'physical' workshops, with high levels of engagement. We have made good progress towards increasing the number of Growth Hub Community Members. However, we are well below expected performance in delivering 12+ hours of support and below in delivering light support. The table below displays the current delivery performance of the Growth Hub by KPI.

	Target	Achievement to date
Number of businesses receiving light support	800	374
Number of businesses receiving medium support (3+ hours)	290	307
Number of businesses receiving intensive (12+ hours)	216	46
Growth Hub Community membership reaches	2800	2,258



- 4.6.** The geographical spread of Growth Hub support is shown in the chart below. Salisbury is now the second highest representative percentage from being at a minimal level 2 years ago. There have been targeted engagement activities including working in close partnership with Salisbury Chamber and the Business Improvement District.



- 4.7.** The location map illustrates the coverage of businesses registered as Growth Hub Community Members. It is very pleasing to see the coverage being well-spread throughout the area.



4.8. Delivery and financial performance of free at the point of delivery programmes is strong over this reporting period until the end of Q2 2022/23.

4.9. The table below illustrates the Growth Hub's current financial position by programme and project with some narrative beneath.

Combined	Q2 22/23 Budget	Q2 22/23 Actuals	Budget vs Actuals difference
Income	£330,800	£306,805	£-23,995
Growth Hub Core	£111,802	£111,802	£0
Growth Hub Plus	£10,000	£385	£-9,615
SME Competitiveness	£208,998	£194,618	£-14,380
Expenditure	£345,129	£352,480	£7,351
Growth Hub Core	£111,802	£117,971	£6,169
Growth Hub Plus	£24,328	£39,890	£15,562
SME Competitiveness	£208,999	£194,619	£-14,380
Difference	£-14,328	£-45,674	£-31,346

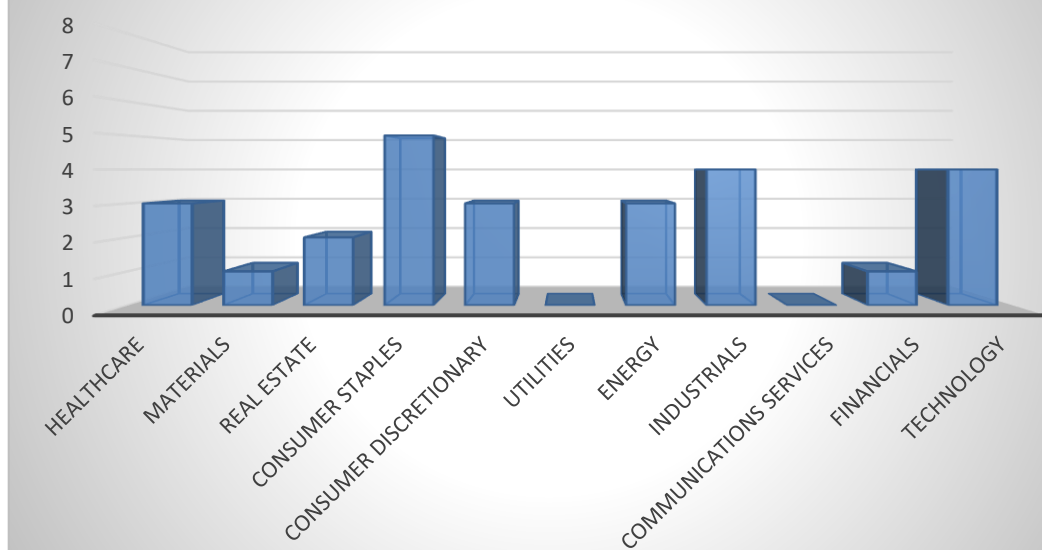
- 4.10.** The £23,995 income deficit is attributed to a lower than anticipated income generated by the SME Competitiveness project and a significant under-delivery of income from the Growth Hub Plus programme.
- 4.11.** The SME Competitiveness programme is being re-profiled by delivery partners over the remaining project term until the end of June 2023.
- 4.12.** Growth Hub Plus had an income forecast in Q2 of £10,000 to avoid backloading efforts to achieve an overall target of £70,000. However, there will be considerable backloading with income to be generated through workshops and other activities. Our prospects of reaching the £70,000 target are slim and not helped by the delay in launching the Growth Hub Plus portal, until late-January 2023, due to technical difficulties.
- 4.13.** The Growth Hub Plus programme is being developed at risk using resources from our reserves. We will carry out a full evaluation of the programme's prospects before deciding whether to fund the work in 2023-24.
- 4.14. GPIF –** SWLEP's business loan programme currently has delivered 26 loans across 23 companies, totalling £17,804,958 and creating an estimated 1,014 jobs at the time of issuing funds. The loans are well spread geographically, incorporating many sectors. Interest is generated from the loans and is re-invested in various programmes and projects at SWLEP's discretion. Some funding is used to bridge the funding gap for the Growth Hub having experienced a 50% reduction this financial year. Funds are also being utilised to support the mobilisation and delivery of the new, enhanced offer of Growth Hub Plus.
- 4.15.** Recycling Technologies recently went into administration and is a GPIF loanee resulting in a potential loss in the capital GPIF loan pot of £935,433. Whilst currently planning to write off most of the capital, the SWLEP did receive £265,622 in interest payments. We are currently awaiting the outcome of the proposed sale of the business to better understand the financial implications.
- 4.16.** The tables and charts below provide a summary view of the impact and overall performance of the GPIF facility.



