



SOUTH EAST
LOCAL ENTERPRISE
PARTNERSHIP

Strategic Board Meeting Agenda Pack

Friday 16th March 2018, 10:30am – 12:30pm
High House Production Park, Purfleet, RM19 1RJ





Agenda

10.30	1	Welcome and introductions - Guest from Cities and Local Growth Unit	Chris Brodie
10.35	2	Minutes and actions from 15 th December 2017 meeting page 3 Declarations of interest Matters arising page 8 - Housing Infrastructure Fund awards - Marketing & Website update - Sub-national Transport Bodies update/nominations	Chris Brodie Adam Bryan
10.45	3	Governance & Transparency paper to follow - Summary of recent activity and correspondence with HMG and report on 'Deep Dive' on 7 th and 8 th March - <u>Decision</u> on finalising Investment Panel - <u>Decision</u> on agreeing updated Terms of Reference - <u>Decision</u> on implementing recommendations of CLoG/Deep Dive	Chris Brodie Adam Bryan
11.35	4	Chair Recruitment page 12 - <u>Decision</u> on process (<i>paper could be withdrawn</i>)	Kim Cole
11.40	5	South East Business Hub page 16 - Growth Hub delivery to date and discussion on future plans - Guest presentations from Jacqui Ward (for K&M Growth Hub), Graham Marley (for Business East Sussex, BES), and Murray Foster (for Business Essex Southend and Thurrock, BEST)	Suzanne Bennett
12.10	6	Capital Programme Update paper to follow - Update on Accountability Board decisions - A133 Colchester Integrated Transport Package	Rhiannon Mort
12.20	7	Strategic Economic Plan page 18 - Progress update - Road map to June	Georgina Button
12.30	8	AOB & Close	Chris Brodie

Attached for information only:

- a. Material from [23rd February](#) and [16th March](#) Accountability Boards

Future Meeting Dates

1. 29th June
2. 28th September
3. 7th December
4. 22nd March 2019

Minutes of 15th December 2017 meeting

Attending	Company	Representing
Chris Brodie	Chairman	
Adam Bryan	SELEP Managing Director	
Graham Peters	Vice Chairman for East Sussex	East Sussex – Business
Christina Ewbank	ACES	East Sussex – Business
Clive Soper	East Sussex FSB	East Sussex – Business
Cllr Andy Smith	Lewes District Council	East Sussex – Local Authority
Cllr Peter Chowney	Hastings Council	East Sussex – Local Authority
Cllr David Elkin	East Sussex County Council	East Sussex – Local Authority
David Burch	Essex Chamber of Commerce	Essex – Business
Perry Glading	Thurrock Business Board	Essex – Business
<i>Haydon Yates for David Rayner</i>	Essex Business Board	Essex – Business
Cllr Graham Butland	Braintree District Council	Essex – Local Authority
<i>Cllr Gagan Mohindra for Cllr Kevin Bentley</i>	Essex County Council	Essex – Local Authority
Geoff Miles	Vice Chairman for Kent & Medway	Kent – Business
Jo James	Kent Invicta Chambers	Kent – Business
Douglas Horner	Trenport Investments	Kent – Business
Paul Thomas	DLS Limited	Kent – Business
Cllr Peter Fleming	Sevenoaks District Council	Kent – Local Authority
Cllr Simon Cook	Canterbury City Council	Kent – Local Authority
Cllr Paul Carter	Kent County Council	Kent – Local Authority
Cllr Rodney Chambers	Medway Council	Kent – Local Authority
<i>Paul Hannan for Graham Razey</i>	Hadlow Group	Further Education
Professor Anthony Forster	University of Essex	Higher Education

Apologies received: George Kieffer, Cllr Chris Whitbread, Cllr Kevin Bentley, Cllr John Lamb, Cllr Keith Glazier

Voting Members Attending: 22

1. Welcome and Introductions

- 1.1. Chris Brodie welcomed the board members and observers to the meeting and thanked Ashford College for hosting proceedings.

