

AGENDA

Public Board Meeting

Date: Thursday, 26 January 2023

Venue: Business Cyber Centre, Unit 7, Greenways Business Park, Chippenham, SN15 1BN

Time: 10am – 11.40am Public Board Meeting

Membership		Attendance
Board Directors:	Paddy Bradley (PB) Richard Clewer (RC) Ramona Derbyshire (RD) Doug Gale, MBE (DG) Andrew Gudgeon, OBE (AG) Tom Harrison (TH) Paul Moorby, OBE (PJM) – Chair Carole Kitching (CK) Col Gary McDade (GMc) Mark Matthews (MM) Basit Mohammad (BM) Alison North (AN) – Co-Deputy Chair David Renard (DR) José StClair (JSC) Prof Ian White (IW) Suzanne Wigmore (SW)	✓ Apologies ✓ Apologies Apologies ✓ ✓ Apologies ✓ ✓ ✓ ✓ ✓ ✓ ✓ ✓ Apologies ✓
Advisors to the Board:	Terence Herbert (TH) Susie Kemp (SK)	Apologies
Observers to the Board:	Gary Sumner (GS), Swindon Borough Council	TBC
In Attendance:	SWLEP Tim Burghes (TB) / Phil Clement (PC) / Tom Marshall (TM) / Amanda Peach (AP) / Debby Skellern (DS) / Charlotte Skinner (CSk) / Chris Stevens (CS) Swindon Borough Council Richard Bell (RB) / David Dewart (DD) Wiltshire Council Rory Bowen (RB) / Parvis Khansari (PK) / Victoria Moloney (VM) / Alison Robinson (AR) Representatives from Cities & Local Growth Unit Emily Manser (EM) and Jenna Hunt (JH) University of Bath Parsa Mohammadpour / Prof Maik Schneider	✓✓ ✓✓ ✓✓ ✓ ✓ ✓ Apologies ✓ ✓ ✓✓

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

10am		Start of Public meeting			
Item	Timing	Topic	Paper No.	Lead	
1.0	10am	Welcome / Apologies / Conflicts of Interest	Verbal	PJM	
2.1	10.05am	Review of Draft Minutes of public Board Meeting of 24 November 2022.	Paper 2.1	PJM	For approval
2.2		Matters Arising: <ul style="list-style-type: none"> SWLEP Ltd to communicate to members of SWLEP Ltd the change to deadline dates for the production of the Annual Report and audited accounts. <i>Update: this communication to be given at the AGM.</i> PB and CSk to look at different ways of reporting the Delivery Plan, taking into account comments made. <i>Update: new reporting procedures to be in place for the end of year report in March 2023 and operational for FY 2023/24.</i> PB and AN to hold conversation offline regarding next Business Environment Subgroup. COMPLETED 	Verbal	PJM	
3.0	10.10am	Submitted questions	Verbal	PJM	
4.0	10.15am	Marketing Plan	Paper 4.0 Presentation	TM	For approval
5.0	10.35am	Chief Executive's report	Paper 5.0	PB	For discussion
6.0	10.55am	Natural Capital PhD Study	Presentation	PM	For information
7.0	11.15am	Subgroup updates <ul style="list-style-type: none"> Ideas, Infrastructure & Place Skills & Talent Business Environment 		TH PB AN	For information

8.0	11.30am	Reports for information and noting			For information
8.1		<ul style="list-style-type: none"> • Delivery Plan 2022/23 Q3 progress report 	Paper 8.1	CSk	
8.2		<ul style="list-style-type: none"> • Budget report Q3 	Paper 8.2	CSk	
8.3		<ul style="list-style-type: none"> • Programme Status Report 	Paper 8.3	PB	
9.0	11.35am	AOB	Verbal	PJM	
		Date of next Board meeting: Thursday, 30 March 2023 9am Board Directors only 9.30am Public Board Meeting			
		Future Meeting dates 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	
	11.40am	Close of Part One of the meeting			
	11.40am	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.			
	11.50am	Part Two of meeting – Directors only			
	12.30pm	End of meeting			



Attending:	Board Directors: Paddy Bradley (PB) Ramona Derbyshire (RD) Doug Gale MBE (DG) Andrew Gudgeon, OBE (AG) Tom Harrison (TM) Col Gary McDade (GMc) Paul Moorby, OBE (PJM) Alison North (AN) - Co-Deputy Chair David Renard (DR) / Suzanne Wigmore (SW)	Board Advisers: Terence Herbert (TH) – apologies Susie Kemp (SK) - apologies Observers: None
Apologies:	SWLEP Directors Mandy Clarke (MC) - Co-Deputy Chair / Richard Clewer (RC) / Carole Kitching (CK) / Mark Matthews (MM) / Basit Mohammed (BM) / José St Clair (JSC) / Prof Ian White (IW) Swindon Borough Council Richard Bell (RB) Wiltshire Council Parvis Khansari (PK) / Leanne Sykes (LS)	
In attendance:	SWLEP staff Tim Burghes (TB) / Tom Marshall (TM) / Amanda Peach (AP) / Debby Skellern (DS) / Charlotte Skinner (CSk) / Chris Stevens (CS) / Rachel Sweet (RS) Wiltshire Council Rory Bowen (RB) / Victoria Moloney (VM) / Alison Robinson (AR), representing Leanne Sykes Jenna Hunt (JH) and Emily Manser (EM) – representatives from government's Cities & Local Growth Unit (a joint department unit between BEIS and DLUHC).	
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	
	<p>The meeting opened at 9.31am and the Chair welcomed attendees to the public meeting of the Swindon & Wiltshire Local Enterprise Partnership Ltd.</p> <p>Apologies were noted. Welcome was extended to BEIS representatives, and SWLEP staff who were observing today.</p>	