GPIF cumulative impact

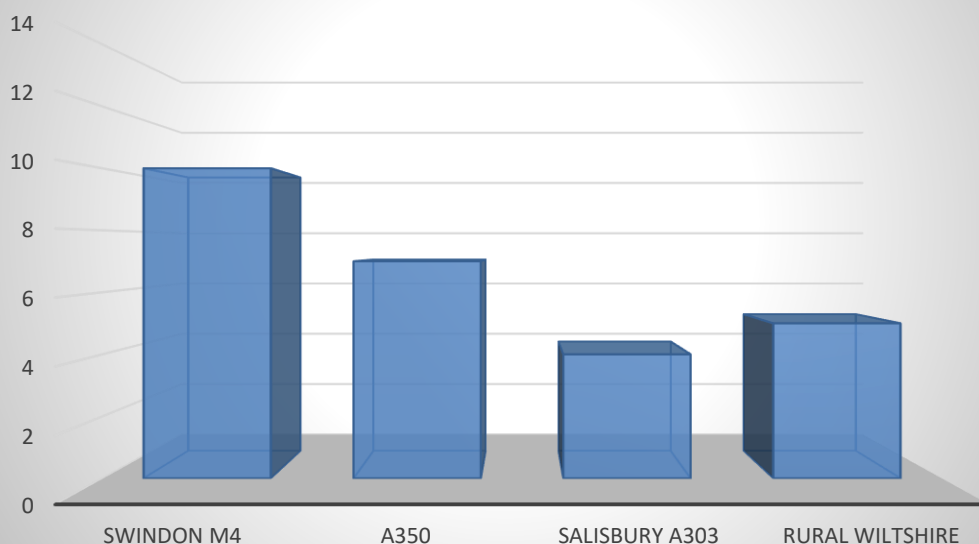
Loaned	Leveraged	Repaid	Lost	Estimated Jobs	Interest earned	Number of loans	Number of Companies
£17,804,958	£47,424,067	£3,914,235	-£935,433	1,014	£2,571,066	26	23