2. Minutes and Actions from 22nd September 2017 meeting, Matters Arising and Declarations of Interest

- 2.1. Cllr Gagan Mohindra sought consistency in references to councillors. **Action: The minutes will be revised.**
- 2.2. Douglas Horner requested further information on the membership of the working groups. Adam confirmed the working groups are formed of sector based business professionals and Local Authority officer representatives.
- 2.3. Chris Brodie asked if there were any declaration of interests:
 - Cllr Rodney Chambers declared a non-pecuniary interest in the Chatham Historic Dockyard.
 - Cllr David Elkin declared an interest in the Growing Places Fund 2, Eastbourne Fishermen Project.
- 2.4. Adam Bryan advised the board that John Bunnett (rep Kent Invicta Chambers) will be sitting on the Transport for the South East (TfSE) Shadow Partnership Board as the Chamber Representative. Clive Soper will sit on the TfSE Transport Forum on behalf of the South East LEP.

Matters Arising – Annual Conversation

- 2.5. Chris Brodie updated the Board on SELEP's Annual Conversation with Government 7th December. The conversation touched on the following:
 - The federated board structure and associated Terms of Reference
 - The Accountability Board (approval of funding) and Strategic Board (business-led prioritisation and strategy development) relationship
 - Ideas around incorporation and associated issues of transparency
- 2.6. Graham Peters also commented that questions were asked regarding an increase in business representation of the board and the overlap of areas. Graham commented the current geography of the South East LEP was working well with overlapping areas of East Sussex not presenting an issue.
- 2.7. Cllr Gagan Mohindra requested the Board have sight of the Mary Ney report recommendations. Adam confirmed they will be sent to the Strategic Board once received. **This has since been shared.**
- 2.8. Adam advised the board that a presentation reporting on the past 12 months was produced. **This is included below.**



AnnualConversation
_071217.pdf

Matters Arising – Energy Strategy

- 2.9. Adam updated the Board on SELEP's Energy Strategy, which is funded through the Department of Business, Energy and Industrial Strategy. The South East LEP is leading on a Tri-LEP Energy Strategy with Coast to Capital and Enterprise M3. The strategy will be a vital document for the area and fundamental for economic growth.
- 2.10. Adam advised the Board of the position of the Energy Strategy, a procurement exercise to contract for a consultant is in place and the Board will be kept updated of progress.

Matters Arising – Growth Hub

2.11. Adam advised that a paper on future plans for the Growth Hub is being deferred until a future meeting on account of all LEPs still awaiting notification from Government on the funding future of Growth Hubs.

3. Welcome to Ashford

- 3.1. Paul Hannan thanked the Strategic Board for holding their meeting at Ashford College, part of the Hadlow Group. This is the first public event held at the new College campus.
- 3.2. Mark Lumsdon-Taylor expressed the hopes of the Hadlow Group to enable Ashford to become a university town, retaining key skills in the area and continuing to harness economic growth.

4. National Infrastructure Commission (NIC)

- 4.1. Adam Cooper, Policy and Engagement Director at the NIC, thanked the Board for the invite.
- 4.2. The NIC was set up two years ago, as an independent body to both make recommendations and offer support to Government. They are currently furthering the work of the interim report, Congestion, Capacity and Carbon, the final report is expected summer 2018 and is currently out for consultation.
- 4.3. The report highlights seven priorities:
 - Building a digital society: fast, reliable data services everywhere
 - Connected, liveable city regions: linking homes and jobs
 - New homes and communities: supporting delivery of new homes
 - Low-cost, low-carbon: ending emissions from power, heat and waste
 - Revolutionising road transport: seizing the opportunities of electric and autonomous vehicles
 - Reducing the risks of extreme weather: making sure the UK can stand up to drought and flooding
 - Financing infrastructure in efficient ways: getting the right balance between public and private sectors.
- 4.4. Adam Cooper confirmed one of their roles is to hold Government to account. Separately he added that the Thames Estuary area will be pursued as an area of importance.
- 4.5. Cllr Simon Cook questioned if nuclear energy was the primary source being looked at; Adam confirmed that all low carbon plants are currently being considered.
- 4.6. Prof. Anthony Forster commented the scale of ambition is noteworthy, reading the report could lead to the assumption that attention is being drawn to the needs of the Midlands. There is limited focus on the needs of ports and airports, other than Heathrow.
- 4.7. Douglas Horner asked what further work the LEP can do with the Energy Strategy, Adam Cooper confirmed the LEP energy strategy would be a more granular level, looking to de-centralise solutions.

5. Growing Places Fund Round Two

- 5.1. Adam Bryan noted that a quorum was reached regarding the prioritisation of 8 projects via electronic procedure. **The Board noted the outcome of the electronic procedure.**

6. Governance and Transparency – Implementing the Mary Ney Review

- 6.1. Adam updated the board on SELEP's ongoing work in support of the transparency agenda.
- 6.2. To date, a paper has not been received regarding the implementation of the Mary Ney report findings. On this basis, approvals of new policies and the 2018 Assurance Framework cannot be sought at this time. Adam explained that board approval of the revised collateral will be sought by electronic procedure in January/February.