Item	Narrative	Deadline
	No further conflicts of interest were noted in addition to those already registered by directors.	
2.0	Review of minutes and matters arising	
2.1	The minutes of the Board Meeting held on 29 September 2022 were reviewed and approved.	
2.2	Matters Arising: Matters arising were completed or in train.	
2.3	The minutes of the Board Meeting held on 9 November 2022 were reviewed and approved.	
2.4	Matters arising: Matters arising were completed, in process or on the agenda.	
3.0	Board Director membership update	
	<p>Welcome was extended to the new Directors on their first full Board Meeting since appointment. Those at the meeting explained that the recent induction process had been both friendly and welcoming with lots of information to absorb about the organisation.</p> <p>With the recent recruitment, PB explained the ratio split of males to females on the Board in order to comply with the National Assurance framework. The percentage had dropped below the minimum required of 33% female to 67% male representation for the first time in a number of years. Within COVID restrictions the government had given some leeway on the makeup of the Board but had asked for it to be advised if there were any issues. For this reason, PB had informed the BEIS representative of the current makeup of the Board. PB recommended to start another recruitment process in the Spring. The prime consideration for SWLEP, as agreed by the Board, was to attract potential Directors with the necessary skills and experience, not necessarily just for gender balance.</p> <p>A request was made for more face-to-face meetings to give the Board a chance to get together and function better. The challenge was however, that virtual meetings were better attended overall. The intention was to hold at least two meetings a year which were face to face.</p> <p>The Chair advised the meeting that Mandy Clarke had decided to step down from the Board. She had taken on an additional appointment and felt she could no longer continue to give SWLEP the time and attention it deserved. SWLEP would like to thank Mandy for helping to move the Business Cyber Centre into operational mode and for her passion as a supporter of that project. As Co-deputy Chair, she had also stepped into meetings when the</p>	



Item	Narrative	Deadline
	Chair was not available. It had been a pleasure to work with her and we were going to miss her alternative views and challenges.	
4.0	Submitted questions	
	No submitted questions had been received for this agenda.	
5.0	Chief Executive's Report	
	<p>PB spoke to the paper and presented to the meeting. The presentation can be accessed by following the link below:</p> <p>https://static.swlep.co.uk/swlep/docs/default-source/board-meetings/2022/24-nov-2022/ceo-boardmtg-241122.pdf?sfvrsn=516ddf58_4</p> <p>Governance Framework (Slides 3-6) PB highlighted requested amendments to the SWLEP's Assurance Framework of October 2021 which included:</p> <ul style="list-style-type: none"> to remove the Standing Members' Group and ESIF Committee from the structure; to change the deadline for the Annual Report and audited accounts from July to 30 September; and to change the date of existing policies to November 2022. <p>EM had no immediate concerns with the amendments suggested. Government was looking to update the national assurance framework, but the direction was for light touch. When this was finalised, SWLEP would need to review its own Assurance Framework.</p> <p>Action: SWLEP Ltd to communicate to members of SWLEP Ltd the change to deadline dates for the production of the Annual Report and audited accounts.</p> <p>In addition to the changes for the Governance Framework written in the paper, PB advised also of an amendment regarding business continuity. When the CEO was away, delegated authority passed to a member of the Executive Team and two named people were nominated. With Claire Alexander's departure Charlotte Skinner, Head of Resources, was now to be one of the nominated staff authorised to sign off up to £25,000 in cases of emergency, outside of agreed budget expenditure.</p> <p>The Swindon & Wiltshire Local Enterprise Partnership Board: AGREED to change the deadline for the Annual Report and audited accounts to 30 September each year; AGREED to remove the Standing Members' Group from the governance structure;</p>	Dec 2022



Item	Narrative	Deadline
	<p>AGREED to remove the European Structural Investment Fund (ESIF) Committee from the governance structure; AGREED to maintain the SWLEP's existing Governance Framework policies and to change the date on them to November 2022; NOTED that a Governance Review will be required once national guidance is published.</p> <p>Growing Places Infrastructure Fund (Slides 7 and 8)</p> <p>The GPIF Working Group met to review applications on the run up to Board Meetings. Should any new Directors wish to join this group, then to please let us know.</p> <p>SWLEP was suggesting the implementation of an administration fee when loan applications were successful. The reasons for this were two-fold. Firstly, it was hoped that this would produce better applications for businesses which were genuinely serious about obtaining the loan, and secondly, it was a means to recoup some of the costs for legal fees. Previously SWLEP had absorbed this cost. The cost would be a percentage of the loan value and would increase if security were also needed but would in any case be a minimum of £3,000. Administration fees were considered to be normal within the commercial environment.</p> <p>The question was raised as to whether this would discourage any applicants we might otherwise have considered, such as community interest companies for example. In response, PB explained that SWLEP would review on a case-by-case basis. In fact, most applications were from limited companies, and we had only ever received one from a community interest company. However, we would track the potential impact and adjust if necessary.</p> <p>The Swindon & Wiltshire Local Enterprise Partnership Board: APPROVED the charging of an administration fee with loans that are successful, 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;</p> <p>Working groups to develop the SWLEP's Commercial Strategy (Slides 9 and 10)</p> <p>PB outlined the process for developing the SWLEP's Commercial Strategy. The Task & Finish Groups would be divided across three themes:</p> <ul style="list-style-type: none"> • Business Support; • the Business Cyber Centre (BCC); and • the next capital project. <p>It was hoped that each of the groups would meet once before 12 January. Afterwards, a further meeting of each would then take place and the draft</p>	