Number of Loans to Business Sectors

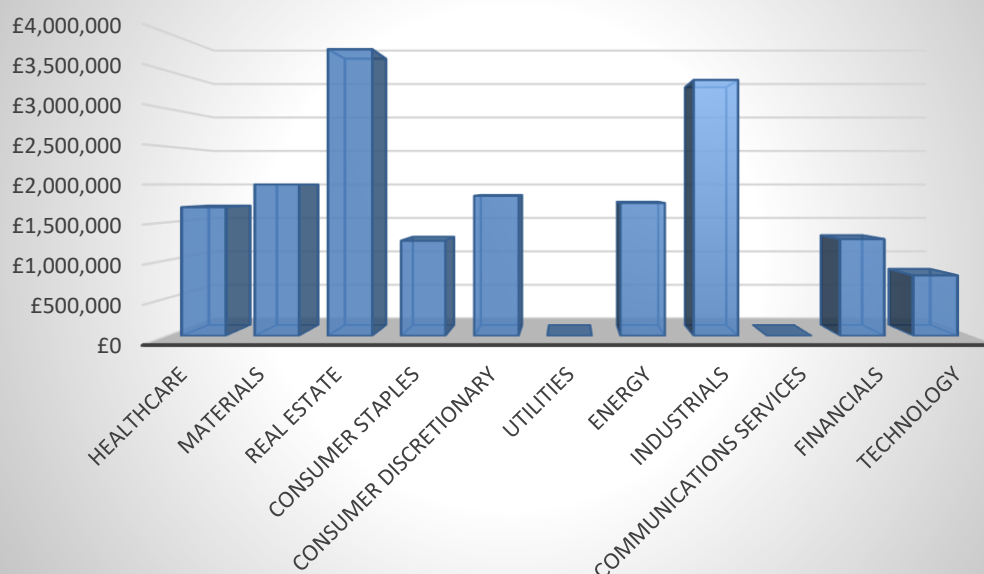


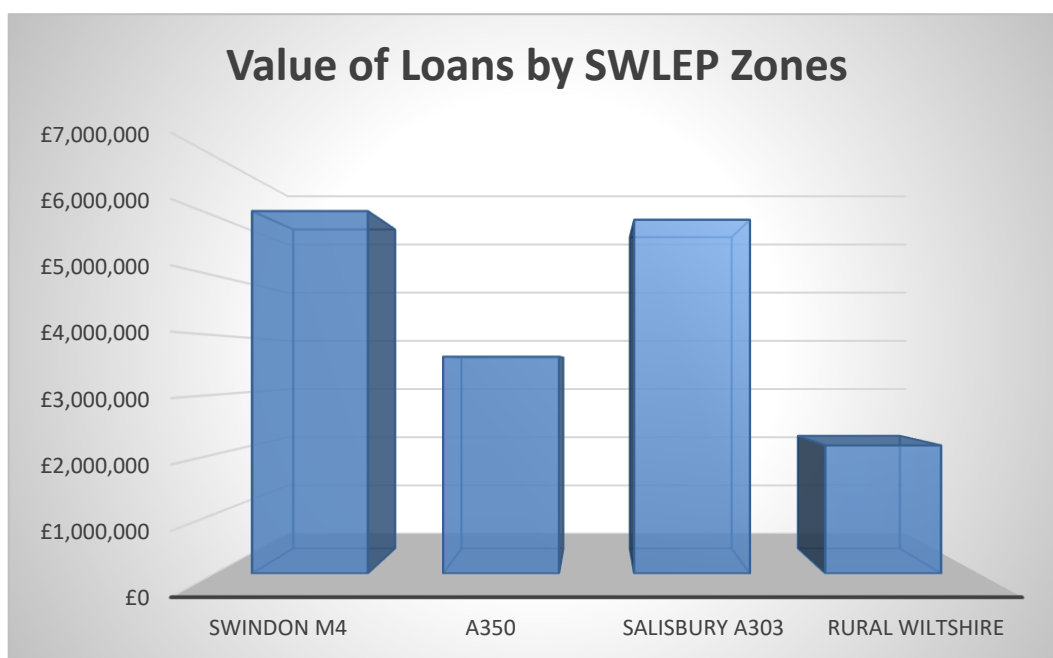


Number of Loans within SWLEP Zones



Value of Loans by Business Sector





4.17. Inward Investment – The ERDF funded ‘Invest in Swindon & Wiltshire’ project came to practical end in December 2021. At this point all direct activities to attract businesses to Swindon and Wiltshire, which were previously funded through this programme ceased. There is some remaining activity to post content onto the website for the programme. SWLEP was the largest financial and resource contributor to the programme and recognises the importance of retaining an inward investment function. As a result, SWLEP has deployed some resource accordingly.

4.18. The website for the above project was created and maintained by Whistle Jacket, commissioned by Swindon Borough Council as the contract lead. This arrangement comes to an end on 31 December 2022. It is SWLEP’s intention to incorporate the content and resources from this site into SWLEP’s main website under Inward Investment and has begun discussion with Swindon Borough Council to be granted licences to allow this work and transition. Here is a link to the website - <https://www.investinswindonandwiltshire.org/>

This arrangement is akin to what has happened with the Switch on to Swindon website which the SWLEP now manages with a group of businesses. That website is now re-banded as Swindon a Clever Move.

4.19. SWLEP continues to work closely with the Department for International Trade (DIT) and is in receipt of regular ‘requests for information’ for potential inward investment opportunities. There are currently 18 ‘live’ projects at different stages in the area. SWLEP co-ordinates any details and submissions from Local Authority partners and responds accordingly. Key inward investment sites promoted for the

SWLEP area include Carriage Works in Swindon, Porton Down Science Park and Wroughton Airfield. SWLEP has recently submitted three 'requests for information' to DIT.

- 4.20.** According to DIT, the three main areas currently impacting inward investment regionally are:
- a) inflation
 - b) the war in Ukraine
 - c) the strategic steer from DIT in supporting significantly larger scale projects