- 6.3. Adam highlighted Government's interest in SELEP's structure, how this is managed and how we ensure full transparency. He confirmed that all papers and minutes are readily available on the website.
- 6.4. Adam thanked Kim Cole for her work on updating the new policies which are ready for approval upon receipt of Government's final guidance.
- 6.5. Cllr Gagan Mohindra questioned what the Board is doing to address the issue of diversity. The Chair noted that this is a concern which will be addressed as SELEP acts on Government's recommendations following on from the Annual Conversation.

7. Strategic Economic Plan

- 7.1. Adam Bryan updated the Board on progress to date with the Strategic Economic Plan (SEP), he confirmed we no longer have a Consultant working of the refresh of the SEP.
- 7.2. The potential structure of the document was discussed with SELEP's Senior Officer Group. SELEP will continue to consult with partners until the publication of the SEP.
- 7.3. We held a successful business engagement event, partnered with CEME and Highways England, focussed on the SEP and the Lower Thames Crossing. The event went very well and we received great media coverage on the day.
- 7.4. A draft of the SEP is planned to be available for March 2018. Adam posed the question of aligning our ambitions to match the Industrial Strategies five pillars.
- 7.5. Haydon Yates commented that the Essex Business Board feel the SEP should be in response to the Industrial Strategy and that as a document it should have sectoral separations rather than geographic sections.
- 7.6. Jo James wanted to confirm if the SEP is a visionary or bidding document? If it is a bidding document then we should fully align with the Industrial Strategy. Jo advised she would like the SEP to be right, not to a timescale. Adam confirmed the SEP will be a visionary document and completed so that it is right, not to a deadline.
- 7.7. Prof. Anthony Forster commented that the alignment of language should not be the priority. We should use a thematic approach; advocating key elements of the Industrial Strategy, identifying how they work for SELEP.
- 7.8. David Burch asked if SELEP were looking to engage with businesses further than the Federated Boards. Adam confirmed a meeting is planned for the coming week to discuss further business engagement steps.
- 7.9. Cllr David Elkin commented that we should not just talk about London as a neighbouring partner but all surrounding LEP areas.
- 7.10. Douglas Horner would like to see a bottom up approach to the SEP, giving federated boards the opportunity to discuss the document in detail. Douglas commented that when the South East Plan was devised a group of qualified senior officers and businesses worked to progress the document. Adam Bryan will follow up on this with Douglas as he is planning to form a similar group to progress the SEP refresh.
- 7.11. It was agreed that a more deliberate approach would be taken and that an update report rather than a draft SEP would be available for the next Board meeting, with a final SEP planned for June.
- 7.12. Louise Aitken (Skills Lead) presented to the Board to update on the skills strategy. The draft Skills Strategy is out for consultation and available for comment.
- 7.13. The strategy will be supported by sector specific reports, including reports on Brexit and Digital. Louise advised the Board, as requested, there will also be a breakdown of data to a district level
- 7.14. Jo James commented, with the new Apprenticeship Levy, companies are utilising the funds to upskill current employers and data shows, young people have access to less opportunities. Louise confirmed this and will be working with the Skills Advisory Group to find a solution to this.

7.15. Chris Brodie noted this is the first time he has heard of the ongoing issues with the Apprenticeship Levy, he will discuss this when next meeting with Government.

8. 2016 / 17 Accounts

- 8.1. Suzanne Bennett (SELEP Finance Business Partner) advised the board the 2016/17 accounts have been produced by Essex County Council, acting as the Accountable Body and with the S151 officer responsible.
- 8.2. The Board considered the Statements of Accounts and had no further comments or questions.

9. Capital Programme Update

- 9.1. Rhiannon Mort (Capital Programme Manager) provided an update on the delivery of Local Growth Fund (LGF) and Growing Places Fund (GPF) projects, including the completion of projects to date.
- 9.2. The Board were advised of the projects which have been approved by the Accountability Board at its meetings on the 22nd September 2017 and its meeting earlier in the day (15th December 2017). This includes the award of funding to two new projects, Sandwich Rail Infrastructure and Mercury Rising Theatre, which have been funded through underspend that has been identified from other projects in the programme.
- 9.3. Prof. Anthony Forster asked what can be done to bring about outputs of Growing Places Fund projects. Rhiannon confirmed conversations are taking place with project leads to understand whether the discrepancy is due to limited data having been made available locally or the result of the expected project outputs having not been achieved. The delivery of project outputs and outcomes will be reported to the Board on a quarterly basis.
- 9.4. The Board noted the report.