Item	Narrative	Deadline
	<p>would be submitted for the Board Meeting in March. Several Directors offered to be involved across the specific themes.</p> <p>AGREED to the establishment of three task and finish groups (Business Cyber Centre, Business Support, Next Capital Project); and</p> <p>Directors were asked to volunteer to join the task and finish groups.</p>	
6.0	Delivery Plan 2022/23 progress report	
	<p>CSk presented the table in the paper to the meeting highlighting the targets and outcomes for the Quarter July to September 2022. In particular, the production of Labour Market Intelligence (LMI) was mentioned which was currently RAG-rated at AMBER. This was because there had been a break in publication owing to resource constraints. LMI databases had been purchased and SWLEP was now looking to publish again.</p> <p>It was suggested that the absolute values were shown on the table but did not clearly demonstrate the delivery against the forecast on the route towards the final target.</p> <p>Action: PB and CSk to look at different ways of reporting, taking into account comments made.</p> <p>The Swindon & Wiltshire Local Enterprise Partnership Ltd Board: NOTED the contents of the report.</p>	Jan 2023
7.0	Programme Status Report	
	<p>PB spoke to the paper on the status of the projects and programmes. In particular, he highlighted the status of three GPIF loans:</p> <ul style="list-style-type: none"> • Recycling Technologies (RT) which was at RAG-rating RED because the company had recently gone into administration. It would remain at RED until we knew the decision from the administrators; and • Our Wilton which was RAG-rated RED. The company had managed to re-finance with a bank and the land rights had been sorted out. The agreement was just waiting for a wet signature on the contract, and SWLEP was hopeful of receiving re-payment next week. As this matter had taken so long to sort out, SWLEP had added a year's worth of interest to the loan repayment; and • ABSL, which was RAG-rated at AMBERRED, would shortly move to RAG-rating GREEN as it had now received its capital investment. But SWLEP would maintain a watching brief. <p>The Swindon & Wiltshire Local Enterprise Partnership Ltd Board: NOTED the contents of the report.</p>	
8.0	Business Support update	



Item	Narrative	Deadline
	<p>CS spoke to the paper and presented to the meeting on the three themes offered under business support. The presentation can be accessed via the link below:</p> <p>https://static.swlep.co.uk/swlep/docs/default-source/board-meetings/2022/24-nov-2022/swlep-board-update---business-support-nov-2022.pdf?sfvrsn=2fb10d30_4</p> <p>Growth Hub (Slide 2) Key highlights included:</p> <ul style="list-style-type: none"> • Growth Hub Impact Report and Wavehill Evaluation published; • Project Change Request to formalise output reduction within ERDF SME Competitiveness Project to be submitted; and • Growth Hub Plus target of £70,000 unlikely to be reached by end of FY 2022/23. • three core themes were finance, digital capability and skills, supplemented recently by decarbonisation; • Growth Hub Plus model would not focus on the number of hours of support like the government model; • SWLEP had to be careful on its pricing framework and offer for the paid for service into the market; and • micro businesses would continue to receive the free support. <p>Growing Places Infrastructure Fund (GPIF) (Slide 3) Key highlights included:</p> <ul style="list-style-type: none"> • 26 loans across 23 business totalling £17.8m; • no further loans available until spring as capital distributed; and • Recycling Technologies going into administration with potential loss to SWLEP of £935,000. Awaiting outcome of process to understand full impact. <p>Inward Investment (Slide 4) Key highlights included:</p> <ul style="list-style-type: none"> • the ERDF Invest in Swindon & Wiltshire project's website would be integrated with SWLEP official site; and • despite the project's end, SWLEP continued to co-ordinate Requests for Information with Local Authority partners, received from Department for International Trade (DIT). <p>The question was raised about the map of support showing provision outside the boundaries of the Swindon and Wiltshire area. This was collated through registrations for support, but the Growth Hub encouraged them to engage with their own local Growth Hubs.</p> <p>Comments were made in support of the opportunity within the Growth Hub Plus model to develop key performance indicators representative of our</p>	



Item	Narrative	Deadline
	<p>commercial strategy and the needs of customers rather than rigid definition of low, medium and high-level contact.</p> <p>The Swindon & Wiltshire Local Enterprise Partnership Board: NOTED the contents of the paper.</p>	
9.0	Subgroup and network group updates	
	<p>PB introduced the item and handed over to the Chairs of the Business Environment and Ideas, Infrastructure & Place (IIP) Subgroups.</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/2022/24-nov-2022/subgroup-updates-24-nov-22-boardmtg.pdf?sfvrsn=b6f55bcf_4</p> <p>Business Environment Subgroup (Slide 2) AN spoke to the meeting. At the next meeting the group would review how it has functioned as a group and what it has achieved against its priorities. This would ensure we were moving in the right direction and make any appropriate changes necessary.</p> <p>Action: PB and AN to hold conversation offline.</p> <p>The engagement groups Business Intelligence & Network Group (BING) and Rural Economy Sector Group (RESG) fed into the Business Environment Subgroup.</p> <p>Ideas, Infrastructure & Place Subgroup (Slide 3) SW spoke to the meeting and highlighted progress on the Natural Capital PhD project and the ongoing meetings regarding Freight & Logistics at a national level. It was particularly pleasing to see the progress being made for Swindon's projects, such as the Health Hydro, Kimmerfields and the Cultural Quarter.</p> <p>Skills & Talent Subgroup (Slides 4 and 5) In CK's absence, PB spoke to the meeting. A key part of the last meeting was a presentation by Business West regarding the development of the Local Skills Improvement plans (LSIPs). Business West is the Employer Representative Body designated by the DfE to develop a LSIP for our area and we will be working with them closely over the next few months. Other highlights were the ongoing uptake of the Apprenticeship Campaign, the SWLEP Computer Coding Challenge due to launch soon and the research projects undertaken by the Careers Hub.</p>	Jan 2023
10.0	AOB	
	Future funding	