10. Any Other Business and Close

- 10.1. The Chair thanked the Board wished everybody well for the holiday period.

Update for matters arising

1. Purpose

1.1 The purpose of this paper is to update the board on some recent areas of activity for the LEP and its partners.

2. Recommendations

2.1 The Board is asked to note the report.

3. Background

Housing Infrastructure Fund

3.1 Thirteen projects across the SELEP area were awarded Housing Infrastructure Fund as announced by Government on the 1st February. Helping deliver an additional 13,443 homes across our area, details of the announcement are available online: <http://www.southeastlep.com/news/article/south-east-secures-housing-infrastructure-funding>.

3.2 Projects across our area which have been supported are as follows:

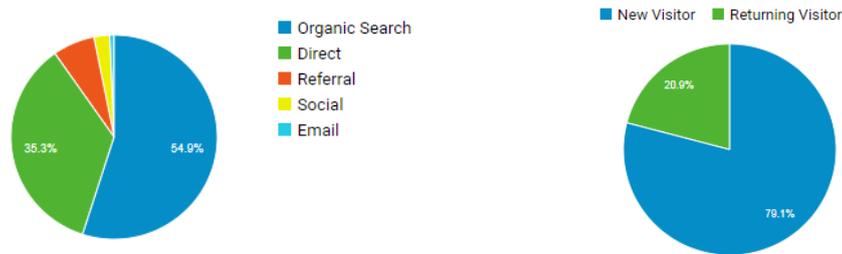
Projects			
Local Authority	Project	HIF Funding (£)	Houses
Basildon	Basildon Town Centre - East Square Regeneration	9,799,500	54
Chelmsford	Chelmer Waterside	5,700,000	570
Colchester	Northern Gateway	5,500,000	570
Dover	Dover Bus Rapid Transit System (BRT)	15,803,269	6,250
Eastbourne	Bedfordwell Road	1,230,000	102
Hastings	Combe Valley Sports Village	2,225,000	390
Lewes	North Street Quarter, Lewes	10,000,000	400
Maldon	Heybridge Flood Alleviation and Regeneration Scheme	7,344,700	1,733
Rother	Blackfriars, Battle	3,240,000	252
Southend-on-Sea	Better Queensway (BQ)	15,000,000	1,297
Swale	Queenborough & Rushenden Regeneration	3,500,000	990
Thanet	Manston/Haine Roundabout	2,544,384	785
Thurrock	Claudian Way, Chadwell St Mary	538,000	50
Total:		£82,424,853	13,443

Marketing and website operational update

3.3 Web performance highlights

New audiences – amongst our onsite visitor base we are seeing a high proportion of new visitors indicating content relevance.

Top Channels



3.4 Acquisition channels

We are seeing strong visitor numbers via organic search and direct channels indicating that our content is relevant, featuring in SERPS (search engine results pages) and that visitors to partner sites are clicking through to find out more about us.

3.5 Strong onsite behaviour

We are seeing both higher than average durations of web visits and strong multiple page visits (session) indicating that once visitors are onsite they are staying onsite.



3.6 Content marketing performance highlights

PR – we are working closely with Maxim PR using the regular pulse of board meetings, project milestones and current affairs to publicise project updates, board decisions, events, provide commentary on current affairs (where appropriate) and engage with politicians through our MP Briefing.

3.7 Content marketing

Steady and consistent micro-blogging is resulting in engagement with audiences, onsite visits and new followers.

NOV 2017 SUMMARY

Tweets: 42
Tweet impressions: 24K

Profile visits: 1,062
Mentions: 140

New followers: 57

Top Tweet earned 2,276 impressions

@medway_council has secured £9million Local Growth Fund from @southeastlep to improve Strood town centre, reduce congestion & improve journey times times. v.ht/Uj1j pic.twitter.com/7ZQlqZ0Bv6



3.8 Video

The enormous shift in content consumption to video is presenting reach opportunities for SELEP we intend pursuing. Example of SELEP authored video content - https://youtu.be/TXYwqet_GgY



3.9 Web Development

Project 1 (web updates) – Significant functionality, web structure and content updates have been made across the current SELEP website. Highlights – New functionality allowing publication of all LGF/GPF project, new 'About Us/Governance' section, updates to all governance related content.