Item	Narrative	Deadline
	The Chair advised that the new financial year would start on 6 April 2023, and we were hoping for clear financial direction of travel from government. BEIS was working hard on our behalf to give LEPs some certainty about their future funding.	
	Date of next meeting	
	Thursday, 26 January 2023 - to be held via video / teleconference Directors to meet at 9am start of the public meeting at 9.30am.	
	Future Meetings for 2023 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 11.15am	



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



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Meeting & Date:	SWLEP Board Meeting – Thursday, 26 January 2023		
Subject:	Developing a SWLEP Marketing Plan for 2023-24		
Attachments:			
Author:	Tim Burghes	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. The purpose of this report is to demonstrate the direction of the work to develop a Marketing Plan for 2023-24. This approach is to add strategy and structure to the work of the marketing function within SWLEP, adding purpose and a coherence to the way we process tasks and how our activity is broadcast.

2. Summary

- 2.1. SWLEP Ltd has introduced several commercial services as we look to tackle the predicted reduction in Government funding. The success of this commercial operation is reliant on finding and engaging new audiences and the Marketing Plan 2023-24 would look to define our strategic marketing approach.
- 2.2. The Marketing Plan 2023 will include a review of the current focus of SWLEP and its work. It looks to define the aims of the marketing function and the work it will achieve through the year. The plan will focus on the main sales channels needed for the commercialisation of SWLEP as well as the structure of the team and its approach to breaking this work down.
- 2.3. The key purpose is to ensure a commercial evidence-based approach is taken to marketing SWLEP and all its business initiatives. The four key channels have a more in-depth analysis given their current and future importance to the work of SWLEP.
- 2.4. If the direction of development is approved, we will present the plan plus the outline of planned expenditure, determined within the constraints of the overall budget for SWLEP Ltd for approval at the 30 March 2023 Board meeting. Without a plan we weaken our sales efforts, use our resources inefficiently and put at risk the successful commercialisation of SWLEP.



3. Recommendations

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

- 3.1. approve the outline approach to drafting the Marketing Plan 2023-24, its structure, and its direction of development.

4. Detail

- 4.1. The Marketing Plan will be the blueprint for launching our new products and services whilst setting out a framework for how the Marketing function is structured and how our work is processed.
- 4.2. This framework will allow us to track our successes, and our failures, giving a constant analytical eye on our many and varied touchpoints with our customers.
- 4.3. The Marketing Plan will introduce new Marketing Aims, a set of outcomes we will look to generate from our marketing activities. These marketing aims allow us to define and categorise the marketing team's objectives for the forthcoming year and feed directly into individual staff objectives.
- 4.4. To assist in the creation of actionable steps to strengthen our business activity, a picture of where the business stands currently is explored through a SWOT analysis, the findings of which will help develop solutions to our challenges and discover ways to enhance our own brand activities.
- 4.5. The work of SWLEP is varied and complex so to add clarity and purpose the key business initiatives are listed and broken down. From the Business Cyber Centre (BCC) to Growth Hub Plus, Careers Hub to the Growing Places Infrastructure Fund (GPIF) each of the initiatives will be broken down into a high-level description, goals and metrics to measure, allowing a quantifiable evidence approach to measuring success.
- 4.6. We identify four key areas of work which are fundamentally linked to our commercial success in 2023-24. The BCC, Growth Hub Plus, GPIF and the SWLEP Ltd image and reputation.
- 4.7. Business Cyber Centre – Potentially our biggest projected increase in revenue the BCC is crucially linked to the commercial success of SWLEP. The BCC has already enjoyed many successes but also faces challenges with occupancy rates and venue bookings. A complex model was originally set out in the business plan and work is needed to reach the full potential of the target markets in addition to the opportunity markets which arise from interested local and national businesses not in the cyber sector.
- 4.8. Growth Hub Plus – Building on the success of the Growth Hub community membership, Growth Hub Plus looks to expand our business support into a paid for service.
- 4.9. GPIF – Our key commercial practice, already bringing in more revenue through loan interest payments than any other sales channel. GPIF also represents some of our best work, almost always hitting key strategic goals outlined in our Local Industrial Strategy. It is essential we have a healthy pipeline of companies and that we amplify the impacts of GPIF in our communications.