Project 2 (new website) – New website build is underway ready for go-live in early June 2018. The new site will enable us to make use of up to date technology to better engage with audiences, deliver better search signals to google (= increase in search rankings) and a better onsite experience.

Sub-national transport bodies update

3.10 Members will be aware that SELEP officers have continued to be engaged with both Sub-national Transport Bodies in our area and we have ensured that our inputs have supplemented and complemented officer inputs from all our relevant authorities. This relates to the establishment of Transport East and inputting specifically into the Connectivity Study for Transport for the South East (TfSE).

3.11 There are currently two opportunities for SELEP board representation for which we will invite offline nominations from the Board.

Transport for the South East

3.12 Transport for the South East is comprised of a Transport Forum (as an advisory body to the Shadow Partnership Board), through which SELEP is represented by Clive Soper from Team East Sussex, and a Shadow Partnership Board (as the decision making body). The five LEPs across the TfSE geography have two voting places on the TfSE Shadow Partnership Board, with the two Board representatives being supplied by Coast to Capital and Solent LEPs.

3.13 It is agreed that the other three LEPs covered (ourselves included) should establish an alternate should it be the case that neither Coast to Capital or Solent LEP Board representatives are able to attend. Board members from East Sussex and Kent and Medway are asked to consider this opportunity and revert back to Adam or Rhiannon on the matter.

3.14 John Bunnett, from Kent Chamber of Commerce is also a Board Member of the TfSE Partnership Board as a representative of the Chamber of Commerce for the wider TfSE geography.

Transport East

3.15 Transport for the East has also made progress in its development, with the Terms of Reference allow for one representative per LEP. Therefore, similarly, we welcome nominations in the immediate aftermath of the meeting from members representing Essex or South Essex.

3.16 In both cases, should more than one nomination be made per Board position, the Strategic Board will be asked for agreement by electronic procedure.

Author: Adam Bryan
Position: Managing Director
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Date: 9th March 2018

Chair Recruitment

1. Purpose

- 1.1 The purpose of this paper is to provide the Strategic Board (the Board) with details of the Chair's term of office and to set out the interim arrangements that – in the event of the incumbent Chairman's non-renewal - will be put in place to ensure there is appropriate leadership in the interim period, and provides details of the recruitment process that will be undertaken to secure a new SELEP Chair.

2. Recommendations

- 2.1 The Board is asked to note that the current Chair's term of office is due to expire on the 21st March 2018.

In the event that the Chair decides not to extend his term of office in accordance with the offer made on 11 January 2018 (Appendix 1), then the Board is asked to:

- 2.1.1 Agree to the appointment of Graham Peters, Vice Chair, as interim Chair until such time as a new Chair has been formally recruited.
- 2.1.2 Note that the Vice Chair shall not receive an allowance whilst acting as the interim Chair (but expenses will be paid in accordance with the Subsistence and Hospitality Policy)..
- 2.1.3 Agree to the procurement, through the Accountable Body's request for quotation process, of a recruitment agent at a contract value of not more than £20,000, to assist the SELEP in the recruitment of a Chair.
- 2.1.4 Agree that the contract shall be awarded by the Managing Director of the SELEP to the successful bidder.
- 2.1.5 Establish an Appointment Panel consisting of 6 members, 3 members representing the County and Unitary Authorities, and 3 representing the business sector.
- 2.1.6 Agree that expressions of interest to be a representative on the Appointment Panel shall be given to the Secretariat no later than 31st March 2018.
- 2.1.7 Agree that the final Appointment Panel representatives shall be determined by the 3 Vice Chairs where there are a number of expressions of interest received.

3. Background

Offer of an extension to the term of office.

- 3.1 In September 2017, the Board confirmed its support for the SELEP Chair, and agreed that his term of office should continue past 21st March 2018.
- 3.2 On 11 January 2018, the Accountable Body formally wrote to the Chair to invite him to consider his position and to seek confirmation as to whether or not he would be accepting the offer to extend his tenure.
- 3.3 In doing so, the Accountable Body put forward a range of options available to the Chair in terms of considering his extension, namely:
- 3.3.1 Continuation of as Chair for a further 2 years, expiring on 21st March 2020; or
 - 3.3.2 Continuation of as Chair for a further 12 months, expiring on 21st March 2019.

3.4 Currently the Chair is continuing to consider his position and will formally respond to the offer shortly.

Interim Arrangements

- 3.5 In the event that the Chair decides not to accept the offer to extend his term of office, then the Board will need to consider the interim arrangements that need to be put in place pending the completion of an open and transparent recruitment process for a new SELEP Chair.
- 3.6 There will be a need to ensure the ongoing strategic leadership of the SELEP past 21st March 2018. Previously the Board agreed that one of the Vice Chairs should fulfil the role of Chair during the intervening period between the residing Chair leaving and the new Chair being appointed. In order to maintain the necessary separation between the role of the Board and the Accountability Board, it is not considered appropriate for Geoff Miles to be the interim Chair given his role as Chair of the Accountability Board. The remaining two Vice Chairs have agreed that it should be Graham Peters.
- 3.7 Whilst the role of Chair does attract an allowance, it is proposed that the interim chair does not receive an allowance during the time of their appointment, as has previously been the case.

Recruitment Process

- 3.8 The Accountable Body will work with the Managing Director for SELEP to undertake a recruitment process for the appointment of a new Chair as soon as possible.
- 3.9 Preparation work will be undertaken to review of the role profile, the person specification and terms of that office to ensure the LEP can attract the best candidates. At this time it is not envisaged that there will be any significant changes to these specifications. Should that occur then the Board will be consulted through the electronic process.
- 3.10 In order to secure the best candidates, the Managing Director will employ the services of a recruitment consultant who will assist in obtaining applications at an appropriate level to meet the needs of the SELEP.
- 3.11 The identification of the appropriate recruitment consultant will take place through the Accountable Body's Request for Quotation process, whereby suitable recruitment consultants will be called upon to provide a quote for the work to be undertaken. It is proposed that the Managing Director shall review all quotations received, and appoint the winner recruitment consultant, based on the evaluation.
- 3.12 At the appropriate time, advertisements will be placed in the national and professional press and on partner websites, which will enable applications to be received from internal and external candidates.
- 3.13 During the last recruitment process of the Chair, the SELEP established an Appointment Panel who worked with the Managing Director and Recruitment Consultant in undertaking the review of the applications and compiling a shortlist, sat as the interview panel, and reported to the Board on their recommended candidate. It is proposed that this process is employed again.
- 3.14 Previously the Appointment Panel consisted of 6 members, 3 members representing the County and Unitary Authorities, and 3 representing the business sector. It is proposed that the new Appointment Panel mirrors previous arrangements. Accordingly, members are asked to provide their expressions of interest to the Managing Director no later than 31st March 2018.

- 3.15 In the event that there are a number of expressions of interest received, it is proposed that the Vice Chairs, acting together, determine the membership of the Appointment Panel in accordance with the requirements set out above.
- 3.16 The intention is for the recruitment of the new Chair to be undertaken in a timely manner, and the Board shall be updated throughout at subsequent meetings.
- 3.17 The Final appointment will take place by the Board, following receipt of a report from the Appointment Panel.

4 Next steps

- 4.1 SELEP will need to await the final decision of the current Chair as to whether he will be accepting the offer to extend his term of office.
- 4.2 Should the current Chair decline, then the interim and recruitment processes set out in this report will be undertaken.

5 Financial implications

- 5.1 In the event that the recruitment for a new Chair takes place then a budget of up to £20,000 has been requested in this report; there is sufficient funding in the SELEP reserves to meet these costs if they cannot be managed within the SELEP revenue budget.
- 5.2 The Board is reminded that it has previously been agreed that the Chair of the Strategic Board can receive an allowance of £20,000 per annum; this cost is met from the SELEP annual revenue budget.

6 List of Appendices

- 6.1 Extension letter to Chairman 11 January 2018.

Author: Kim Cole
Position: Deputy Monitoring Officer
Contact details: kim.cole@essex.gov.uk
Date: 6th March 2018

Appendix 1

Essex County Council
PO Box 297,
County Hall
Chelmsford
Essex CM1 1YS



PERSONAL & CONFIDENTIAL

Chris Brodie
By Email: |

Date: 11 January 2018

Dear Chris,

Re: Appointment as Chair of the South East Local Enterprise Partnership (SELEP)

I write with regards to your appointment as Chair of SELEP in March 2016, which as you are aware was for a period of two years, and is therefore due to expire on 21st March 2018.