- 4.10. SWLEP – our overarching company channel with some of our most engaged audiences. As we consolidate some of our channels SWLEP will become more pivotal in its content production shining a light on the great work we do, bringing in revenue for our new products and working to share knowledge with our audience in difficult trading circumstances.
- 4.11. These four key business initiatives will be further broken down to identify the target markets and personas, competitor analysis, marketing strategy and setting a draft budget for approval.
- 4.12. Website traffic is an important metric for success. A review of our current websites is included breaking down the purpose and taking an evidence-based approach with the key metric to measure.
- 4.13. Marketing technology will be explored in the Marketing Strategy; technology is key in a modern marketing team. Used properly, technology can help increase our efficiency, build our relationships with our customers, improve our products and services, build better analytical tools and make us more agile. Ultimately the technology we use can help bring in more revenue for our commercial channels.
- 4.14. Finally, the current staffing is explored and how the marketing aims will feed through to individual staff objectives to be set. Our staff are our greatest asset. The marketing team will have the responsibility for building the Marketing Plan into a coherent set of objectives that will outline the specific work for the coming year.
- 4.15. The move to a commercial model for the SWLEP brings its own risks. The Marketing Plan 2023-24 will look to mitigate these risks by organising the marketing outputs in 2023-24 into a framework that is easily understood and communicated. It is vital to take this evidence-based approach to the marketing so a real appreciation of the cost of acquisition and the return on investment is understood across the company.
- 4.16. The Marketing Plan 2023-24 will be presented to this Board at its meeting on 30 March 2023 for approval alongside the outputs from the Task and Finish Groups in the form of the Commercial Strategy. This marketing plan will be the driving force of the sales that will underpin the commercialisation of SWLEP. Without a plan in place, we risk wasting our efforts in fruitless, inconsistent and unprofitable marketing activities. Acting without a plan will almost always end with ineffective and disappointing results; often being a drain on resources and monies.
- 4.17. It is important that we cease reactive approaches to marketing that can lead to us missing out on opportunities, wasting budget and end up in poor content production, weak campaign result, work overload and ultimately poor return on our investment, not just in marketing but in the development of our commercial products.



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Meeting & Date:	SWLEP Board Meeting – Thursday, 26 January 2023		
Subject:	Chief Executive's Report		
Attachments:	None		
Author:	Paddy Bradley	Total no of sheets:	4

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. 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. The SWLEP is in the group of LEPs requiring a light touch approach to monitoring by the Cities and Local Growth Unit.
- 2.2. We do not yet know the level of funding from the Government for our core LEP and Growth Hub activities. We are modelling various funding scenarios for our 2023-24 budget.
- 2.3. We have established three task and finish groups to develop our commercial strategy encompassing business support, the business cyber centre and our next capital programme. Each group has met once to share understanding and prepare the ground for our second set of meetings in February and early March at which directors will be discussing proposals to take to the Board meeting on 30 March 2023.
- 2.4. The SWLEP is at the stage of its existence where there are uncertainties about its future shape and the nature of its activities. There is a certainty about its increasing involvement in commercial activities to generate funds to fulfil its purpose to bring about the inclusive and sustainable economic development of Swindon and Wiltshire. However, continuing funding from Government to maintain current levels of LEP activity as described in Appendix I of the SWLEP draft delivery plan for 2023-24 is uncertain. This paper summarises these issues and invites comment from Directors about the company's future direction.
- 2.5. Thanks go to Dr Mark Matthews, SWLEP Board Director for his assistance in drawing to the attention of the LEP Network an opportunity for LEPs to engage in work around the economic impact of road improvements and in doing so, contribute to policy formulation at the Department for Transport.
- 2.6. Directors' attention is drawn to the good news that the SWLEP has received the full capital repayment of the loan issued to Our Wilton. This is important as we have a pipeline of approved applicants ready to start out on a loan arrangement with the SWLEP.

3. Recommendations

- 3.1. The Swindon & Wiltshire Local Enterprise Partnership Board is asked to:
- 3.1.1. discuss the issues raised in paragraphs 4.10 to 4.17 on the future direction of SWLEP Ltd and define any necessary next steps; and
 - 3.1.2. note the remaining contents of the report.

4. Detail

Annual Performance Review

- 4.1. This year, the Cities and Local Growth Unit (CLGU), which acts as the link to Government for LEPs, has categorised LEPs as “lower” or “higher” tier. On this occasion, it is better to be in the lower tier, which is our category. This means we present no significant weaknesses in performance and therefore no formal face-to-face performance review meeting is required. We have submitted our documentation by mid-January, including signed statements from the Chair and CEO and a separate document signed by Wiltshire Council’s section 151 officer (the lead officer for Finance in the Council) confirming the SWLEP’s compliance with the national Assurance Framework and our own extensive governance policy.
- 4.2. We will get feedback on our self-appraisal, which will be reported back to the Board.

Government financial support for LEPs

- 4.3. At the time of writing, we do not know the extent, if any, Government funding in 2023-24 for LEP and Growth Hub core activities. It is hoped we will know figures by the end of January.
- 4.4. Our draft delivery plan for 2023-24 is based on maintaining the same level of funding as received in 2022-23 (£375,000 for LEP core activities and £231,000 for Growth Hub core work).
- 4.5. We are modelling a range of options for the 2023-24 budget; Government funding stays the same, reduce by 25%, reduce by 50% and remove entirely.

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. SWLEP Ltd needs to develop two business plans whilst it remains a limited company operating both in the public and private sectors and as an organisation with a commitment to transparency and accountability.
- 4.8. We have established three Task and Finish groups to develop our commercial strategy. The Task and Finish Groups are being established to garner new thinking and use the expertise of Board Directors to provide the strategic direction to a proposed five-year commercial business plan made up of cash-generating activity under the banners of the Business Cyber Centre, business support and our next capital programme.

- 4.9. To date, each group has met once with a further meeting for each planned during February and early March. Each Task and Finish Group will produce an evidence-based report, including rationale for proposed activity, income and expenditure estimates, resource requirements, benefits to the business and recommendations for approval by the SWLEP Board at its meeting on 30 March 2023.