At the September 2017 Strategic Board, SELEP Members confirmed their support for your appointment to continue past this expiry date, and I understand you have had some informal discussion with Adam around the possibility of an extension to your term.

Consequently I am writing to formally invite you consider your position and confirm whether it is your intention to remain as SELEP Chair at this time.

The SELEP would like to propose the following options for your consideration:

1. Continuation of your role as Chair for a further 2 years, expiring on 21st March 2020;
2. Continuation of your role as Chair for a further 12 months, expiring on 21st March 2019; or

However, if you are not minded to continue in your position then the role will naturally reach its expiry at the end of your current term, namely 21st March 2018.

I understand the decision may not be an easy one to make, and that you may wish to give some consideration to the options being proposed. Accordingly, I would be grateful if you could response no later than 31st January 2018, indicating whether at this time you wish to continue in your role as Chair, and if so which length of term you would like to accept at this time.

Yours sincerely



Kim Cole
Principal Solicitor and Deputy Monitoring Officer
Essex County Council, as Accountable Body for the SELEP

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South East Business Hub

1. Purpose

- 1.1 The purpose of this paper and accompanying presentation is to update Board members on the South East LEP Growth Hub, including:
- Latest developments regarding the national funding position and HMG support
 - Its operational model, and how localised business support services are tailored under our federal model
 - An update on commitments for future funding allocations

2. Recommendations:

- 2.1. The Board is asked to note that this paper, accompanying presentations and consequent discussion will be used to shape a forward plan of activity that will be presented to the Strategic Board for decision in June 2018

3. Background

- 3.1 In September 2017, the Strategic Board (the Board) was presented with a paper updating Board members on the policy context and the operation of the Growth Hubs in the South East, including evidence of impact and the potential funding issues facing Growth Hubs from April 2018. Board members expressed clear support for the work of the Growth Hubs and the discussion was extremely positive, however at that time no future funding commitments had been confirmed beyond March 2018 by Government and Board Members were forewarned that this posed a significant risk to the future of the service.

4. Update

- 4.1 SELEP has since received positive news, as Government has now announced that it will continue to ensure that businesses in every region have access to a Growth Hub; it has therefore confirmed their continued support, with funding earmarked for the next two years indicatively at the same level as currently (£656,000 for SELEP) and ring-fenced provision to fund for a further two years to March 2022. At the time of this report being published, SELEP has not received the expected Grant Offer Letter, which will set out formal conditions required by Government for this funding, but it is expected in the coming weeks.
- 4.2 The period over which funding has been secured by the Department of Business, Energy and Industrial Strategy (BEIS) from HM Treasury is an indication of the strong support for the Growth Hub policy across Government. In communications with BEIS it has been made clear that Government believes that the Growth Hub network is a clear route to communicate directly with businesses across the regions. It is to be expected that Government will want to utilise this network to roll out policies that are devised as a part of the National Industrial Strategy.
- 4.3 In light of this, the SELEP Team and Growth Hub local strategic leads have met with officials from the BEIS to discuss ways of working and future plans for our Growth Hub, in the context of the new principles of funding which have been recently published.
- 4.4 This positive meeting gave a clear steer on expectations from BEIS in terms of the focus of provision and requirements for them to evidence impact to Treasury as a condition of funding. For SELEP, new

principles of funding place greater emphasis on high-level scrutiny and the Board will therefore be required to receive more regular reports and provide strategic direction to local services provided.

- 4.5 In terms of next steps, on receipt of our formal Grant Offer Letter, the Growth Hub Steering Group, formed of the Secretariat and local strategic and operational leads, will produce a forward plan of activity to meet both defined national and importantly, local requirements, to develop a tailored business support offer for Board Members to consider at the next meeting. Federated Boards will be fully engaged in this process to ensure services offered are meeting local requirements.
- 4.6 To ensure that Board members have a good line of sight of the types of activities and support that the local Growth Hubs offer, presentations will be made at the Board by various different partners. Details of the presentations can be found below and slides will be circulated with the minutes.

5. Presentation & Discussion Session

- 5.1 Board Members will receive presentations from the following to provide a greater deal of context and representation of the work of the Growth Hub. This session will run as follows:
1. Introduction & Scene Setting: Suzanne Bennett, SELEP Secretariat
 2. South East Business Hub – its operational model and how it works in Kent: Jacqui Ward, KCC
 3. Provider Focus: Tailoring a local business support offer - Graham Marley, Let's Do Business Group
 4. Business Focus: How is the business support offer underpinned by the business voice – Murray Foster, Business Essex Southend & Thurrock Growth Hub (BEST) Steering Group

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Strategic Economic Plan: Progress update

1. Purpose

- 1.1 The purpose of this paper is to provide the Board with an update on the development of the new Strategic Economic Plan (SEP). This includes activity since the December Board and next steps.
- 1.2 This paper and consequent discussion will be used to validate the timeline and work planned to progress to a final draft.
- 1.3 The Board will be invited to convene for a separate review meeting of the draft SEP in May with a final draft presented to the June Board.

2. Recommendations

- 2.1 The Board is asked to endorse the current stage phase of work; and
- 2.2 Without any further guidance on both the definitive roles and responsibilities of LEPs in relation to writing Local Industrial Strategies and the attainability of the UK Shared Prosperity Fund, the Board is asked to endorse the continuation of SEP development work to ensure SELEP has a bold and cohesive strategy for action; a fundamental document for all LEPs.

3. Background

Update of SEP development work, December to date.

- 3.1 Continued SEP discussions and engagement have been carried out at all of the SELEP working groups via Georgina and the SELEP team and updates have been given at federated boards on request.
- 3.2 Georgina has spoken to Senior Officer Group (SOG) members about current plans for Local Industrial Strategies and the necessary alignment to the SEP.
- 3.3 Georgina presented the SEP at the Alliance of Chambers in East Sussex (ACES) meeting in February. Further business engagement planning is ongoing with Kent Invicta and Essex Chambers.
- 3.4 Adam and Georgina took part in a consultation call with Matthew Nicholas and Tom Newby, Senior Advisors from the Cabinet Office's Growth and Economic Affairs Implementation Unit. In conjunction with the Department for Business, Energy and Industrial Strategy (BEIS) and the Ministry of Housing, Communities and Local Government (MHCLG) they are working on a project to review the delivery of Strategic Economic Plans and the implications for future policy thinking.
- 3.5 Adam and Georgina were asked a list of basic questions about the development of the previous SEP and views on the current refresh. No further guidance or answers were provided by the Cabinet Office on this call. It was not set up to provide SELEP with any answers and guidance at this stage and a timeframe for any expected guidance was not given.
- 3.6 Georgina Button reviewed the comments captured at the December Board and acted on the recommendation of informally convening various LEP partners and stakeholders to help progress the development of the SEP.
- 3.7 It was stated at the December Board that the SEP is a visionary document and not a bidding document. Subsequently Georgina commissioned Thinking Place to facilitate the development of the vision narrative.

- 3.8 Thinking Place were tasked with facilitating two exploratory sessions aimed to challenge and work through the following, relevant topics:
- Power of the SELEP area;
 - Perceptions of the North, South divide;
 - An outsiders view of SELEP;
 - Opportunities and Challenges of the South East LEP;
 - Top 10 assets of SELEP;
 - The language and narrative of the vision statement of the SEP;

 - Harnessing the SEP's ambitions;
 - Setting out key projects;
 - Where SELEP adds value and where it doesn't;
 - Success stories and things that could be done differently.
- 3.9 Inclusive of officers from across the SELEP area, the first session took place on the 26th February and explored items on the top half of the list.
- 3.10 Due to the snow the second session had to be postponed and is taking place on the 27th March; impacting the output at this stage. The second session will explore the rest of the list and the necessary set of actions required to demonstrate how SELEP can provide distinct value, and deliver a short term action plan.

4. Next Steps

- 4.1 Thinking Place to complete instructed work with partners and stakeholders;
- 4.2 Thinking Place to present results of the facilitated vision shaping and action setting activities to SELEP secretariat;
- 4.3 Georgina Button to share and review with the SOG and SEP Steering Group;
- 4.4 Specific economic data to support the challenges and opportunities for each of the ambitions and actions set out in the draft will be extracted from Phase 1 consultation responses and evidence base and requested directly via SOG, working groups and stakeholders throughout April;
- 4.5 Engagement with businesses; federated boards and SELEP working groups will continue between now and June;
- 4.6 Instruction of SEP document design work in May;
- 4.7 A *first* draft and design will be presented to the Board at a stand-alone review meeting for sign-off in May 2018;
- 4.8 Approval of *final* draft SEP at June Board meeting;
- 4.9 Deliver launch event and stakeholder and media engagement from June onwards.

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