Future direction of SWLEP Ltd

- 4.10. The Government's direction of travel for LEPs is for them to be merged into reformed local government structures with devolved additional powers. There are existing examples of such new structures in Mayoral Combined Authorities. There are also proposed new County deals. The extent and detail of new devolved powers depends on the leadership structure acceptable to local political leaders. Swindon and Wiltshire are not in the current tranche of areas seeking a devolution deal.
- 4.11. The Government has stated its commitment to a LEP structure in those areas without a devolution deal, although any financial support is determined year by year. Whichever political party is in power after the next General Election, the chances of funding for independent LEPs outside of devolution deals are low.
- 4.12. However, the LEP's role has changed since 2021. It has completed its task of managing the £169m (leveraging £300m+ of other public and private funds) of Government money for the Local Growth Fund (LGF). Capital funds, with a very few exceptions, are now directed through local authorities and both Swindon and Wiltshire seek a light-touch involvement of the LEP.
- 4.13. Since 2021, the SWLEP's work using its own funds and Government money, has focussed on:
- 4.13.1. creation of the Business Cyber Centre;
 - 4.13.2. continuing provision of business support through the Growth Hub;
 - 4.13.3. development of careers education through the Careers Hub;
 - 4.13.4. providing an inward investment service, acting as the co-ordinator for the area for the Department of International Trade;
 - 4.13.5. active participation and situational leadership in the Towns Fund (Swindon), Switch on to Swindon, Salisbury and Trowbridge Partnership Boards the Western Gateway and England's Economic Heartland;
 - 4.13.6. support to growth-oriented businesses across the area through the management of loans using the Growing Places Infrastructure Fund;
 - 4.13.7. providing comprehensive information and analysis on business intelligence, labour market developments and full economic area assessment; and
 - 4.13.8. promotion of the area and seeking involvement for Swindon and Wiltshire in national schemes.
- 4.14. The detail of the activity summarised in paragraph 4.14 is included in Appendix I of the SWLEP Delivery Plan agreed in principle by the Board at its extraordinary meeting on 9 November 2022.

- 4.15. The Swindon and Wiltshire LEP is one of the very few LEPs without local authority funding. It is also a LEP with a sound financial base and can continue operating as an independent, not-for-profit company committed to the economic development of Swindon and Wiltshire. By the time of the next General Election, SWLEP Ltd has a future as a commercial operation, irrespective of Government funding.
- 4.16. In the remaining time before the next General Election, the Board will be required to decide about the future direction of SWLEP Ltd. If there is a local devolution deal proposed, the initial options are currently described as:
- 4.16.1. close down SWLEP Ltd, transfer staff and a LEP Board is then likely to assume an advisory role;
 - 4.16.2. keep SWLEP Ltd operating and give up Government-orientated LEP activity; and
 - 4.16.3. if the new reformed local government structure is interested, SWLEP Ltd to be contracted to provide LEP/economic development services in return for funding.
- 4.17. This subject is of importance and does require the attention of the Board.

LEP Network

- 4.18. The Network is promoting LEP CEO involvement in a project called EPIRE, the Economic Performance Impacts of Road Enhancements. This is a Department for Transport (DfT) project run by Ipsos UK. The link to the DfT project was made by our Board Director, Dr Mark Matthews. The LEP involvement will be through an informal discussion to gauge the range of economic impacts of road enhancements in the varied physical environments around the country. It is an opportunity for LEPs to directly influence policy advice to a Government Department.

Growing Places Infrastructure Fund (GPIF)

- 4.19. It is very satisfying to confirm receipt of the final capital repayment from Our Wilton. There is an outstanding interest payment, and the invoice is being finalised.



Swindon & Wiltshire
LOCAL ENTERPRISE PARTNERSHIP

**Board Meeting
26 January 2023
Item Number 6.0**

Natural Capital PhD Study

Subgroup updates:

- **Ideas, Infrastructure & Place**
- **Skills & Talent**
- **Business Environment**



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Meeting & Date:	SWLEP Board Meeting – Thursday, 26 January 2022		
Subject:	Delivery Plan 2022-23 Q3 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 implementing 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. Performance towards our KPIs is mixed at present, and the final report at the end of the 2022-23 year will contain a full analysis against KPIs.

3. Recommendations

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

- 3.1. note the contents of the report.

4. Detail

- 4.1. Mobilising the Local Industrial Strategy: activity summary Oct 2022 - Dec 2022.

Table 1: Programme output targets 2022-2023

The quarterly figures are cumulative for all targets.



Table 1: Programme output targets 2022-2023

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	£4.156m	
Income from loan interest payments	£610,000	£144,319	£211,575	£345,311	
Revenue programme: Growth Hub					
Number of businesses receiving light support	800	277	374	529	
Number of businesses receiving medium support (3+ hours)	290	175	307	437	
Number of businesses receiving intensive support (12+ hours)	216	13	46	69	
Growth Hub Community membership reaches	2,800	2,238	2,288	2317	
Revenue programme: Business Cyber Centre					
Tenancy occupancy	90%	15%	15%	42%	
Job creation	100	0	3	13	
Businesses assisted	20	1	2	8	
Learners assisted	475	0	90	141	
Number of Cyber Cluster members	200	123	128	135	
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	12% of providers yet to achieve	
Average Gatsby Score across the network	5	5.62	5.52	6.05	
School upgrades to Compass	75%	67%	75%	75%	
SAP Programme delivery:					
Quarterly labour market reports	4	0	0	1	
Number of businesses taking on an apprentice for the first time	50	5	10	12	



Key

Project Status

	Red	Amber Red	Amber Green	Green
	R	AR	AG	G

See below for RAG rating methodology.

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.

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, 26 January 2023		
Subject:	Budget Report 2022-23		
Attachments:			
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 provide the Board with details of income and expenditure for Q1 to Q3 in the financial year 2022-23.

2. Summary

- 2.1. This paper provides a summary position of the current income, expenditure and net margin up to end of Q3 in the financial year 2022-23. The figures are shown quarterly with a year to date (YTD) summary.
- 2.2. The accounts for Q3 show a trading loss of £111,145, taking YTD to a trading loss of £294,428.
- 2.3. In Q3 we received over £430,000 income, including our Q1 and Q2 Growth Hub grant payments, and £123,842 in GPIF loan interest.
- 2.4. We continue to face delays in receiving income including GPIF interest, Skills and labour market intelligence, SME Competitiveness and Growth Hub payments. We are expecting to receive the majority of these in Q4 2022-23.
- 2.5. Income from the Business Cyber Centre is increasing steadily with £57,000 of sales income in Q3, compared to £31,000 in Q2.
- 2.6. The current end of year forecast is for a trading net loss of approximately £100,000. This is estimated to be £420,000 loss in BCC and £70,000 in Growth Hub, which are greater than that gained from GPIF interest when costs of running GPIF are removed. This loss is being covered by reserves and by the £586,000 set aside for BCC to cover any operational loss in the first few years of operation.

2.7. Day to day operations are financed from our healthy bank balance, currently standing at £1.3m, with a reserve of £650,000 for future projects.

2.8. We continue to be financially stable.

3. Recommendations

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

3.1. note the financial position of the company up to end of Q3 in the financial year 2022-23.

4. Detail

4.1. At the end of Q2 there was a negative trading position of £183,283. In Q3 we had a negative trading position of £111,145, leaving us with a YTD negative trading position of £294,428.

4.2. During the remaining quarter of the year, our turnover will be boosted by interest payments from our loan scheme, currently estimated to be £481,000 in 2022-23, of which we have so far received £124,000. We also anticipate rising income from the Business Cyber Centre and are due 22/23 grant payments for Growth Hub Core (£118,000), SME Competitiveness (£160,000) and Skills and labour market intelligence (£55,000).

4.3. The September report noted that the delayed income was a procedural issue rather than a fundamental problem. This remains the case, but it is disappointing to note the delays in receiving the interest payments from our loan fund and money due from support programmes.

4.4. Income from the Business Cyber Centre increased to £57,000 in Q3 from £31,000 in Q2. This is anticipated to increase again in Q4; however, it is forecast that there will be a financial loss in the first year's trading of the centre.

4.5. The Growth Hub commercial offering, Growth Hub Plus, again achieved a small income in Q3, which is anticipated to increase for Q4 with the launch of the membership portal. However, it is unlikely the service will reach the £70,000 income target for 2022-23, therefore Growth Hub as a whole is likely to be operating at a loss this year. This income target was to help close the gap in Growth Hub Core Government funding which was 50% lower than in 2021-22, and we are therefore using reserves to fund this.

4.6. The current end of year forecast is for a trading net loss of approximately £100,000. This is estimated to be £420,000 loss in BCC and £70,000 in Growth Hub, which are greater than that gained from GPIF interest when costs of running GPIF are removed. This loss is being covered by reserves and by the £586,000 set aside for BCC to cover any loss in the first few years of operation.

4.7. We do not have a cash flow problem and have £1.3m cash in the bank and £650,000 in reserve for future projects.

4.8. The table below provides a detailed breakdown of the figures.



- 4.9. To note within the table, the higher cost of travel in Q3 is attributable to staff on secondment, where we are re-claiming the money from the host companies.

Swindon and Wiltshire Local Enterprise Partnership Ltd
Quarterly income and expenditure for Q1 to Q3 2022-23

Account	Q1	Q2	Q3	Year to date
Interest Income			£123,843	£123,843
Other Revenue	£243,495	£660,894	£208,238	£1,112,628
Sales	£607	£71,965	£105,303	£177,875
SWLEP Conference & Expo		£11,640		£11,640
Total income	£244,102	£744,500	£437,384	£1,425,986
Advertising & Marketing	£16,704	£10,385	£6,223	£33,312
Audit & Accountancy fees	£17,234	£19,744	£5,138	£42,117
Bank Fees	£332	£323	£412	£1,066
Cleaning	£6,790	£5,848	£4,952	£17,590
Consulting		£5,606	£11,794	£17,399
Employers' National Insurance	£21,783	£29,086	£24,025	£74,894
General Expenses	£9,929	£8,387	£24,542	£42,859
HR Support	£7,800	£1,679	£1,053	£10,532
Insurance	£1,583	£10,897	£3,426	£15,906
Intangibles			£5,500	£5,500
IT Software and Consumables	£19,296	£30,474	£23,047	£72,818
Leasehold Improvements	£1,200	£1,300		£2,500
Legal Expenses	£180	£21,232	£1,800	£23,212
Light, Power, Heating	£13,389	£7,939	£7,085	£28,413
Office Equipment	£3,191	£517	£10,666	£14,374
Pensions Costs	£16,751	£21,431	£18,218	£56,400
Postage, Freight & Courier	£75	£348		£423
Printing & Stationery	£766	£1,212	£143	£2,121
Rates		£65,976	£32,988	£98,963
Rent	£59,481	£57,489	-£2,115	£114,855
Repairs & Maintenance	£321	£927	£639	£1,887
Salaries	£201,150	£243,290	£223,102	£667,542
Service Delivery	£158,194	£52,174	£126,825	£337,193
Staff Training	£517	£285	£350	£1,152
Subscriptions	£809	£9,548	£648	£11,005
SWLEP Conference and Expo		£1,500	£5,375	£6,875
Telephone & Internet	£2,498	£2,113	£3,143	£7,754
Travel - National	£1,622	£580	£9,550	£11,752
Total expenses	£561,596	£610,289	£548,529	£1,720,414
Difference	-£317,494	£134,211	-£111,145	-£294,428



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Meeting & Date:	SWLEP Board Meeting – Thursday, 26 January 2023		
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 24 live projects as summarised below.

Green	Amber Green	Amber Red	Red
21	0	2	1

3. Growing Places Infrastructure Fund (GPIF)

- 3.1 The Board is asked to note:

- no new loans were issues during the period;
- one loan is marked RED, the company has gone into administration, owing SWLEP £935,433; and
- two organisations now have three separate loans each via GPIF funding. Totals are Potts Partnership £950,500 and Clinical Partners, £1.7m.

4. Getting Building Fund (GBF)

- 4.1 The last remaining financial claim for Carriage Works has now been submitted for approval and payment and this concludes the scheme promoters draw-down of all GBF funds.

Skills & Enterprise Projects

Project Ref	Project Name	Lead	Previous	Current	Notes
LEP/GEN/001/CEC	Enterprise Advisor Network & Careers Hub	Shona Taylor	G	G	Continued progress has been made during the period.
LEP/GEN/002/GH	Growth Hub	Rob Creer	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	Phil Clement	R	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	Phil Clement	R	AR	The capital outstanding on the loan repayment of £1,215,731 has been repaid. The remaining interest due of £17,201.28 is now being sought for payment in this quarter.
LEP/GPIF/005/PRP	PRP Optoelectronics	Phil Clement	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	Phil Clement	G	G	£150,000 loan in place with repayment to SWLEP by January 2024.

LEP/GPIF/007/AE	Autoguide Equipment	Phil Clement	G	G	£150,000 loan in place with repayment to SWLEP by December 2024.
LEP/GPIF/008/ABS	Advanced Biofuel Solutions Ltd	Phil Clement	AR	AR	£1,250,000 loan in place with repayment to SWLEP by December 2024. The company is seeking a further funding round from existing investors to support cashflow.
LEP/GPIF/009/PP	Potts Partnership Ltd (No 1)	Phil Clement	G	G	£276,500.00 loan in place with repayment to SWLEP by June 2024.
LEP/GPIF/010/CP	Clinical Partners Ltd (No 1)	Phil Clement	G	G	£250,000 loan in place with repayment to SWLEP by June 2024.
LEP/GPIF/011/CI	Connected ID Ltd	Phil Clement	G	G	£150,000 loan in place with repayment to SWLEP by October 2023.
LEP/GPIF/012/BF	The Black Farmer Ltd	Phil Clement	G	G	£156,340 loan in place with repayment to SWLEP by April 2026.
LEP/GPIF/013/PP2	Potts Partnership Ltd (No 2)	Phil Clement	G	G	£472,000 loan in place with repayment to SWLEP by August 2026.
LEP/GPIF/014/SPL	Simpson-Partners Ltd	Phil Clement	G	G	£354,450 loan in place with repayment to SWLEP by September 2025.
LEP/GPIF/015/NEG	Nationwide Engineering Group Ltd	Phil Clement	G	G	£2,000,000 loan in place with repayment to SWLEP by October 2026.
LEP/GPIF/016/CP2	Clinical Partners (No 2)	Phil Clement	G	G	£1,050,000 loan in place with repayment to SWLEP by December 2025.

LEP/GPIF/017/SL	Seamach Ltd	Phil Clement	G	G	£150,000 loan in place with repayment to SWLEP by September 2026.
LEP/GPIF/018/WD	Wyllye Distillery	Phil Clement	G	G	£500,000 loan in place with repayment to SWLEP by May 2027.
LEP/GPIF/019/CT	Carbon ThreeSixty	Phil Clement	G	G	£1,054,500 loan in place with repayment to SWLEP by April 2027.
LEP/GPIF/020/MB	Moulton Bikes	Phil Clement	G	G	£350,000 loan in place with repayment to SWLEP by April 2027.
LEP/GPIF/021/WH	Westwire Harnessing	Phil Clement	G	G	£150,000 loan in place with repayment to SWLEP by March 2026.
LEP/GPIF/022/CT	Consolite Technology	Phil Clement	G	G	£300,000 loan in place with repayment to SWLEP by August 2027.
LEP/GPIF/023/GM C	Green Machine Computers	Phil Clement	G	G	£200,000 loan in place with repayment to SWLEP by August 2027.
LEP/GPIF/024/PP3	Potts Partnership Ltd (No 3)	Phil Clement	G	G	£202,000 loan in place with repayment to SWLEP by January 2024.
LEP/GPIF/025/CP3	Clinical Partners (No 3)	Phil Clement	G	G	£400,000 loan in place with repayment to SWLEP by April 2027.
LEP/GPIF/026/GTL	Gold Traders (UK) Ltd	Phil Clement	G	G	£1m loan in place with repayment to SWLEP by October 2026 via forty-eight instalments.



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.
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